



CITY OF
MONROE
Michigan

2020-2021 Budget

Adopted April 20, 2020

Robert E. Clark, Mayor

<u>City Council Members</u>	<u>Precinct</u>
Paula L. Whitman	1
John Iacoangeli	2
Kellie M. Vining	3
Michelle Germani	4
Brian Lamour	5
Andrew B. Felder	6

CITY OF MONROE

2020-2021 BUDGET

Adopted April 20, 2020

MAYOR

Robert E. Clark

FIRST PRECINCT

Paula L. Whitman

SECOND PRECINCT

John Iacoangeli

THIRD PRECINCT

Kellie M. Vining

FOURTH PRECINCT

Michelle Germani

FIFTH PRECINCT

Brian Lamour

SIXTH PRECINCT

Andrew B. Felder

CITY MANAGER

Vincent Pastue

ASSISTANT CITY MANAGER/FINANCE DIRECTOR

Edward J. Sell Jr.

CITY OF MONROE
2020-21
ANNUAL BUDGET
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BUDGET ORDINANCE

ORDINANCE 20-004

Budget Appropriation Act
July 1, 2020- June 30, 2021

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2021, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2020 and ending June 30, 2021 are hereby appropriated on a departmental and activity total basis as follows:

GENERAL GOVERNMENT

City Council	\$152,934
City Manager	320,920
Communications, Culture, Promotions	140,597
Assessor	360,954
Attorney	142,760
Clerk-Treasurer	484,065
Finance	482,924
Human Resources	281,952
Engineering	249,546
City Hall Grounds	323,299

TOTAL GENERAL GOVERNMENT **\$2,939,951**

PUBLIC SAFETY

Public Safety Division Personnel	7,980,606
Police Operating Cost	758,282
Fire Operating Cost	360,639
Zoning/Code Enforcement	309,306

TOTAL PUBLIC SAFETY **\$9,408,833**

PUBLIC WORKS **\$2,321,003**

COMMUNITY AND ECONOMIC DEVELOPMENT **\$497,864**

CULTURAL-RECREATION

Library	\$65,000
Social Services	156,000
Public Access TV	150,000
Parks and Recreation	1,525,988

TOTAL CULTURAL-RECREATION **\$1,896,988**

CONTINGENCIES **\$147,888**

DEBT SERVICE **\$1,926,243**

TRANSFERS OUT **\$1,158,853**

TOTAL EXPENDITURES **\$20,297,623**

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

GENERAL FUND

General Revenue	\$18,625,728
Service Revenue	1,606,595
Operating Grants and Contributions	65,300

TOTAL REVENUES

\$20,297,623

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2020 through June 30, 2021 for the following funds in the amounts set forth below:

SUMMARY OF EXPENDITURES BY FUND

Major Street Fund	\$2,161,468
Local Street Fund	1,974,213
Refuse Fund	1,899,450
Parking Fund	196,388
Economic Development Fund	10,000
Building Safety Fund	591,114
Corridor Improvement Authority	20,000
Budget Stabilization Fund	0
Drug Forfeiture Fund	36,750
Grant Fund	500,000
Airport Fund	270,276
Expendable Trust Fund	54,000
Debt Service	717,062
Fire Station 1 Debt Service	416,075
Capital Project Fund	948,000
Wastewater Department	9,401,385
Water Department	9,499,672
Raw Water Partnership Fund	430,887
Information Systems	767,780
Stores & Equipment Fund	1,339,363
Employment Benefit Fund	2,244,104
Post-Retirement Health Care Fund	5,077,257
Insurance Fund	431,183
Cemetery Fund	72,260
Downtown Development Authority	595,604
Brownfield Redevelopment Authority	900,187
Port of Monroe	1,180,000

TOTAL

\$41,734,478

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2020 through June 30, 2021 for the following enterprise and internal service type funds in the amounts set forth below:

SUMMARY OF CAPITAL EXPENDITURES BY FUND

Wastewater Department	\$1,230,000
Water Department	1,321,250
Raw Water Partnership Fund	139,600
Information Systems	115,500
Stores & Equipment Fund	777,000
Port of Monroe	250,000

TOTAL **\$3,833,350**

Section 5. The City Council does hereby levy a tax of 14.6424 mills, or the maximum allowed by law, for the period of July 1, 2020 through June 30, 2021 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 .47 mills for the period of July 1, 2020 through June 30, 2021 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 constructing and equipping a new central fire station.

Section 7. The City Council does hereby levy a tax of 1.702 mills for the period of July 1, 2020 through June 30, 2021 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 0.0521 mills for the period of July 1, 2020 through June 30, 2021 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This is a special tax levied to encourage immigration to, and to increase the trade, business, and industries of the City of Monroe through advertising, promotion, and economic development pursuant to Public Act 359 of 1925.

Section 9. The City Council does hereby levy a tax of 0.52 mills for the period of July 1, 2020 through June 30, 2021 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 repairs and rehabilitation of 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 .8178 mills for the period of July 1, 2020 through June 30, 2021 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, 2020, to support the budget for the period July 1, 2020 through June 30, 2021. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2020.

Section 13. The City Council does hereby amend the budget for the period of July 1, 2019 through June 30, 2020 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 assign as of June 30, 2020, \$700,000 of the General Fund Fund Balance for the purpose of funding budget stabilization related to future property tax revenue reductions.

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, 2020 through June 30, 2021, 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, 2020 through June 30, 2021 and all sums be paid into the several funds to which they belong and any ordinance or parts of ordinance in conflict with this ordinance are hereby repealed.

First Reading	April 6, 2020
Public Hearing	April 20, 2020
Second Reading	April 20, 2020
Adoption	April 20, 2020
Publication	June 26, 2020




Michelle J. LaVoy
Clerk-Treasurer

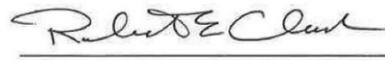

Robert E. Clark
Mayor

EXHIBIT 1

SERVICE	CURRENT FEE		NEW FEE JULY 1, 2020	
	Quarterly	Monthly	Quarterly	Monthly
Wastewater Commodity Rate	\$ 4.19	\$ 4.19	\$ 4.36	\$ 4.36
Wastewater Fee per Meter Read				
Meter Size				
5/8"	\$ 6.11	\$ 2.04	\$ 5.76	\$ 1.92
3/4"	9.17	3.06	8.64	2.88
1"	15.28	5.10	14.40	4.80
1-1/4"	21.39	7.14	20.16	6.72
1-1/2"	30.55	10.20	28.80	9.60
2"	48.88	16.32	46.08	15.36
2-1/2"	67.21	22.44	63.36	21.12
3"	91.65	30.60	86.40	28.80
4"	152.75	51.00	144.00	48.00
6"	305.50	102.00	288.00	96.00
8"	488.80	163.20	460.80	153.60
10"	702.65	234.60	662.40	220.80
12"	1,313.65	438.60	1,238.40	412.80
Wastewater Bond Recovery Charge				
Meter Size				
5/8"	\$ 11.89	\$ 3.96	\$ 15.24	\$ 5.08
3/4"	17.84	5.94	22.86	7.62
1"	29.73	9.90	38.10	12.70
1-1/4"	41.62	13.86	53.34	17.78
1-1/2"	59.45	19.80	76.20	25.40
2"	95.12	31.68	121.92	40.64
2-1/2"	130.79	43.56	167.64	55.88
3"	178.35	59.40	228.60	76.20
4"	297.25	99.00	381.00	127.00
6"	594.50	198.00	762.00	254.00
8"	951.20	316.80	1,219.20	406.40
10"	1,367.35	455.40	1,752.60	584.20
12"	2,556.35	851.40	3,276.60	1,092.20
Wastewater Septic Dumping Rate/Gallon	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.07
Wastewater BOD Surcharge Rate>200mg/l per lb.	\$ 0.34	\$ 0.34	\$ 0.34	\$ 0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	\$ 0.22	\$ 0.22	\$ 0.22	\$ 0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	\$ 0.95	\$ 0.95	\$ 0.95	\$ 0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,000.00	\$ 1,000.00	\$ 1,050.00	\$ 1,050.00
Tenant Responsibility Security Deposit - Water Only	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Rental Inspection Fee - inspected every three years	\$ 110.00	\$ 110.00	\$ 110.00	\$ 110.00
Rental Inspection Reinspection Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Missed Inspection Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Late Payment Penalty	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.

SERVICE	CURRENT FEE		NEW FEE JULY 1, 2020	
	Quarterly	Monthly	Quarterly	Monthly
WATER RATES AND FEES				
Debt Service Charge**				
Meter Size				
5/8"	\$ 8.00	\$ 2.67	\$ 8.00	\$ 2.67
3/4"	12.05	4.01	12.05	4.01
1"	20.04	6.68	20.04	6.68
1 1/4"	28.05	9.35	28.05	9.35
1 1/2"	40.06	13.35	40.06	13.35
2"	64.11	21.37	64.11	21.37
2 1/2"	100.16	33.39	100.16	33.39
3"	140.22	46.74	140.22	46.74
4"	240.38	80.13	240.38	80.13
6"	500.80	166.93	500.80	166.93
8"	721.13	240.38	721.13	240.38
10"	1,161.82	387.27	1,161.82	387.27
12"	1,722.69	574.23	1,722.69	574.23
Fire Line Rates Inside City Limits				
Meter Size				
5/8"	\$ 0.53	\$ 0.18	\$ 0.53	\$ 0.18
3/4"	0.85	0.28	0.85	0.28
1"	1.82	0.61	1.82	0.61
1 1/4"	3.27	1.09	3.27	1.09
1 1/2"	5.29	1.76	5.29	1.76
2"	11.27	3.76	11.27	3.76
2 1/2"	20.26	6.75	20.26	6.75
3"	32.73	10.91	32.73	10.91
4"	69.74	23.25	69.74	23.25
6"	202.59	67.53	202.59	67.53
8"	431.72	143.91	431.72	143.91
10"	776.37	258.79	776.37	258.79
12"	1,254.06	418.02	1,254.06	418.02
Fire Line Rates Outside City Limits				
Meter Size				
5/8"	\$ 1.06	\$ 0.35	\$ 1.06	\$ 0.35
3/4"	1.70	0.57	1.70	0.57
1"	3.64	1.21	3.64	1.21
1 1/4"	6.54	2.18	6.54	2.18
1 1/2"	10.58	3.53	10.58	3.53
2"	22.54	7.51	22.54	7.51
2 1/2"	40.52	13.51	40.52	13.51
3"	65.46	21.82	65.46	21.82
4"	139.48	46.49	139.48	46.49
6"	405.18	135.06	405.18	135.06
8"	863.44	287.81	863.44	287.81
10"	1,552.74	517.58	1,552.74	517.58
12"	2,508.12	836.04	2,508.12	836.04
Water Commodity Rate**	\$ 2.00	\$ 2.00	\$ 2.14	\$ 2.14
**-Rates Doubled Outside City Limits or Per Agreement				
Water Administrative Fee	\$ 8.00	\$ 2.67	\$ 8.00	\$ 2.67
Quarterly Pump Surcharge Rate	\$ 0.16	\$ 0.16	\$ 0.16	\$ 0.16
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%

SERVICE			NEW FEE	
Water System Development Fees	CURRENT FEE		JULY 1, 2020	
Meter Size				
5/8"***	\$2,000.00		\$3,000.00	
1"	5,000		7,500	
1-1/2"	10,000		15,000	
2"	16,000		24,000	
3"	35,000		52,500	
4"	60,000		90,000	
6"	125,000		187,500	
8"	180,000		270,000	
10"	290,000		435,000	
12"	430,000		645,000	
Utility Bill Returned Payment Fee	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Airport Hangar Rental Monthly Fees				
End Cap T Hangar 1-12	\$50.00		\$50.00	
End Cap T Hangar 13-33	75.00		75.00	
T Hangar 1-12	150.00		175.00	
T Hangar 13-33	250.00		275.00	
Box Hangar 353 East	300.00		325.00	
Box Hangar 353 West	425.00		450.00	
Box Hangar 365	585.00		600.00	



INTRODUCTION



MEMORANDUM

To: Mayor and City Council

From: Vincent Pastue, City Manager
Ed Sell, Assistant City Manager/Finance Director

Date: March 31, 2020

Subject: Proposed Fiscal Year 2020-21 Budget

City Administration submits this proposed budget at the onset of a global pandemic that has not been experienced in over a century. The proposed budget is fraught with uncertainty as to the duration of the Coronavirus Covid-19 Pandemic, the loss of life that will be incurred, its effect on worldwide and local economic activity, and ultimately the impact on City finances and long-term service delivery. Despite all of that, it is still necessary to submit a proposed budget. We do so with City Council's understanding that amendments will need to be made during the fiscal year in response to the Pandemic's impact on City finances and services.

It is awkward to submit a business as usual proposed budget knowing that it will be anything but business as usual. In addition, there are a couple budgetary items in the proposed budget that are an outcome of the Council Goals and Objectives. Again, the uncertainty dictates the budget to be presented in this format. Below is high level overview of the proposed budget with more details provided later in the document.

- There are no major changes to staffing levels except increases with water operations. Funding for a public safety director position has been included. The personnel changes schedule is attached for your review.
- Infrastructure projects are funded and contained in the proposed budget based on the recently adopted Capital Improvements Program;
- The proposed budget contains increases for personnel compensation related to contractual step increases and a modest reserve given that all six City collective bargaining agreements are set to expire on June 30, 2020;
- \$36,000 appropriated for professional lobbyist services;
- \$20,000 appropriated for a Winchester Corridor Study;
- \$5,000 increase in BDC membership;
- Funds reserved for future budget stabilization;

- A new fund is added to the budget for the Corridor Improvement Authority. As tax increment captures are uncertain for next year, a \$20,000 budget is proposed. Amendments will occur as revenue availability becomes clearer.
- The budget has flexibility to address other items contained in the Goals and Objectives.

The proposed budget is based on known information as of early March. The most significant known budgetary item is the recent Michigan Tax Tribunal (MTT) case settlement with DTE Energy, the City's largest taxpayer accounting for almost 48% of property tax revenues. The City will experience a 30% reduction in DTE taxable value beginning in the current fiscal year thru Fiscal Year 2025-26. Assistant City Manager/Finance Director Ed Sell prepared a five-year budget assessing the impact of this significant taxable value reduction. Based on his projection and implementing a Medicare Advantage Program, the City's General Fund should be stable thru Fiscal Year 2022-23. After that, there will be operating deficits that long-term are not sustainable. This is not much different than when discussing the Public Safety Assessment in mid-February. Again, the wild card in the projections is the Pandemic's impact.

General Fund Summary

The General Fund budget as proposed has revenues equaling expenditures. The budget does set aside \$47,888 to be used for future budget stabilization. By the end of the 2021-22 fiscal year, \$2.247 million dollars would be set aside for this purpose.

Total revenue and expenditures in the General Fund is budgeted at \$20,297,623 for the 2020-21 fiscal year. This represents a 1.6% decrease over the prior year adopted budget. The reduction is primarily due to implementation of the expected settlement of the DTE property tax appeal.

Property taxes account for 72% of the revenue budgeted in the General Fund. State shared revenue, which includes personal property tax reimbursements, accounts for another 17% of the revenue budgeted in the General Fund. State shared revenue from sales tax will need to be estimated again after the COVID19 pandemic subsides.

General Fund fund balance continues to remain strong with ending fund balance as of June 30, 2021 estimated at 32% of expenditures. This includes funds set aside in prior years for tax appeal refunds. Without those amounts taken into account, fund balance is at 21% of expenditures. The budget stabilization fund adds to those amounts and the percentages would be increased to 42% and 31% respectively.

Personnel costs are the largest part of the budgeted expenditures at 64% of the total, and they continue to rise. Personnel cost in total increased approximately or 2.3%.

Millage Levies

The budget, as proposed for fiscal year 2020-21 recommends that the total City Charter authorized general millage of 14.6424 mills be levied (i.e. 15 mills less Headlee roll-backs), which is the same as the previous year.

The fire station millage, authorized by voters in November 2016, is proposed to be levied in the full amount of .47 mill and will be used for paying the bond payments that funded the costs of designing and constructing a new central fire station.

The Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, is proposed to continue at the full millage authorized by voters of 0.52 mill for fiscal year 2020-21. Even with the reduction in taxable value due to the DTE tax appeal, it does appear that funds generated by this millage and the Fire millage will be sufficient to pay off the remaining debt on those two projects.

A millage in the amount of .0521 mill is proposed to be levied for the funding of economic development publicity and advertising activities as allowed in Public Act 359 of 1925. The millage is limited to the generation of \$50,000 in revenue by the public act.

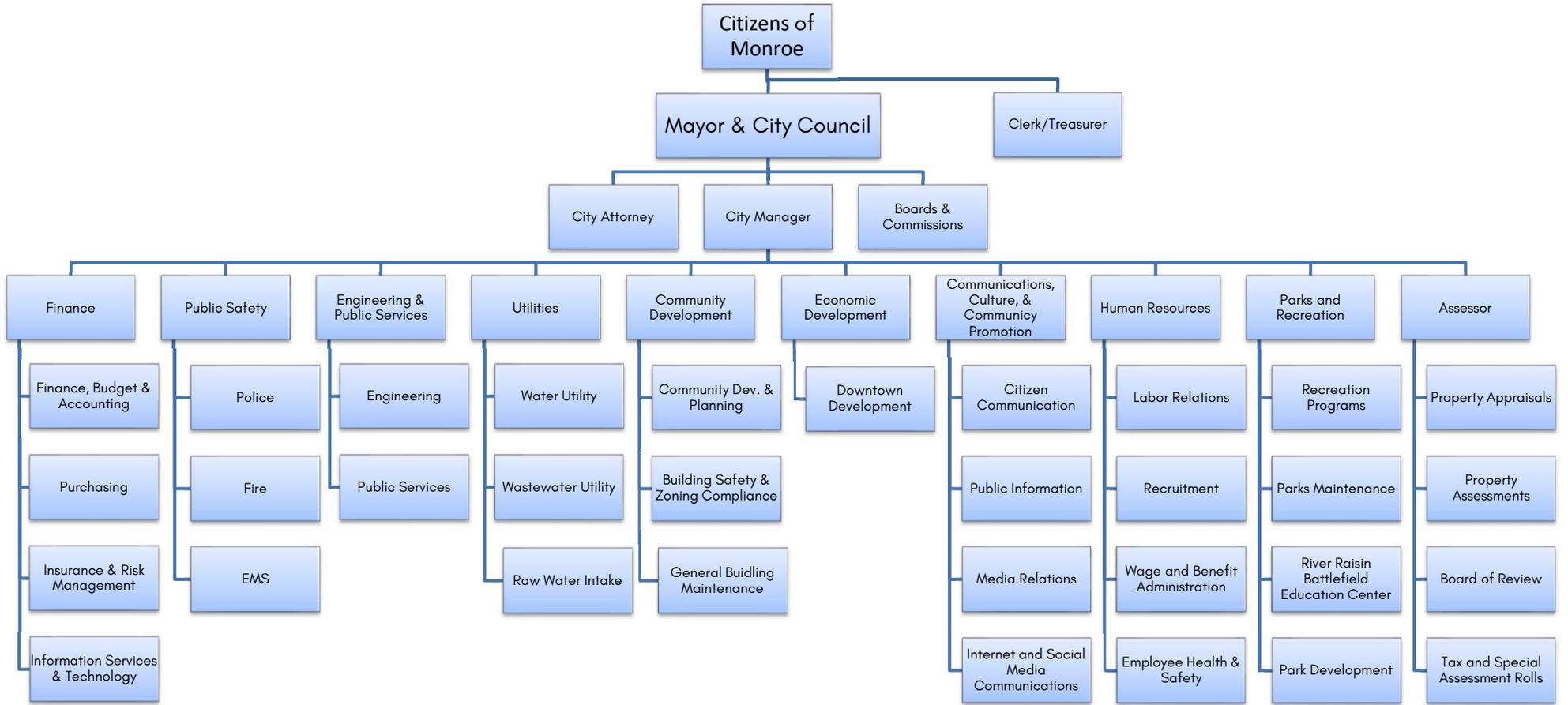
The Refuse Fund millage is proposed to be levied at 1.702 mills, which is an increase from the 1.655 mills that was levied the last year. The percentage increase is 2.8%. The millage rate will need to increase in future years as well to compensate for the loss in taxable value that will occur.

The City Council also approves the millage rate to be levied for the Lake Erie Transit Commission (LETC). The rate requested for 2020-21 is .8178 mill, an increase of .0465 mill. The total of all of the City millage levies for the 2020-21 fiscal year is 18.2043, including LETC. This is an increase of .0958 over the fiscal year 2019-20 levies, primarily due to the LETC and refuse millage increases. The property tax administration fee of 1.0%, charged on all millages collected by the City, will also continue.



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.



CITY OF
MONROE
Michigan

GENERAL FUND

**GENERAL FUND
FUND BALANCE TREND**

	Actual FY15-16	Actual FY16-17	Actual FY17-18	Actual FY18-19	Amended Budget FY19-20	Projected Budget FY19-20	Budget Request FY20-21	Projected Budget FY21-22	Projected Budget FY22-23
REVENUE:									
General Revenue:									
General Government	\$ 41,133,117	\$ 17,491,563	\$ 18,907,603	\$ 18,966,144	\$ 18,999,055	\$ 18,522,702	\$ 18,625,728	\$ 18,038,322	\$ 18,076,745
Service Revenue:									
General Government	990,761	948,744	949,976	955,919	1,087,541	1,090,091	1,107,866	1,147,353	1,174,990
Public Safety	274,692	299,459	315,433	319,597	347,604	346,604	348,560	352,612	356,705
Public Works	71,104	79,225	49,911	57,976	55,000	61,000	67,000	67,000	67,000
Recreation & Culture	415,427	306,197	87,137	73,200	95,574	76,755	83,169	83,169	83,169
Operating Grants:									
General Government	-	-	-	1,495	-	-	-	-	-
Public Safety	65,388	18,470	17,870	21,035	16,000	15,300	15,300	15,300	15,300
Public Works	-	-	5,000	500	-	-	-	-	-
Economic Development	-	10,000	50,850	265,225	50,600	50,600	50,000	50,000	50,000
Recreation & Culture	-	-	-	-	-	2,000	-	-	-
Capital Grants									
Public Safety	17,000	-	2,000	-	-	-	-	-	-
Economic Development	-	-	2,203,343	543,059	2,232,298	2,232,298	-	-	-
Total Revenue	42,967,489	19,153,658	22,589,123	21,204,150	22,883,672	22,397,350	20,297,623	19,753,756	19,823,909
Total Expenditures	18,594,878	43,528,757	22,358,407	19,251,527	23,476,251	22,908,916	20,297,623	19,753,756	19,960,695
Excess (Deficiency) of Revenues over Expenditures	24,372,611	(24,375,099)	230,716	1,952,623	(592,579)	(511,566)	-	-	(136,786)
Beginning Fund Balance	4,092,354	4,054,164	4,089,866	4,320,595	6,273,231	6,273,231	5,761,665	5,761,665	5,761,665
Restricted Fund Balance	(24,410,801)	24,410,801	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,054,164	\$ 4,089,866	\$ 4,320,595	\$ 6,273,231	\$ 5,680,652	\$ 5,761,665	\$ 5,761,665	\$ 5,761,665	\$ 5,624,879

**GENERAL FUND
REVENUE DETAIL**

	Actual FY17-18	Actual FY18-19	Amended Budget FY19-20	Projected Actual FY19-20	Adopted Budget FY20-21	Projected Budget FY21-22	Projected Budget FY22-23
General Revenue							
General Government							
Real Property Taxes	12,968,683	13,334,162	13,720,647	12,934,000	7,602,111	7,688,020	7,804,922
Real Property Taxes-Fire Station	415,843	-	-	-	-	-	-
Real Property Taxes-Econ Dev	45,886	46,173	46,595	43,990	26,171	26,171	26,171
Tif Capture Real Property	(268,613)	(274,707)	(279,094)	(291,173)	(294,000)	(299,880)	(305,878)
Personal Property Taxes	903,792	916,880	888,000	900,000	6,462,600	6,133,027	6,000,994
Personal Property Taxes-Fire Station	28,713	-	-	-	-	-	-
Personal Property Tax-Econ Dev	3,169	3,161	2,950	2,953	23,299	23,299	23,299
Tif Capture-Personal Property	2,191	53	-	-	-	-	-
Industrial Facilities Tax	165,421	(24,992)	(25,495)	(27,369)	(38,000)	(38,760)	(39,535)
Industrial Facilities Tax - Fire Station	5,302	122,964	120,865	120,682	118,772	129,781	132,376
Industrial Facilities Tax-Econ Dev	584	-	-	-	-	-	-
Industrial Facilities Tax-Prhc	334	426	380	410	437	437	437
Payment In Lieu Of Taxes	55,803	66,157	57,549	68,000	70,000	71,400	72,828
Int & Pen Delinquent Taxes	60,706	71,146	67,891	75,000	75,000	75,000	75,000
Property Tax Admin Fee	505,836	516,843	528,384	432,865	440,142	435,831	433,981
Vendor License	650	1,750	800	1,700	1,700	1,700	170
Zoning Permits	11,475	11,455	11,000	11,400	11,400	11,400	11,400
Mobile Food Vending License Fee	1,100	500	1,000	500	500	500	500
Other Licenses & Permits	25,600	31,950	21,000	50,000	50,000	50,000	50,000
Lcsa Appropriation/Ppt Exempt Reimb	1,211,902	1,100,104	660,000	1,090,000	1,200,000	720,000	734,000
State Rev Share-Sales Tax	2,024,255	2,102,305	2,161,059	2,180,000	2,210,000	2,254,200	2,299,284
State Rev Share-Liquor License	16,115	16,096	16,400	16,100	16,100	16,100	16,100
Interest On Investments	157,256	450,471	375,000	355,000	200,000	300,000	300,000
Rent-Land	7,635	6,280	6,431	6,226	6,200	6,200	6,200
Rent-Buildings	36,168	35,997	38,136	23,511	24,096	24,696	25,296
Franchise Fees	318,469	318,342	329,000	300,000	300,000	290,000	290,000
Right Of Way Fee	69,743	69,752	70,000	70,000	70,000	70,000	70,000
Sale Of Assets	110,266	4,001	5,000	5,000	5,000	5,000	5,000
Reimb-Other	2,900	1,454	2,000	2,000	2,000	2,000	2,000
Refunds/Rebates	10,243	17,236	20,000	12,000	12,000	12,000	12,000
Trnsfr In-Grant Fund	-	20,000	30,000	30,000	30,000	30,000	30,000
Transfer In-Dda	10,000	185	200	200	200	200	200
Miscellaneous Revenue	176	-	27,300	13,650	-	-	-
Loan Proceeds	-	-	96,057	96,057	-	-	-
Total General Revenue	18,907,603	18,966,144	18,999,055	18,522,702	18,625,728	18,038,322	18,076,745
Service Revenue							
General Government							
Witness Fees	83	234	50	100	100	100	100
Zoning Board Of Appeals Fees	4,300	1,900	3,000	3,000	3,000	3,000	3,000
Plans & Specifications Review	50	1,440	2,000	1,000	2,000	2,000	2,000
Enhanced Access Fee	8,065	12,673	9,000	12,500	12,500	12,500	12,500
Admin Services-Water Fund	433,401	457,562	535,337	535,337	524,149	555,697	575,359
Admin Services-Wastewater Fund	313,551	325,132	377,870	377,870	376,330	381,544	385,507
Admin Services - Refuse	64,995	69,283	71,999	71,999	90,450	91,375	93,550
Admin. Svc. - Building Safety	42,972	42,060	35,178	35,178	38,523	39,293	40,079
Admin Service Fee - Stores & Equipment	36,845	37,249	43,807	43,807	51,514	52,544	53,595
Duplicating Charge	5	104	200	200	200	200	200
Sales-Miscellaneous	-	-	100	100	100	100	100
Plans And Specifications Sales	291	122	500	500	500	500	500
Vending Commissions/Sales	1,023	-	-	-	-	-	-
Other Charges For Services	12,440	1,714	1,500	1,500	1,500	1,500	1,500
Penalties	2,328	1,260	2,000	2,000	2,000	2,000	2,000
Miscellaneous Revenue	29,627	5,186	5,000	5,000	5,000	5,000	5,000
Total General Government	949,976	955,919	1,087,541	1,090,091	1,107,866	1,147,353	1,174,990

	Actual	Actual	Amended	Projected	Adopted	Projected	Projected
	FY17-18	FY18-19	Budget	Actual	Budget	Budget	Budget
			FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Public Safety							
Excavation Permit	4,800	3,700	6,000	5,000	5,000	5,000	5,000
Police Liaison	109,284	99,165	112,000	104,000	106,000	108,000	110,000
Emergency Medical Service Fees	75	638	-	-	-	-	-
Fire Inspection Fees	9,625	6,800	10,000	7,000	7,000	7,000	7,000
Plans & Specifications Review	11,891	14,075	12,000	14,000	14,000	14,000	14,000
Sex Offender Registration Fee	600	934	450	450	450	450	450
Police/Fire Service-Water	100,362	102,266	97,654	97,654	102,610	104,662	106,755
Ouil Fines	13,698	18,548	9,000	20,000	15,000	15,000	15,000
Penal Fines	56,364	66,720	60,000	60,000	60,000	60,000	60,000
Civil Fines	200	150	1,500	1,500	1,500	1,500	1,500
Zoning/Blight Fines	-	-	3,000	3,000	3,000	3,000	3,000
Reimb-Demolitions	-	-	25,000	25,000	25,000	25,000	25,000
Miscellaneous Revenue	8,534	6,601	11,000	9,000	9,000	9,000	9,000
Total Public Safety	315,433	319,597	347,604	346,604	348,560	352,612	356,705
Public Works							
Blight Pickup	20,315	13,220	20,000	15,000	20,000	20,000	20,000
Weed Cutting	15,539	22,890	10,000	25,000	25,000	25,000	25,000
Charges For Services-Banners	750	-	-	-	-	-	-
Miscellaneous Revenue	13,307	21,866	25,000	21,000	22,000	22,000	22,000
Total Public Works	49,911	57,976	55,000	61,000	67,000	67,000	67,000
Recreation & Culture							
Skate Sharpening	-	-	-	-	-	-	-
Youth Ball Program	13,425	13,667	17,500	15,000	15,000	15,000	15,000
Adult Ball Program	32,294	26,320	36,000	26,000	26,500	26,500	26,500
Adult Volleyball	4,860	4,385	5,000	5,000	5,000	5,000	5,000
Youth Basketball	265	-	-	-	-	-	-
Football Program	336	898	700	700	700	700	700
Track Program	63	-	-	-	-	-	-
Tennis Program	-	9,387	10,555	10,555	10,150	10,150	10,150
Adult Soccer Program	-	-	-	-	-	-	-
Skating Lessons	-	-	-	-	-	-	-
Sales-Concessions	-	-	-	-	-	-	-
Sales-Pro Shop	-	-	-	-	-	-	-
Sales-Miscellaneous	84	-	-	-	-	-	-
Admission-Public Skating	-	-	-	-	-	-	-
Admission-Drop In Hockey	-	-	-	-	-	-	-
Admission-Sports Camp	-	-	-	-	-	-	-
Admission - Inflatables	-	-	-	-	-	-	-
Rent-Park Facilities	5,935	6,023	6,500	6,500	6,500	6,500	6,500
Rent-Ice Surface	-	-	-	-	-	-	-
Rent-Dry Floor	-	-	-	-	-	-	-
Rent-Meeting Room	-	-	-	-	-	-	-
Rent-Ice Skates	-	-	-	-	-	-	-
Rent-Lockers	-	-	-	-	-	-	-
Rent-Advertising Space	-	-	-	-	-	-	-
Commissions-Video Games	-	-	-	-	-	-	-
Commissions-Vending Machines	-	24	-	-	-	-	-
Miscellaneous Revenue	29,875	12,496	19,319	13,000	19,319	19,319	19,319
Mmsc Miscellaneous Revenue	-	-	-	-	-	-	-
Total Recreation & Culture	87,137	73,200	95,574	76,755	83,169	83,169	83,169
Total Service Revenue	1,402,457	1,406,692	1,585,719	1,574,450	1,606,595	1,650,134	1,681,864
Operating Grants							
General Government							
Medc Grant	-	1,495	-	-	-	-	-
Total General Government	-	1,495	-	-	-	-	-

	Actual FY17-18	Actual FY18-19	Amended Budget FY19-20	Projected Actual FY19-20	Adopted Budget FY20-21	Projected Budget FY21-22	Projected Budget FY22-23
Public Safety							
Miscellaneous Federal Grants	-	-	-	-	-	-	-
Police Training-Act 302	7,724	7,369	8,000	7,300	7,300	7,300	7,300
Contrib Monroe County	7,146	13,041	8,000	8,000	8,000	8,000	8,000
Contrib From Private Source	3,000	625	-	-	-	-	-
Total Public Safety	17,870	21,035	16,000	15,300	15,300	15,300	15,300
Public Works							
Miscellaneous State Grants	-	500	-	-	-	-	-
Contrib From Private Source	5,000	-	-	-	-	-	-
Total Public Works	5,000	500	-	-	-	-	-
Economic Development							
Semcog - Fha Grant	-	40,925	-	-	-	-	-
Mshda Blight Elimination Grant	-	174,300	-	-	-	-	-
Miscellaneous State Grants	-	-	-	-	-	-	-
Contribution-Other Government	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Contribution from Private Source	850	-	600	600	-	-	-
Total Economic Development	50,850	265,225	50,600	50,600	50,000	50,000	50,000
Total Operating Grants	73,720	288,255	66,600	65,900	65,300	65,300	65,300
Capital Grants							
Public Safety							
Equipment Grant	2,000	-	-	2,000	-	-	-
Total Public Safety	2,000	-	-	2,000	-	-	-
Economic Development							
Dnr Trust Fund Grant	2,203,343	543,059	2,232,298	2,232,298	-	-	-
Total Economic Development	2,203,343	543,059	2,232,298	2,232,298	-	-	-
Total Capital Grants	2,205,343	543,059	2,232,298	2,234,298	-	-	-
Total General Fund Revenue	22,589,123	21,204,150	22,883,672	22,397,350	20,297,623	19,753,756	19,823,909

GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY17-18	Actual FY18-19	Amended Budget FY19-20	Projected FY19-20	Adopted Budget FY20-21	Projected Budget FY21-22	Projected Budget FY22-23	Pct of Budget
Mayor And Council	131,296	127,606	129,926	133,320	152,934	153,080	153,196	0.75%
City Manager	485,330	284,673	330,648	329,897	320,920	321,439	327,152	1.58%
Communications, Culture, Promotion	130,425	123,875	138,841	140,557	140,597	142,657	145,451	0.69%
Elections	30,035	35,984	41,709	46,709	45,288	42,806	41,771	0.22%
Clerk/Treasurer	395,087	425,975	427,214	417,117	421,700	431,788	444,013	2.08%
Assessor's Office	325,245	348,177	384,269	384,198	359,339	362,345	373,389	1.77%
Board Of Review	1,244	1,152	1,615	1,615	1,615	1,615	1,615	0.01%
Attorney's Office	144,458	257,761	345,150	372,760	142,760	142,760	142,760	0.70%
Audit	41,746	44,857	44,461	44,461	45,350	46,257	47,182	0.22%
Finance	372,005	396,384	435,859	440,003	437,574	441,486	453,702	2.16%
Human Resources	253,665	302,040	304,244	329,487	281,952	282,298	285,744	1.39%
Engineering	361,043	262,815	217,348	250,692	249,546	221,018	232,123	1.23%
Police Operating	585,468	626,311	814,982	814,775	734,882	735,404	733,569	3.62%
Police Training	7,724	7,981	7,793	7,793	7,300	7,300	7,300	0.04%
Liquor Law Enforcement	12,679	16,738	16,400	16,100	16,100	16,100	16,100	0.08%
Public Safety Division Personnel	7,661,533	7,121,051	7,529,192	7,459,200	7,980,606	8,089,944	8,306,777	39.32%
Fire Operating	292,838	284,787	348,179	357,489	360,639	360,271	358,079	1.78%
DPS General Operations	1,303,759	1,362,657	1,399,961	1,433,125	1,409,327	1,393,536	1,430,838	6.94%
Forestry	438,772	493,781	514,867	556,367	511,676	511,710	511,744	2.52%
Port Of Monroe	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1.97%
City Hall/Grounds	252,396	275,390	358,781	332,246	323,299	327,177	333,625	1.59%
Planning Commission	2,770	1,986	3,850	3,850	3,865	3,880	3,900	0.02%
Community Development	2,740,205	492,470	2,176,428	2,191,612	237,000	211,824	213,528	1.17%
Historical District Commission	115	217	3,200	2,600	3,200	3,200	3,200	0.02%
Zoning/Ordinance Enforcement	182,638	686,717	553,497	562,211	309,306	312,078	317,916	1.52%
Economic Development	-	208,039	247,790	243,623	251,799	256,251	259,633	1.24%
Parks & Recreation Administration	228,311	236,690	249,366	252,446	243,018	243,906	266,031	1.20%
Parks & Playgrounds	578,425	651,555	681,797	689,358	667,500	669,049	671,016	3.29%
Battlefield Visitor Center	550,017	485,545	527,871	531,267	511,795	502,946	493,879	2.52%
Parks And Rec. Programs	94,000	84,103	103,646	103,646	103,675	103,704	90,804	0.51%
Non-Departmental	523,344	517,543	532,215	675,403	520,477	501,419	498,463	2.56%
Contingency	-	-	1,538,328	740,200	147,888	209,539	100,000	0.73%
Debt Service	1,672,439	1,672,481	1,797,907	1,775,872	1,795,843	1,795,806	1,776,695	8.85%
Transfers Out	2,159,395	1,014,186	868,917	868,917	1,158,853	509,163	519,500	5.71%
Total	22,358,407	19,251,527	23,476,251	22,908,916	20,297,623	19,753,756	19,960,695	100%

GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION

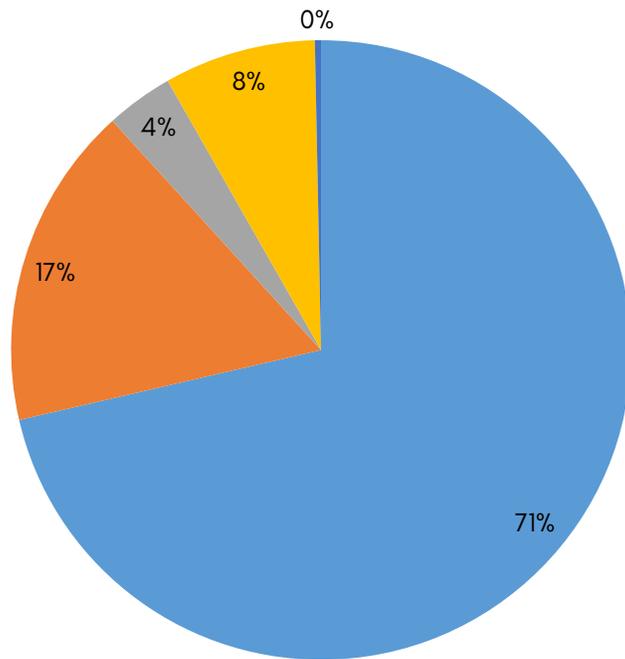
Description	Actual FY17-18	Actual FY18-19	Amended Budget FY19-20	Projected FY19-20	Adopted Budget FY20-21	Projected Budget FY21-22	Projected Budget FY22-23	Pct of Budget
PERSONNEL								
Full Time Salaries & Wages	\$ 6,703,386	\$ 6,794,706	\$ 7,387,277	\$ 7,233,430	\$ 7,728,391	\$ 7,952,670	\$ 8,164,506	38.08
Part Time Salaries & Wages	305,545	296,216	331,370	337,949	312,411	281,751	272,497	1.54
Overtime	670,226	543,845	471,620	560,020	483,036	483,567	483,970	2.38
Shift Premium	20,107	18,282	21,000	21,000	19,500	19,500	19,500	0.10
Clothing Allowance	26,294	25,813	25,350	25,350	25,350	25,350	25,350	0.12
Food Allowance	4,353	3,600	3,600	3,150	3,600	3,600	3,600	0.02
Car Allowance	8,400	8,400	8,400	8,400	8,400	8,400	8,400	0.04
Uniform Allowance	21,942	21,535	36,140	23,140	21,450	21,450	21,450	0.11
Longevity	46,809	42,971	42,380	42,127	43,631	45,950	48,421	0.21
Sick Pay Bonus	113,027	114,356	129,852	120,546	138,374	143,758	148,840	0.68
On Call Bonus	1,500	1,500	1,500	1,500	1,500	1,500	1,500	0.01
Team Callout Pay	2,540	2,560	2,640	2,640	2,160	2,160	2,160	0.01
Report Time Pay	6,870	7,294	8,000	8,000	8,000	8,000	8,000	0.04
Holiday Pay	215,067	211,777	235,775	230,000	244,549	251,353	257,808	1.20
Fees & Per Diem	21,539	21,546	22,500	22,500	22,500	22,500	22,500	0.11
Proficiency Pay	23,530	20,949	22,100	22,100	21,100	21,100	21,100	0.10
Waiver-Health Insurance	27,963	28,012	28,938	27,892	29,813	29,813	29,813	0.15
Fica	214,895	212,686	237,545	234,459	241,157	245,351	250,662	1.19
Medicare	114,255	113,432	126,871	126,026	131,844	134,871	138,017	0.65
Life Insurance	27,579	29,029	25,696	25,696	21,796	21,910	21,966	0.11
Disability Insurance	2,472	2,802	2,899	2,899	2,514	2,514	2,514	0.01
Workers' Comp Insurance	130,133	151,868	169,137	169,069	182,755	190,217	198,081	0.90
Medical Insurance	998,261	977,949	1,084,106	1,046,312	1,150,937	1,195,709	1,242,272	5.67
Flexible Benefit Plan	-	-	60	-	60	60	60	0.00
Dental Insurance	81,920	81,000	84,408	84,865	85,442	89,716	92,826	0.42
Post Retirement Health Care	593,260	479,169	457,990	457,990	228,934	-	-	1.13
Retiree Healthcare Savings Plan	78,803	88,202	103,815	105,494	111,803	115,143	118,604	0.55
Pension Contribution	1,766,833	1,510,029	1,563,173	1,563,173	1,742,731	1,793,024	1,844,178	8.59
Deferred Compensation	14,400	14,899	16,234	16,234	16,981	17,321	17,667	0.08
PERSONNEL	12,241,909	11,824,427	12,650,376	12,521,961	13,030,719	13,128,258	13,466,262	64.20
SUPPLIES								
Office Supplies	29,837	22,305	28,019	27,735	23,335	22,765	22,795	0.11
Copies	6,996	5,734	-	-	-	-	-	0.00
Postage	19,540	20,555	23,375	23,710	23,885	24,035	22,635	0.12
Operating Supplies	192,031	159,089	200,144	204,924	179,730	177,480	177,480	0.89
Operating Supplies - Vehicles	13,962	16,203	15,000	15,000	15,000	15,000	15,000	0.07
Ammunition	5,168	8,634	9,000	9,000	9,000	9,000	9,000	0.04
Uniforms/Clothing	36,571	25,223	58,851	64,001	47,799	51,799	51,799	0.24
Quarters Supplies	5,819	5,189	6,000	6,500	6,500	6,500	6,500	0.03
Safety Equipment	6,746	7,746	7,500	6,500	7,500	7,500	7,500	0.04
Fire Prevention Supplies	3,874	3,926	4,500	4,500	4,500	4,500	4,500	0.02
Medical Supplies	10,126	11,369	10,500	11,000	11,000	11,000	11,000	0.05
De-Icing Agent	2,425	2,698	2,780	3,000	3,000	3,000	3,000	0.01
Crime Prevention Supplies	1,162	750	7,000	7,000	1,000	1,000	1,000	0.00
SUPPLIES	334,257	289,421	372,669	382,870	332,249	333,579	332,209	1.64
OTHER OPERATING								
Mileage	533	268	600	600	600	600	600	0.00
Planting Materials	6,934	5,983	7,009	7,009	7,360	7,360	7,360	0.04
Vending Supplies	607	-	-	-	-	-	-	0.00
Uniform/Clothing Allowance	11,660	9,742	11,700	11,700	11,700	11,700	11,700	0.06
Repair & Maint Supplies	53,505	57,372	55,906	58,406	58,350	58,791	58,791	0.29
Info Sys User Fee	206,844	319,611	358,748	358,748	390,490	397,427	383,184	1.92
Legal Services	114,765	156,595	112,000	145,000	115,000	115,000	115,000	0.57
Actuarial Services	7,500	6,500	32,000	32,000	7,250	7,500	7,750	0.04
Audit Services	41,746	44,857	44,461	44,461	45,350	46,257	47,182	0.22
General Contract Services	2,875,813	548,801	2,280,478	2,282,077	291,512	271,092	280,940	1.44
Demolition Service	33,541	527,797	375,593	375,593	125,000	125,000	125,000	0.62
Personnel	1,531	-	-	-	-	-	-	0.00
Employee Physicals	10,314	10,250	10,000	10,000	10,000	10,000	10,000	0.05

Description	Actual FY17-18	Actual FY18-19	Budget FY19-20	Projected FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Pct of Budget
Contractual – Ptax Sharing	6,022	6,022	6,315	6,938	7,077	7,219	7,363	0.03
City Property Grass Mowing Services	124,063	126,191	83,500	94,000	96,000	97,000	101,100	0.47
High Grass/Weed Mowing Services	8,537	11,511	15,000	15,000	15,000	15,000	15,000	0.07
Legal Services–Outside Counsel	14,869	117,176	215,000	240,000	10,000	10,000	10,000	0.05
Legal Services–Prosecution	45,000	45,000	45,000	45,000	45,000	45,000	45,000	0.22
Witness Fees	44	37	100	100	100	100	100	0.00
Legal Services–Civil Service Commission	204	-	2,000	-	-	-	-	0.00
Telephone	52,511	47,177	49,355	46,538	44,055	44,055	44,055	0.22
Training & Travel	80,443	73,184	103,662	99,255	101,978	102,178	98,795	0.50
Prisoner Transfer	78	-	-	-	-	-	-	0.00
Recruiting	509	765	700	700	1,000	1,000	1,000	0.00
Community Promotion	48,077	38,641	44,477	46,227	28,050	27,450	27,450	0.14
Awards & Gifts	60	-	500	740	500	500	500	0.00
Michigan Week Activities	-	-	-	-	-	-	-	0.00
Publishing/Advertising	24,091	20,223	26,380	26,930	26,370	26,380	24,390	0.13
Insurance Premium	38,784	53,527	94,907	94,907	133,246	135,915	138,634	0.66
Electric	114,833	99,595	102,435	124,935	121,235	122,335	123,435	0.60
Street Lighting	442,111	403,070	440,000	455,000	460,000	465,000	470,000	2.27
Natural Gas	36,543	35,694	38,099	38,699	38,149	38,699	39,249	0.19
Water & Wastewater	19,186	17,832	19,350	21,250	22,400	22,500	22,600	0.11
Maintenance – Buildings	108,410	105,625	139,515	137,300	109,000	99,000	89,000	0.54
Maintenance – Equipment	13,138	10,768	15,150	13,150	15,450	15,450	15,450	0.08
Maintenance – Vehicles	23,262	21,739	15,000	13,000	13,000	13,000	13,000	0.06
Maintenance – Radios	1,033	4,668	7,000	7,000	2,500	2,500	2,500	0.01
Maintenance – Office Equipment	8,442	6,263	7,850	6,849	6,400	6,400	6,400	0.03
Rental–Vehicle	382,875	392,850	411,900	410,625	427,525	427,525	427,525	2.11
Rental–Building	490,336	489,964	487,655	487,655	488,847	489,815	490,561	2.41
Rental–Equipment	241,728	247,611	255,200	271,837	258,339	253,273	249,690	1.27
Property Taxes	6,247	3,424	3,300	2,300	3,350	3,375	3,400	0.02
Port Of Monroe Operations	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1.97
Licenses, Fees & Permits	16,860	46,834	28,659	27,850	47,475	45,273	46,385	0.23
Fiscal Agent Fee	346	346	-	346	346	346	346	0.00
Reference Material	6,669	8,614	10,737	10,301	10,725	10,735	10,825	0.05
Memberships & Dues	23,345	21,814	26,084	26,232	45,138	45,457	45,515	0.22
Michigan Municipal League	7,010	7,158	7,300	7,329	7,450	7,600	7,700	0.04
SEMCOG	1,364	1,392	1,400	1,418	1,500	1,500	1,500	0.01
TMACOG	4,422	4,693	4,800	4,783	4,900	5,000	5,100	0.02
City Share SAD	131,007	127,369	123,400	122,465	130,400	116,200	113,100	0.64
Refund – Bor Settlement	12,418	3,194	15,000	174,000	10,000	10,000	10,000	0.05
Program Exp–Inflatables	4	-	-	-	-	-	-	0.00
Grant–Lesow Comm Ctr	145,000	154,977	156,000	156,000	156,000	156,000	156,000	0.77
Grant–Mpact	159,234	159,171	164,500	150,000	150,000	145,000	145,000	0.74
Grant–Monroe Cnty Library Sys	57,500	57,500	65,000	65,000	65,000	65,000	65,000	0.32
Cash (Over)/Short	13	(120)	-	-	-	-	-	0.00
Contingencies	-	-	1,538,328	740,200	147,888	209,539	100,000	0.73
OTHER OPERATING	6,661,921	5,059,275	8,459,053	7,917,453	4,714,005	4,739,046	4,620,175	23.22
CAPITAL OUTLAY								
Land	-	-	7,431	7,431	-	-	-	0.00
Operating Equipment	82,848	24,926	197,857	197,857	70,000	65,000	65,000	0.34
Office Equipment & Furniture	7,500	-	735	735	-	-	-	0.00
CAPITAL OUTLAY	90,348	24,926	206,023	206,023	70,000	65,000	65,000	0.34
FORCE LABOR & EXPENDITURE CREDITS								
F/L Engineering	6,567	858	1,000	3,000	1,000	1,000	1,000	0.00
F/L Construction	291,046	318,851	332,500	342,500	332,500	332,500	332,500	1.64
Exp Cr–General Fund Departments	(296,986)	(317,654)	(332,500)	(343,644)	(331,500)	(331,500)	(331,500)	(1.63)
Exp Cr–Major Street Fund	(175,202)	(99,082)	(205,977)	(168,934)	(174,300)	(204,300)	(204,300)	(0.86)
Exp Cr–Local Street Fund	(265,601)	(205,243)	(271,572)	(246,791)	(225,000)	(242,000)	(242,000)	(1.11)
Exp Cr–Refuse Fund	(116,481)	(132,062)	(157,000)	(170,568)	(156,000)	(158,000)	(160,000)	(0.77)
Exp Cr–Parking Fund	(18,105)	(3,417)	(19,000)	(9,000)	(14,000)	(14,000)	(14,000)	(0.07)
Exp Cr–Building Safety Fund	-	(1,047)	-	(1,500)	-	-	-	0.00
Exp Cr–Grant Fund	(73,416)	(56,685)	(60,000)	(25,000)	(35,000)	(35,000)	(35,000)	(0.17)
Exp Cr–Airport Fund	(18,868)	(5,655)	(17,500)	(18,000)	(17,500)	(17,500)	(17,500)	(0.09)
Exp Cr–Capital Project Fund	(15,997)	(29,085)	(33,295)	(21,381)	(40,000)	(20,000)	(20,000)	(0.20)
Exp Cr–Wastewater Fund	(14,453)	(19,360)	(21,400)	(14,360)	(30,000)	(20,000)	(20,000)	(0.15)
Exp Cr–Water Fund	(78,466)	(64,818)	(58,000)	(67,143)	(88,000)	(80,000)	(80,000)	(0.43)

Description	Actual FY17-18	Actual FY18-19	Budget FY19-20	Projected FY19-20	Budget FY20-21	Budget FY21-22	Budget FY22-23	Pct of Budget
Exp Cr-Stores & Equipment Fund	(24,514)	(21,386)	(25,000)	(12,000)	(15,000)	(15,000)	(15,000)	(0.07)
Exp Cr-Expendable Trust Fund	(1,480)	(960)	(5,000)	(2,163)	(2,000)	(4,000)	(4,000)	(0.01)
Expenditure Credit - BRA	(6,714)	(3,252)	(5,950)	(8,850)	(8,900)	(8,950)	(9,000)	(0.04)
FORCE LABOR & EXP. CREDITS	(808,670)	(639,997)	(878,694)	(763,834)	(803,700)	(816,750)	(818,800)	(3.96)
DEBT SERVICE								
Principal-Fire	-	-	62,468	65,749	67,590	69,483	71,428	0.33
Principal-Police	-	-	31,384	15,614	31,698	32,335	16,411	0.16
Principal-OPEB Bond	871,542	881,877	895,710	895,710	909,543	926,836	944,127	4.48
Interest-Adv From Other Funds	7,154	7,154	-	-	-	-	-	0.00
Interest-Fire	-	-	30,000	20,912	19,071	17,178	15,233	0.09
Interest-Police	-	-	1,765	961	1,451	814	165	0.01
Interest-OPEB Bond	733,364	722,628	709,912	709,912	695,491	679,301	660,672	3.43
DEBT SERVICE	1,612,060	1,611,659	1,731,239	1,708,858	1,724,844	1,725,947	1,708,036	8.50
OPERATING TRANSFERS								
Transfer Out-Major St	-	-	-	-	170,000	-	-	0.84
Transfer Out-Local St	-	905,694	375,000	375,000	700,000	375,000	375,000	3.45
Transfer Out-Building Safety	-	20,000	-	-	-	-	-	0.00
Transfer Out-Airport	73,356	40,000	43,000	43,000	45,000	47,000	49,000	0.22
Transfer Out-Debt Service	67,187	67,630	66,668	66,668	70,653	69,513	68,313	0.35
Transfer Out-Capital Project	1,991,039	18,492	392,917	392,917	185,853	29,163	37,500	0.92
Transfer Out - Stores & Equipment	65,000	-	-	-	-	-	-	0.00
Transfer Out-Cemetery	30,000	30,000	58,000	58,000	58,000	58,000	58,000	0.29
OPERATING TRANSFERS	2,226,582	1,081,816	935,585	935,585	1,229,506	578,676	587,813	6.06
TOTAL APPROPRIATIONS	\$ 22,358,407	\$ 19,251,527	\$ 23,476,251	\$ 22,908,916	\$ 20,297,623	\$ 19,753,756	\$ 19,960,695	100.00

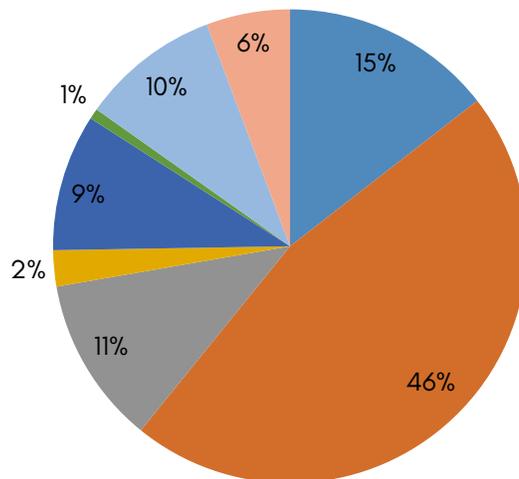
General Fund Revenue Sources

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

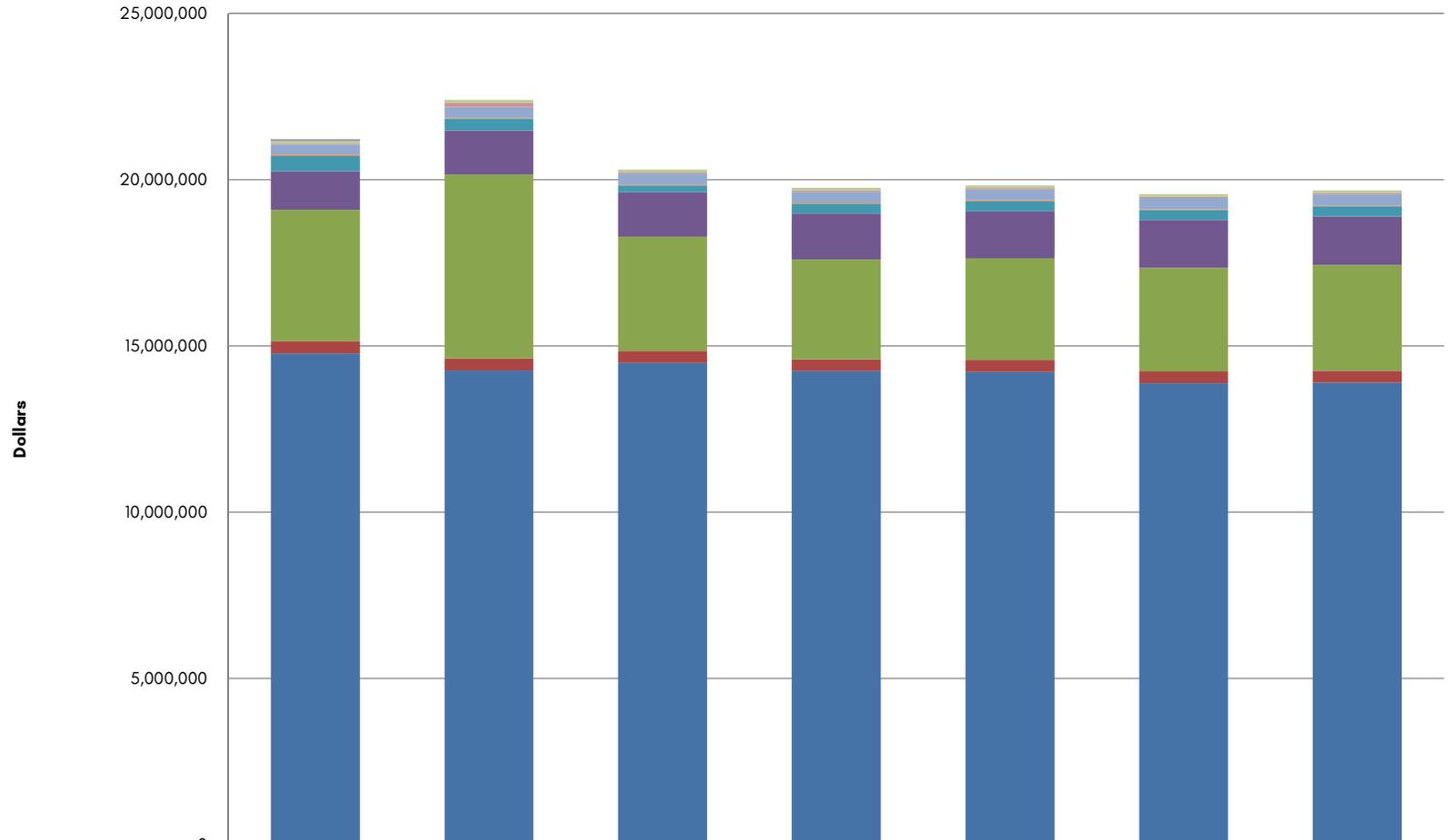


General Fund Expenditures by Function

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

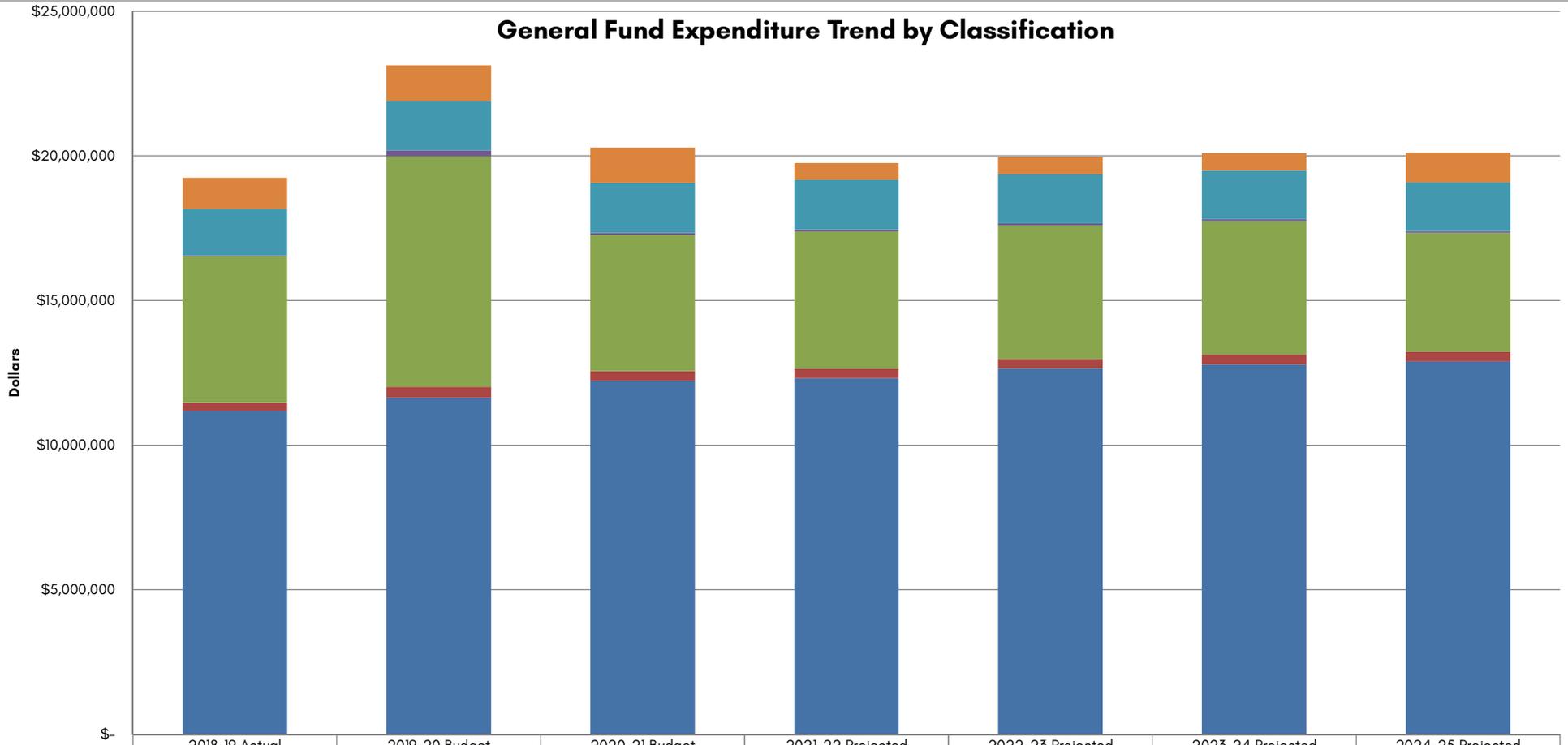


General Fund Revenue Source Trend



	2018-19 Actual	2019-20 Projected	2020-21 Requested	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Federal Grants	40,925						
Fines and Forfeitures	86,678	86,500	81,500	81,500	81,500	81,500	81,500
Other Financing Sources	24,001	131,057	35,000	35,000	35,000	35,000	35,000
Charges for Services	306,341	318,105	326,200	328,200	330,200	332,400	334,644
Rental Income	42,277	29,737	30,296	30,896	31,496	31,496	31,496
Investment Income	450,471	355,000	200,000	300,000	300,000	300,000	300,000
Other Revenue	1,162,266	1,323,295	1,336,095	1,377,634	1,407,364	1,432,461	1,458,059
State Revenue Sharing	3,945,228	5,525,698	3,433,400	2,997,600	3,056,684	3,118,670	3,180,575
Licenses and Permits	367,697	368,600	368,600	358,600	357,070	357,070	357,070
Property Taxes	14,778,266	14,259,358	14,486,532	14,244,326	14,224,595	13,875,046	13,897,494

General Fund Expenditure Trend by Classification



	2018-19 Actual	2019-20 Budget	2020-21 Budget	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Operating Transfer	1,081,816	1,235,585	1,229,506	578,676	587,813	598,553	1,024,043
Debt Service	1,611,659	1,708,858	1,724,844	1,725,947	1,708,036	1,690,871	1,691,343
Capital Outlay	24,926	196,023	70,000	65,000	65,000	58,000	58,000
Other Operating	5,059,275	7,972,174	4,714,005	4,739,046	4,620,175	4,614,593	4,109,912
Supplies	289,421	377,581	332,249	333,579	332,209	332,209	332,209
Personnel	\$11,184,430	\$11,642,938	\$12,227,019	\$12,311,508	\$12,647,462	\$12,800,432	\$12,897,965



GENERAL FUND EXPENDITURES

GENERAL FUND FUNDING LEVEL SUMMARY BY DEPARTMENT

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
MAYOR AND COUNCIL							
PERSONNEL	\$ 67,328	\$ 68,295	\$ 68,391	\$ 68,409	\$ 68,448	\$ 68,663	\$ 68,663
OTHER OPERATING	59,353	58,095	82,393	82,521	82,598	82,878	83,160
SUPPLIES	925	1,750	2,150	2,150	2,150	2,150	2,150
Total Department	127,606	128,140	152,934	153,080	153,196	153,691	153,973
CITY MANAGER							
PERSONNEL	258,966	279,079	273,314	273,870	279,741	281,143	282,343
OTHER OPERATING	25,517	32,045	45,956	45,919	45,761	45,933	46,108
SUPPLIES	190	1,650	1,650	1,650	1,650	1,650	1,650
Total Department	284,673	312,774	320,920	321,439	327,152	328,726	330,101
COMMUNICATIONS, CULTURE, & PROMOTIONS							
PERSONNEL	108,701	116,162	118,590	121,413	124,330	125,553	126,451
OTHER OPERATING	13,803	18,470	20,357	19,694	19,571	19,652	19,734
SUPPLIES	1,371	1,675	1,650	1,550	1,550	1,550	1,550
Total Department	123,875	136,307	140,597	142,657	145,451	146,755	147,735
ELECTIONS							
PERSONNEL	20,505	22,586	22,586	22,586	22,587	22,587	22,587
OTHER OPERATING	2,304	5,123	5,202	5,220	5,184	5,203	5,223
SUPPLIES	13,175	19,000	17,500	15,000	14,000	14,000	14,000
Total Department	35,984	46,709	45,288	42,806	41,771	41,790	41,810
CLERK/TREASURER							
PERSONNEL	392,125	374,612	380,369	390,616	406,668	416,442	420,032
OTHER OPERATING	24,553	27,335	31,131	31,372	28,045	28,309	28,578
SUPPLIES	9,297	10,300	10,200	9,800	9,300	9,300	9,300
Total Department	425,975	412,247	421,700	431,788	444,013	454,051	457,910
ASSESSOR'S OFFICE							
PERSONNEL	315,943	323,166	322,799	326,377	337,098	343,322	348,693

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
OTHER OPERATING SUPPLIES	26,174	35,646	30,255	29,653	29,946	30,172	30,402
	6,060	6,385	6,285	6,315	6,345	6,345	6,345
Total Department	348,177	365,197	359,339	362,345	373,389	379,839	385,440
BOARD OF REVIEW							
PERSONNEL	1,152	1,075	1,615	1,615	1,615	1,615	1,615
Total Department	1,152	1,075	1,615	1,615	1,615	1,615	1,615
ATTORNEY'S OFFICE							
OTHER OPERATING SUPPLIES	257,709	402,692	142,700	142,700	142,700	142,700	142,700
	52	60	60	60	60	60	60
Total Department	257,761	402,752	142,760	142,760	142,760	142,760	142,760
AUDIT							
OTHER OPERATING	44,857	44,461	45,350	46,257	47,182	48,126	49,089
Total Department	44,857	44,461	45,350	46,257	47,182	48,126	49,089
FINANCE							
PERSONNEL	369,513	407,995	404,068	407,425	419,698	422,980	425,037
OTHER OPERATING SUPPLIES	23,401	26,356	30,026	30,531	30,424	30,675	30,932
	3,470	3,430	3,480	3,530	3,580	3,580	3,580
Total Department	396,384	437,781	437,574	441,486	453,702	457,235	459,549
HUMAN RESOURCES							
PERSONNEL	158,502	168,829	175,792	177,985	181,638	182,156	182,224
OTHER OPERATING SUPPLIES	137,942	122,822	102,360	100,513	100,256	100,424	100,596
	5,596	4,500	3,800	3,800	3,850	3,850	3,850
Total Department	302,040	296,151	281,952	282,298	285,744	286,430	286,670
ENGINEERING							
PERSONNEL	214,409	247,309	200,298	172,422	184,684	190,794	195,554
OTHER OPERATING SUPPLIES	39,724	36,699	39,948	39,296	38,139	38,251	38,365
	8,682	9,050	9,300	9,300	9,300	9,300	9,300
CAPITAL OUTLAY		735					
Total Department	262,815	293,793	249,546	221,018	232,123	238,345	243,219

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
POLICE							
OTHER OPERATING	565,652	593,992	640,782	641,304	639,469	643,722	648,061
SUPPLIES	47,577	58,726	53,100	53,100	53,100	53,100	53,100
CAPITAL OUTLAY	13,082	148,057	41,000	41,000	41,000	34,000	34,000
Total Department	626,311	800,775	734,882	735,404	733,569	730,822	735,161
POLICE TRAINING							
OTHER OPERATING	7,981	6,290	7,300	7,300	7,300	7,300	7,300
Total Department	7,981	6,290	7,300	7,300	7,300	7,300	7,300
LIQUOR LAW ENFORCEMENT							
OTHER OPERATING	13,896	14,600	14,100	14,100	14,100	14,100	14,100
SUPPLIES	2,842	961	2,000	2,000	2,000	2,000	2,000
Total Department	16,738	15,561	16,100	16,100	16,100	16,100	16,100
PUBLIC SAFETY DIVISION							
PERSONNEL	7,072,993	7,322,258	7,980,606	8,089,944	8,306,777	8,401,319	8,460,369
OTHER OPERATING	48,058	51,942					
Total Department	7,121,051	7,374,200	7,980,606	8,089,944	8,306,777	8,401,319	8,460,369
FIRE							
OTHER OPERATING	211,887	232,899	261,089	261,721	259,529	262,115	264,752
SUPPLIES	61,056	85,690	70,550	74,550	74,550	74,550	74,550
CAPITAL OUTLAY	11,844	39,800	29,000	24,000	24,000	24,000	24,000
Total Department	284,787	358,389	360,639	360,271	358,079	360,665	363,302
DPS GENERAL OPERATIONS							
PERSONNEL	703,233	732,253	675,628	652,824	685,816	701,559	712,941
OTHER OPERATING	620,804	665,571	679,799	686,812	691,122	697,274	703,449
SUPPLIES	38,620	53,900	53,900	53,900	53,900	53,900	53,900
Total Department	1,362,657	1,451,724	1,409,327	1,393,536	1,430,838	1,452,733	1,470,290
FORESTRY							
PERSONNEL	305,561	330,000	320,000	320,000	320,000	320,000	320,000

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
OTHER OPERATING SUPPLIES	165,563	171,367	161,676	161,710	161,744	161,779	161,815
Total Department	493,781	556,367	511,676	511,710	511,744	511,779	511,815
PORT OF MONROE							
OTHER OPERATING SUPPLIES	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Department	400,000	400,000	400,000	400,000	400,000	400,000	400,000
CITY HALL/GROUNDS							
PERSONNEL	98,490	124,800	135,705	137,148	141,791	144,640	146,756
OTHER OPERATING SUPPLIES	171,970	202,045	181,855	184,040	185,845	189,325	192,876
Total Department	275,390	337,446	323,299	327,177	333,625	339,954	345,621
PLANNING COMMISSION							
PERSONNEL	301						
OTHER OPERATING SUPPLIES	1,661	1,800	3,615	3,630	3,650	3,650	3,650
Total Department	1,986	2,050	3,865	3,880	3,900	3,900	3,900
COMMUNITY DEVELOPMENT							
PERSONNEL	144,600	162,551	144,563	139,174	142,561	146,252	149,352
OTHER OPERATING SUPPLIES	346,484	1,997,660	90,787	71,000	69,317	69,473	69,633
Total Department	492,470	2,162,261	237,000	211,824	213,528	217,375	220,635
HISTORICAL DISTRICT COMMISSION							
OTHER OPERATING SUPPLIES	217	500	3,200	3,200	3,200	3,200	3,200
Total Department	217	500	3,200	3,200	3,200	3,200	3,200
ZONING/ORDINANCE ENFORCEMENT							
PERSONNEL	137,441	149,608	154,385	157,016	163,233	165,135	165,623
OTHER OPERATING SUPPLIES	548,289	399,707	152,641	152,782	152,403	152,558	152,716
Total Department	686,717	551,595	309,306	312,078	317,916	319,973	320,619

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
ECONOMIC DEVELOPMENT							
PERSONNEL	193,314	200,499	202,821	207,158	211,660	212,754	213,126
OTHER OPERATING	13,756	35,581	47,453	47,568	46,448	46,575	46,704
SUPPLIES	969	1,525	1,525	1,525	1,525	1,525	1,525
Total Department	208,039	237,605	251,799	256,251	259,633	260,854	261,355
RECREATION ADMINISTRATION							
PERSONNEL	198,807	209,077	207,834	208,473	212,812	214,096	214,750
OTHER OPERATING	36,080	27,026	33,034	33,283	51,069	31,272	31,479
SUPPLIES	1,803	2,300	2,150	2,150	2,150	2,150	2,150
Total Department	236,690	238,403	243,018	243,906	266,031	247,518	248,379
PARKS & PLAYGROUNDS							
PERSONNEL	372,729	374,045	376,980	376,349	383,301	386,392	388,792
OTHER OPERATING	240,575	245,477	256,490	258,670	253,685	254,624	255,582
SUPPLIES	38,251	33,498	34,030	34,030	34,030	34,030	34,030
CAPITAL OUTLAY		7,431					
Total Department	651,555	660,451	667,500	669,049	671,016	675,046	678,404
MMSC/BATTLEFIELD EDUCATION CENTER							
PERSONNEL	488	543					
OTHER OPERATING	484,457	519,924	511,795	502,946	493,879	489,647	59,902
SUPPLIES	600						
Total Department	485,545	520,467	511,795	502,946	493,879	489,647	59,902
PARKS AND REC. PROGRAMS							
PERSONNEL	49,329	28,196	60,675	60,704	53,004	53,030	53,057
OTHER OPERATING	15,873	14,300	24,000	24,000	18,800	18,800	18,800
SUPPLIES	18,901	13,000	19,000	19,000	19,000	19,000	19,000
Total Department	84,103	55,496	103,675	103,704	90,804	90,830	90,857
FINANCE							
OTHER OPERATING	129,525	123,465	132,400	118,200	115,100	113,000	17,000
DEBT SERVICE	7,154						

DESCRIPTION	2018-19 ACTUAL	2019-20 PROJECTED	2020-21 BUDGET	2021-22 PROJECTION	2022-23 PROJECTION	2023-24 PROJECTION	2024-25 PROJECTION
Total Department	136,679	123,465	132,400	118,200	115,100	113,000	17,000
CLERK/TREASURER							
OTHER OPERATING	9,216	106,938	17,077	17,219	17,363	17,510	17,660
Total Department	9,216	106,938	17,077	17,219	17,363	17,510	17,660
CITY GRANT							
OTHER OPERATING	371,648	371,000	371,000	366,000	366,000	366,000	366,000
Total Department	371,648	371,000	371,000	366,000	366,000	366,000	366,000
CONTINGENCIES							
OTHER OPERATING		980,000	147,888	209,539	100,000	100,000	100,000
Total Department		980,000	147,888	209,539	100,000	100,000	100,000
DEBT ADMINISTRATION							
OTHER OPERATING	346	346	346	346	346	346	346
DEBT SERVICE	1,604,505	1,708,858	1,724,844	1,725,947	1,708,036	1,690,871	1,691,343
OPERATING TRANSFER	67,630	66,668	70,653	69,513	68,313	77,053	70,543
Total Department	1,672,481	1,775,872	1,795,843	1,795,806	1,776,695	1,768,270	1,762,232
TRANSFERS OUT							
OPERATING TRANSFER	1,014,186	1,168,917	1,158,853	509,163	519,500	521,500	953,500
Total Department	1,014,186	1,168,917	1,158,853	509,163	519,500	521,500	953,500
TOTAL EXPENDITURES	\$ 19,251,527	\$ 23,133,159	\$ 20,297,623	\$ 19,753,756	\$ 19,960,695	\$ 20,094,658	\$ 20,113,472

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.

CITY COUNCIL ACTIVITY MEASURES					
	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Est.	FY21 Est.
Regular City Council Meetings	24	24	24	24	24
Special City Council Meetings	9	10	11	10	10
Council Work Sessions	20	22	27	26	26
Education & Training Sessions Attended	5	4	4	4	4
Ordinances & Amendments Adopted	12	12	6	7	7
Public Hearings Held	32	15	19	15	15
Agenda Items Reviewed & Acted Upon	285	306	191	200	200
National and State Conferences Attended	4	3	3	3	3

CITY MANAGER

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

Objectives

1. The City Manager's Office facilitates and assists the Mayor and City Council in developing its goals and objectives. Through the annual budget process, the City Manager proposes the necessary resources to carry out the goals and objectives established by the Council. The City Manager's Office periodically reports to City Council on the status of the goals and objectives.
2. Engaged in continuous efforts at improving the effectiveness and efficiency of City operations to enhance the quality and timeliness of service for residents, businesses, and visitors.
3. Continue to improve the budget process so that resources are adequate to address operational service expectations, that adequate funding is available for capital improvement projects that improve the quality of life within the City of Monroe and expand economic development opportunities.
4. Provide leadership, coordination, assistance and support to all city departments.

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.

CITY MANAGER PERFORMANCE INDICATORS					
	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Est.	FY 21 Est.
Agenda Items Reviewed & Processed	285	306	191	200	200
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	4	2	3	3	3
Intergovernmental Relation Contacts	45	50	50	50	50

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.

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.
8. Serve as primary web master for the City of Monroe official web site.

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 2019/2020

- Daily administration of the City of Monroe official web site, serving as the primary web master.
- Design and maintain all display material on the digital message boards installed on the first floor lobby and second floor of City Hall.
 - This includes all still imagery graphic design and video graphic production.
- Initiated an SMS text message mass communication platform to for internal staff communications. This list can be also be targeted to individual department messaging.
- Initiated the push notification feature of the MyMonroe smartphone application. This communication tool sends registered mobile users push notifications and emails pertaining to pertinent city information. This has been refined and successfully implemented on multiple occasions, especially related to changes in city operations regarding the COVID-19 pandemic.
- Created and implemented an html email newsletter format for all press release distributions to allow for ease of use and accessibility for recipients.
- Played an integral role in the City Council Chambers installation project, including but not limited to, interior design, branding, furniture selection/purchasing, technology, etc.
- Implemented internal management of the City government channel. This includes acquiring technology to administer communications via our digital message board platform. Slides are now up-to-date with quick implementation capabilities, branded, etc.
- Added the Fire Station No.1 digital message board to our message platform and slide management. This includes custom messaging pertaining directly to the Fire Department.
- Zoom digital meeting platform and live streaming collaborator.
- City logo trademarked.
- 2020 Census marketing materials designed, produced, and distributed, including water bill mailer design, digital marketing, etc.
- Created several video pieces, both animated and film. This includes producing, filming, editing and rendering in-house.

- Various marketing and promotional material graphic design, online and print.
- Assists all departments with printed material orders, including acquiring design templates, for all letterhead, business cards, envelopes, etc.
- Coordinated filming of a virtual fire station tour for the newly built Fire Station No.1
- Continued implementation of the voluntary branded apparel program for city staff.
- Collaboration with the following City Departments (illustrative only - not comprehensive):
 - Water Department: *Commission on the Environment and various marketing materials.*
 - Fire Department: *Fire Station No. 1 Virtual Tour Video; Thanksgiving Turkey Dinner photography; Pancake with Santa Breakfast marketing, photography, graphic design; Fall Open House marketing, photography, graphic design.*
 - Police Department: *Cpl. Peterson video; photography services, etc.; Oath of Office photography.*
 - Engineering: *Arbor Day invitation and agenda;*
 - Mayor's Office: *City Council Goals and Objectives document, Hofu delegation events & photography; Hofu showcase installation on first floor; Holiday Tree Lighting Committee, graphic design and marketing; Documentation of cemetery flags at Woodlawn for Memorial and Veterans Days; Oath of Office and Inauguration Ceremony photography, marketing, etc.*
 - Economic Development: *Support works for reports and presentations;*
 - IT: *Government channel digital messaging conversion; lobby kiosk project initiated.*
 - Data Management: *Integration of fillable forms on City web site.*
 - City Manager's Office: *All staff meeting presentations; City logo trademarking process; Census 2020 committee service; Smartboard training instructor; Disaster Plan revision project committee participant; Coronavirus Preparations and Planning committee member.*
- 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.
- Service on behalf of the City on the following committees and boards:
 - MPACT
 - Community Foundation of Monroe County - Marketing Subcommittee

GOALS FOR FISCAL YEAR 2019/20

- City marketing tagline “Raisin’ Expectations” trademark finalized.
- Expand the City’s on line social media presence via Instagram.
- Print hard copy and digital newsletter/welcome to Monroe program initiated.
- Expand department content on web site.
- Continue to implement fillable forms on the City web site, phasing out unfillable pdfs.
- Continue implementation of the rebranding project.
- Continue to cultivate a repository of photographs representing Monroe for marketing and various media use.
- Refine city’s emergency response plan to include updated communication methods.
- Implementing the Citizen’s Academy public service announcement video series.

CLERK-TREASURER OFFICE
BUDGET NARRATIVE
2020/2021
OVERVIEW

The Clerk-Treasurer is an elected position responsible for the administration of two distinct and important functions within the City of Monroe. The Clerk's function is to maintain the official documents of the City as well as administer all elections held within the City. The Treasurer's function includes the collection of all payments owed the City as well as reporting to the respective County and State Treasurer's offices.

We are in the first full year of operations as a Clerk-Treasurer office with cross trained staff. The Chief Deputy Clerk-Treasurer position along with the Clerk-Treasurer I staff continue to train in all facets of the office functions and we have implemented the vision to have one customer service counter where a customer is able to pay their water bill and register to vote at the same window.

While training will continue through the upcoming fiscal year, we have already realized smoother work flow and a better efficiency in getting our work accomplished. There are some growing pains inevitable with any transition to a new way of doing business but all in all it seems to be a success.

Depositing cash and checks in house has proven to be a success as well. Given the current situation with COVID-19 especially, it means that we have had uninterrupted deposits and funds are available more readily than previously when we took the money to the bank.

I don't think I would be able to adequately describe the amount of change we are facing when it comes to elections. The 2020 election cycle was always going to be a challenge but with COVID-19, a still new Secretary of State, and new election laws, we are constantly pivoting to insure that the voters are not hindered despite the constant change. Even change brought about with an eye on improving voter accessibility has its drawbacks and can sometimes cause issues for voters.

The positive, in terms of elections is increased cooperation from the Bureau in terms of cost. The Bureau has worked to secure funding to help with equipment purchases to meet the demands of an increase in absentee voting and the necessary PPE due to the pandemic. The Bureau also provided postage for ballots during the May election.

As mentioned in the previous budget year no reason absentee voting will change the election landscape and it's being pushed along because of the pandemic. We continue to see a dramatic increase in the number of AV voters. We will have to see how that impacts the precincts. Is this an increase in voters or a shift from where they vote? That question and what that means for the allocation of resources is still to be determined.

The Clerk-Treasurer's office will continue to monitor and review other procedures and work flow processes related to the execution of our responsibilities to insure the most efficient and relevant delivery of service for both external and internal constituents to continue a high level of service tailored to the individual needs of customers.

Clerk-Treasurer Function:

Responsibilities include but are not limited to:

- Daily collection of all monies payable to the City of Monroe including taxes, water bills, licenses and permit fees.
- Responsible for daily balance and deposits as well as production of various reports for internal constituents.
- 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.
- 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.

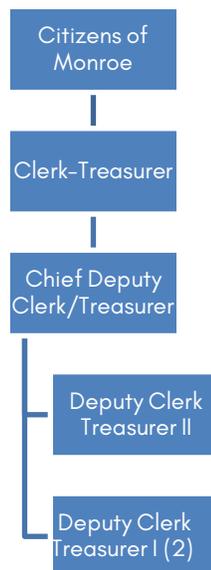
- Balance and import payments from mortgage companies directly into the tax system via electronic file.
- Update mortgage code information/create new mortgage codes throughout the year to ensure proper mailing of tax bills to escrow companies.
- Prepare necessary documents and mail public hearing notices 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).
- 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.

- Clerk-Treasurer serves as the Freedom of Information Act Coordinator; Coordinates the City's response to FOIA requests including those made of the Monroe Police Department Freedom of Information Request, FOIA forms.
- Process applications, issue and record licenses and permits for ice cream vendors, food truck vendors, hawker/peddlers and transient merchants and charitable solicitations.
- Administers the 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.

GOALS AND OBJECTIVES

- Continuous review of all Clerk-Treasurer department procedures to maintain and improve delivery of customer service to external and internal constituents including the use of enhanced technology.
- Continuing training opportunities for staff with in house as well as third party opportunities.
- Continue implementation and evaluation of new election laws & procedures.



ASSESSOR'S OFFICE

OVERVIEW

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

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

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

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

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

The Assessor's Office monitors real estate market activity throughout the year and makes adjustments for changing market conditions and building permit activity in preparing the assessment roll. Residential sales (i.e., approximately 415 real parcels

per year) are closely monitored in 56 residential neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 6,900 residential real parcels.

Commercial and industrial sales (i.e., approximately 30 real parcels per year) are closely monitored in 19 commercial and industrial neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 765 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 330 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. Approximately 875, 520, and 30 personal property statements, small business affidavits, and eligible manufacturing personal property statements, respectively, are processed annually to arrive at assessments or exemptions. Personal property assessments are estimated on a per square foot basis of similar occupancies when necessary.

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 115 appeals were made to the 2019 March Board of Review. Three power plant assessments are under appeal at the Michigan Tax Tribunal pending a stipulated agreement.

The Assessor's Office typically processes approximately 875 property owner name changes and approximately 650 principal residence exemption changes annually, calculates millage rollback fractions, and prepares assessment and summer and winter tax rolls including ad valorem (9,271 parcels), lessee-user (24 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (4 parcels), Industrial Facilities Tax (32 parcels), Obsolete Properties Tax (52 parcels), Downtown Development Authority (800 parcels), and Brownfield Redevelopment Authority (203 parcels in 6 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 April, 2017 to March, 2019 were performed for all residential neighborhoods for the 2020 assessment roll. 2020 residential assessed values increased from 2019 levels by approximately 5.2% overall in the 56 residential neighborhoods with a range of from approximately .1% to 26.4%.

Based on a sales study utilizing the two-year cycle of sales from April, 2017 to March, 2019, 2020 assessed values in commercial real neighborhoods increased from 2019 levels by approximately .6% overall in the 18 commercial neighborhoods with a range of from approximately -2.3% to 2.9%. Based on an appraisal study due to limited industrial sales, 2020 assessed values in the industrial real neighborhood increased from 2019 levels by approximately 3.9% overall with the exceptions of the power plant with no change in assessed value, and Gerdau Macsteel with an approximately 1% change in assessed value.

Values were changed as necessary for the 2020 roll as a result of building permit work performed during 2019 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2019 and early January, 2020 for the 2020 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 budgeted staffing consists of the City Assessor (MMAO) and two Property Appraisers (MAAO). One of the property appraiser positions is currently filled by a licensed MAAO. Although the other property appraiser position is currently vacant, supplemental help is being provided by an unlicensed temporary staff person.

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, and AMAR (Audit of Minimum Assessing Requirements) reviews, in all assessing units in Monroe County during 2010 and 2016, respectively. During both reviews, the STC frowned on the lack of annual cyclical property inspections. Interestingly, City Charter and State Constitution and statute have no requirements for physical observation of property for which value estimates are made.

Nonetheless, estimating the assessed value of real property without actually seeing it could eventually evolve into questionable or unreliable estimates. Although the Assessor's Office physically observes real property parcels before estimating value changes due to building permit work, city-wide field review/inspection of all real parcels, prior to 2011, hadn't been performed since a STC-ordered, city-wide reappraisal during the early/mid 1990s.

In accordance with International Association of Assessing Officers recommendations, the Assessor's Office started an intended 5-year (20% per year) cyclical city-wide physical reviews/inspections of real property parcels in 2011. During 2017, 365 commercial parcels of approximately 670 total commercial parcels were field reviewed/inspected in the following commercial neighborhoods which are defined by location or use (occupancy) or both: 1. central business district, office; 2. central business district, non-office; 3. Monroe Street, non-central business district; 4. North Macomb Street; 5. outlying commercial use with industrial zoning; 6. Orchard East area; 7. nursing homes; and 8. C-1, C-2, and C-O zoning, and fringe CBD (off-street parking).

Of the approximately 305 remaining commercial parcels which were not field reviewed/inspected during 2017, 121 of these parcels were field reviewed/inspected during 2018 in the following commercial neighborhoods: 1. North and South Telegraph

Roads: 2. North Dixie Highway; and 3. approximately 2/3 of apartment properties city-wide which contain more than 4 units. The Assessor's Office complete field reviews/inspections on most of the remaining commercial parcels and approximately 95 industrial parcels during 2019.

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.

Assessors Office Organizational Chart



CALENDAR YEAR	Actual 2017	Actual 2018	Actual 2019	Projected 2020	Projected 2021
Residential sales	401	416	425	415	415
Commercial/industrial sales	26	30	31	30	30
Income/expense statements	329	0	326	0	330
Personal property statements	856	835	885	875	875
Small business affidavits	496	500	544	520	520
Eligible manufacturing personal property statements	33	32	30	30	30
Valuation notices	8,819	8,700	8,756	8,750	8,750
Value-affected building permits	117	117	107	110	110
March BOR appeals	77	117	115	115	115
July BOR changes	74	70	69	70	70
December BOR changes	39	27	40	35	35
Tax court appeals pending	2	5	1	5	5
Tax court appeals decided	10	5	5	5	5
Property owner name changes	834	893	883	880	880
Property ownership changes	447	422	481	475	475
Homestead exemption updates	328	327	358	350	350
Homestead exemption rescissions	287	282	299	290	290
Homestead exemption denials	35	40	5	20	20
Rolls	13	13	13	14	14
Special assessment rolls	1	0	0	1	1
Property splits	1	5	2	3	3
Property combinations	8	9	13	10	10
City property value estimates	2	0	1	2	2
Poverty exemption applications	15	10	15	15	15
Veteran's exemption applications	19	23	24	25	25
Field reviews/inspections	365	121	215	500	1,000

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 serviced by two different contracts. The law firm of Mohr, Budds Law has been contracted to provide all legal services, except for the prosecution of violations of City ordinances. The Monroe County Prosecuting Attorney has been contracted to provide the necessary legal services to prosecute all offenses against the City ordinances. Some of the responsibilities of the Office of City Attorney include:

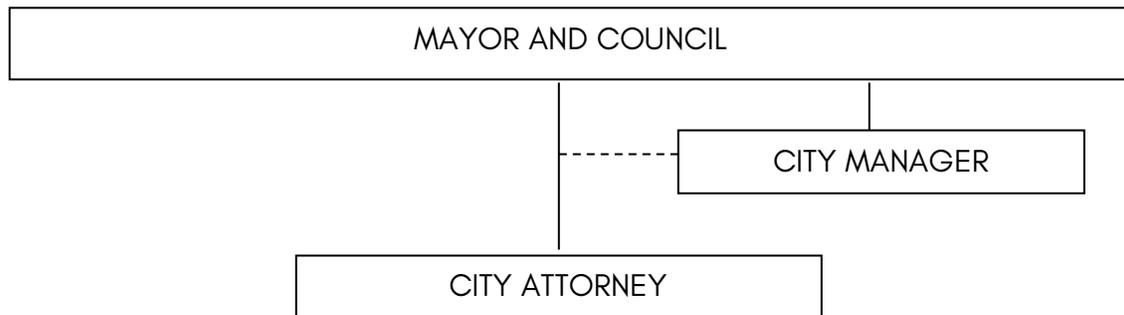
- 1) Acting as legal advisor to the Municipal Corporation, which includes the Mayor, Council Members, City Manager, Department Heads, and their staff concerning legal positions, contract development and review, real property related issues, ordinance preparation and implementation and document interpretation 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 and Property 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 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.

Beginning with the 18-19 fiscal year, the City Attorney budget includes \$175,000 for legal and consulting fees for defense against a potential large property tax appeal. The appeal was settled in May 2020 and future budgets do not include this allocation.

ATTORNEY'S ORGANIZATIONAL CHART



FINANCE DEPARTMENT

The Assistant City Manager/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, electronic payments, 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 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 2019 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 2018 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year. The 2019 CAFR has been submitted to the GFOA for review and we are currently waiting for the results.

The City budget process included budgeting for a multi-year period for the first time for fiscal year 17-18, with two years included in the budget projection. The budget included the budget for the next year, FY17-18, and a projection for the next year, FY18-19. This process was continued for FY19-20, but was expanded to a five year projection as a part of the FY20-21 budget process. This five year process will allow the City to plan for items that will affect the City in the future, such as large property tax appeals, and to determine if funding is available for items over a longer term period. It will also help to smooth out some of the ups and downs of the economic cycle.

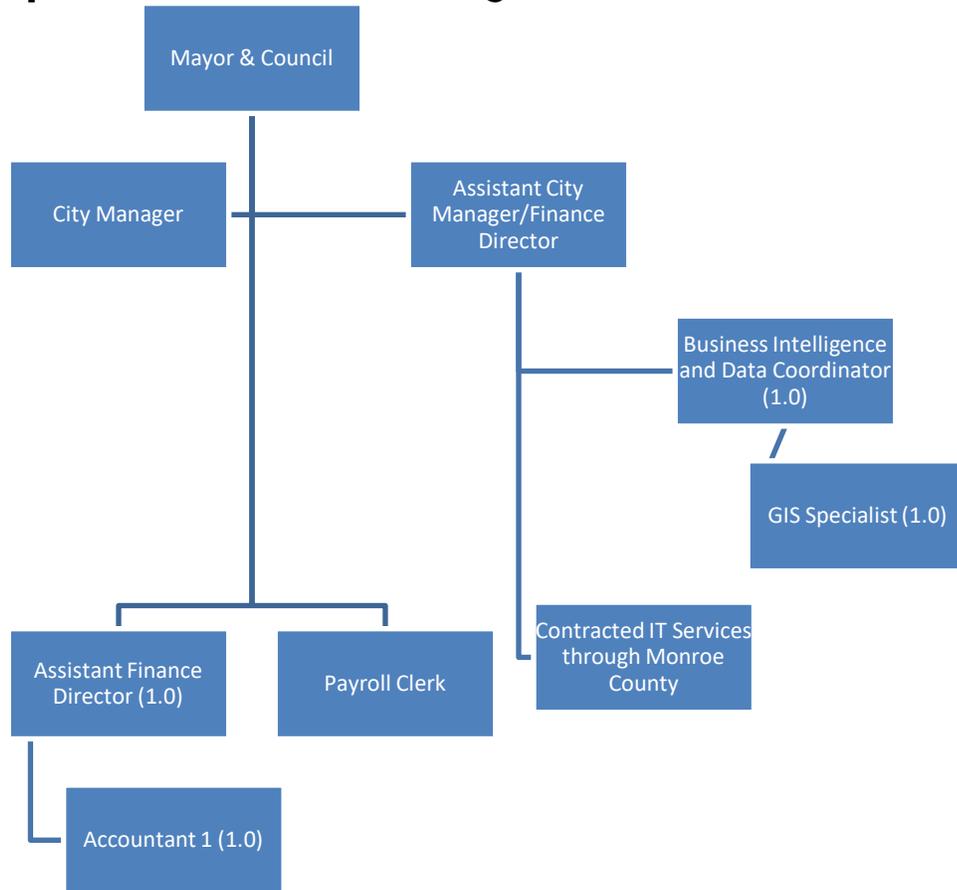
The Finance Director worked with the Clerk/Treasurer to implement a new more modern system for accepting payments on line and electronically. The system also expands the types of payments that can be paid on line.

A virtual credit card payment system was implemented during the fiscal year.

Department FY2021 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Evaluate with the City Manager and the City Council the implementation of Priority Based Budgeting or a Fiscal Sustainability program available through the GFOA
- Convert to paying more vendors electronically versus by check
- Review systems for conversion to paperless and remote capable functionality
- Develop a system to allow for payment via ach debit for large commercial or industrial property tax payments
- Provide overall financial support and guidance to City departments and projects

Department of Finance Organization Chart



Performance Measures

Measure	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimate	FY2021 Estimate
A/P Invoices Processed Monthly (Avg)	803	778	821	835	826	840	845
Credit Card Transactions Monthly (Avg)	480	515	536	559	549	540	540
Non-Payroll Checks Issued Monthly (Avg)	175	175	173	171	165	160	155
A/P Invoices Paid Electronically - Monthly (Avg)	n/a	n/a	n/a	12	18	24	30
Auditor Review Comments Received/Addressed	0/0	0/0	0/0	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0	0	0.17	0	0.17	0	0
Paid Overtime Hours	21.25	18.5	52.5	18	12.5	30	30
Budget Amendments Prepared	272	235	288	265	261	260	260
Staff Outside Training Sessions	4	8	6	8	5	8	8

HUMAN RESOURCES DEPARTMENT

Fiscal Year 2020-2021

Mission Statement: The HR Department provides excellence in human resource leadership in support of the Monroe community and the employees who serve them. We strive to earn the satisfaction of our customers, both internal and external. By gaining the respect and trust of those who govern, support and do business with us, we succeed in encouraging a culture of pride and ownership for our employees.

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, retiree cost-of-living adjustments, retiree pension administration,

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 recruitment, testing, selection process for applicants, and the rules and regulations of Police and Fire Departments.

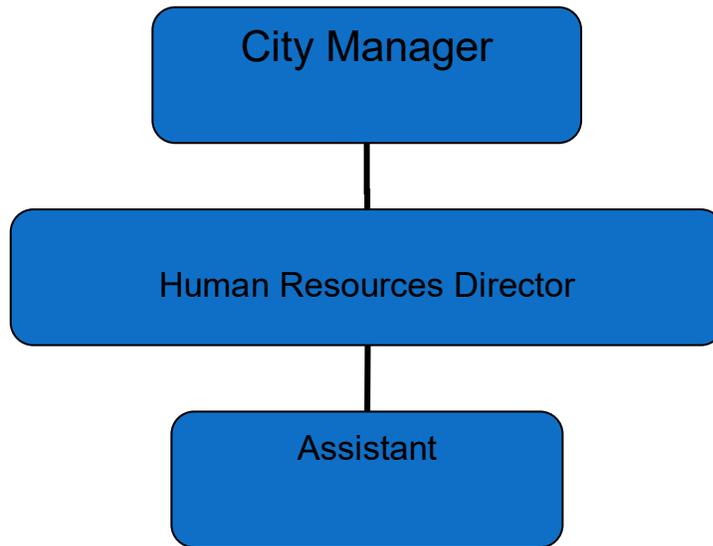
ACCOMPLISHMENTS FOR FY 2019-2020

- Successful development and implementation of the City's Employee Conduct & Work Rules and Anti-Drug and Alcohol Abuse Policy.
- Successful recruitment, interviewing, testing, and background investigation of four full-time employees.
- Addressed employment issues by offering regular training and consultations with employees, supervisors, and managers.
- Successful completion of the annual retiree cost-of-living adjustments.
- Completed annual MML salary/benefit survey, including LOCC survey request.
- Advise management on employment law and employee relation issues.
- Promote employee safety and wellness through education, training and compliance.
- Successful completion of the City's annual GRS valuation information request.
- Successfully planned and coordinated an employee recognition luncheon and employee/retiree flu clinic.
- Successful implementation of the 2020 health care open enrollment.
- Successful completion and approval of the City's RDS Medicare Subsidy Reimbursement application.
- Successfully completed Medicare Part D/CMS notification reminders to all eligible retirees.
- Successfully reviewed and updated two job descriptions.
- Successful preparation and dissemination of the 1095C's for the active and retiree group.

GOALS AND INITIATIVES FOR FY 2019 - 2021

- Successfully negotiate 6 collective bargaining agreements which expire 6/30/20 (Police, Command, Fire, Unit I, Unit II & Teamsters).
- Continue successful recruitment, interviewing and testing new hire candidates.
- Continue to update City Policies and Procedures in an effort to provide consistent work standards, provide consistent and fair treatment, and to protect the City legally.
- Continue to be proactive in addressing employment issues by offering regular training and consultations with employees, supervisors, and managers.
- Advise management on employment law and employee relation issues.
- Promote employee safety and wellness through education, training and compliance.
- Planning and coordination of an employee recognition luncheon and employee/retiree flu clinic.
- Preparation, dissemination, and transmittal of the 1095C's for the active and retiree groups.
- Continue annual cost-of-living calculations, pension adjustments, and general retiree changes and deductions.
- Completion of the City's annual GRS valuation information request.
- Development, coordination, and implementation of the 2021 health care on-line open enrollments.
- Review and approval of the City's annual RDS Medicare Subsidy Reimbursement application.
- Completion of Medicare Part D/CMS annual notification reminders to all eligible retirees.

ORGANIZATIONAL CHART



PERFORMANCE MEASURES

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Estimation	FY 20/21 Estimation
Hiring & Promotions				
Job Openings	9	18	5	6
Applications Received	60	96	65	85
Candidates Tested	n/c	25	15	20
Candidates Hired	9	18	5	6
% of positions filled internally			4	6
Background Checks	9	18	5	6
Psychological Exams	6	5	0	1
Seasonal Employees hired	24	25	25	25
Compensation & Benefits				
Job Descriptions Updated	3	3	2	4
Job Classifications Requests		1	1	1
Pay Plan Comp Reviews	0	0	1	0
Employee Safety				
Workers Comp Claims Processed	32	22	25	25
Workers Comp Claims Open	2 (pre 2017)	2 (pre 2017)	4 (2 pre 2017)	3
Workers Comp Claims Closed	34	22	21	25
Cost of Claims Paid	\$64,100	\$44,736	\$45,000	\$46,000
Safety Committee Meetings Held	1	0	3	2
Safety Site Inspections (MIOSHA)	0	0	1	0
Employee Relations				
Grievances Processed	4	2	2	2
Grievances Arbitrated	0	0	0	0
Investigations	0	0	2	1
Disciplinary Actions Taken			4	3
Letters of Understanding	1	2	3	4
Labor Negotiations	3	6	0	6
Personnel Policies New/Revised	2	3	2	4
Personnel Administration				
Employee Turnover as a % of Total Budgeted positions	4.0%	6.7%	4.4%	4.0%
Retirements as a % of Total Budgeted positions.	2.9%	3.3%	2.2%	3.3%
% Minorities in Workforce	2.3%	1.7%	.5%	.5%
Retirement Applications Processed	11	6	5	6
New Employee Orientations	9	18	5	5
Employee In-Service Workshops	1	2	2	3

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, in recent years we have targeted certain activities for strategic out-sourcing, primarily including surveying and specialty project design and management, while retaining most of our routine project loading in-house.

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 available to the public through the City's web page, and are included in the City's LaserFiche document imaging system, both of which can be accessed by all computers on the City's network. The GIS, which is constantly updated, can produce customized aerial mapping in conjunction with layers such as water mains, sanitary and storm sewers, City trees and signs, and property information. While the GIS function moved from the Engineering Department in 2019, the above data layers are mostly updated by Department staff, which retains a significant role in system data maintenance. 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, Assistant City Engineer, two Engineering Technicians, and two Departmental Aides 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, with a shared director. This arrangement appears to be beneficial over the long term as efficiency is gained and is expected to continue indefinitely. Further, 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 four (4) employees, plus the Department Director's position, which is shared with Public Services. Starting in March 2019, an Assistant City Engineer position was filled to replace a vacant Engineering Technician position, and this position has allowed the Department more flexibility in higher-level project administration. The Department has reduced its overall full-time staffing level from 10.5 positions in 2004 to 4.5 positions at the present time, and it is believed that this level is sustainable for the foreseeable future based on typical project loading. Further facilitating clerical redundancy and efficiency, the Engineering and Public Services Departmental Aide positions have been combined with a common job description and are both located in the same office. Both clerical positions cover public interface functions for both departments, promoting maximum flexibility and promoting greater customer service. Also contributing to crossover assistance to other departments, one of the Engineering Technician positions has been assigned as the City's demolition coordinator, as there a number of properties within the River Raisin Heritage Corridor plan area and City-wide requiring asbestos remediation and demolition. In such a fashion, the Engineering Department can assist in moving forward with one of the City's goals without having to hire additional staff.

The Department is equipped with six (6) computer stations tied into the City Hall computer network, and all but the clerical staff 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 at present, used to edit the City's GIS. A 2018 purchase of a Hewlett-Packard T2530 printer / copier / scanner that will accept up to 36" media has proved very essential for efficient operations, as drawings are scanned in-house for permanent storage, and reproduction is done much quicker than before. The Department annually updates its AutoCAD licenses to the current version for maximum efficiency, and still performs the vast majority of its routine design work in-house.

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 imaging 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. It is expected that this project will take at least the next year to complete to the point where annual scanning is then at a maintenance level.

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 and Wastewater Departments also continue with annual replacement and rehabilitation projects, based on available funding, and 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 2019, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council, including several projects that were carried over from 2018, some due to a statewide lockout in fall of 2018. The City also continued its street maintenance program in 2019, 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. Some minor patching, including water main and sanitary sewer-related repairs, was included in a

separate change order to a previous resurfacing program. This year's contract included crack sealing, and a significant quantity of "spray patching", which is a more permanent method of cold patching that can last for a few years without regular attention. 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.

2019 saw the value of City construction contracts administered through the Engineering Department total \$11.597 million, which is the highest year on record and significantly higher than the \$4.090 million handled in 2018, which is more typical of departmental workload. Fortunately, as \$4.078 million of this included the construction of the new Fire Station #1 project, the Construction Manager-at-Risk handled daily oversight of the project, with only higher-level management necessary by the Engineering Department. Of the 19 contracts with payment activity in 2019, the five (5) contracts with the lowest value were essentially roll-overs from 2018 with uncompleted minor work items and / or retainage totaling approximately \$89,000. The remaining 14 contracts total approximately \$11,508,000. Space prohibits listing all projects that may be a part of these contracts individually, but the following table represents the construction contracts administered by the Department, and dollars expended in 2019. 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 2019, but in prior years.

2019 Construction Contracts

Contract Name	2019 Work
Fire Station #1 CMR Contract	\$ 4,078,332.26
2019 Underground Utility & Resurfacing	\$ 3,924,676.18
West Front Street Resurfacing (MDOT)	\$ 1,007,523.89
2018 Curb Replacement and Resurfacing	\$ 624,188.17
North Custer Road Resurfacing	\$ 573,521.44
First Street Resurfacing (MDOT)	\$ 341,629.59
Water Treatment Plant Generator Replac.	\$ 303,000.00
2018 Building Demolition Program Ph. 2	\$ 135,800.00
DPS Roof Rehabilitation	\$ 124,866.00
Council Chambers - Building Work	\$ 91,460.00
2018 Underground Utility Program	\$ 88,819.40
West Side Fire Station Interior Renovations	\$ 83,220.00
2019 Bituminous Pavement Maintenance	\$ 78,964.05
Dorsch Library Exterior Vestibule Impr.	\$ 52,602.24
2018 Sidewalk Replacement Program	\$ 50,722.22
2018 Building Demolition Program	\$ 20,000.00
2018 Sanitary Sewer Rehabilitation Program	\$ 9,744.70
North Monroe Street Streetscape	\$ 6,000.00
Council Chambers - AV Work	\$ 2,000.00
Totals	\$ 11,597,070.14

After the Fire Station #1 project, which was mentioned previously, the next largest contract for 2019 by a wide margin was the 2019 Underground Utility and Resurfacing Program, which included water main replacement on five (5) different streets, sanitary sewer re-routing on West Front, and resurfacing of four (4) of the same roadways for which water main work was undertaken. These roadways were West Front Street from Telegraph to Harrison (water main work over a majority of the area and sanitary re-routing), Hollywood Drive from Elm to Maywood, Godfroy Avenue from Elm to Noble, Maywood Avenue from Macomb to Riverview, and Jefferson Court, all of which included resurfacing following water main work. The final roadway to be resurfaced in 2019 following water main work was West Front Street from Telegraph to Harrison, which was bid through a separate contract as Federal funds were used, making this the third largest 2019 contract. West Front Street, Maywood Avenue, and Jefferson Court included full curb replacement, with the others consisting of large-scale "spot" replacement where needed.

Due to a statewide construction lockout in fall 2018, much of that year's resurfacing program was pushed to 2019. Resurfacing of Maple Boulevard from Linwood to the north end (west side), and all of Parkwood and Scottwood Avenues was completed in spring 2019 under the 2018 contract, our fourth-largest contract for 2019. Stand-alone resurfacing contracts for North Custer Road from the west City limit to Bentley and First Street from Harrison to Washington were completed in 2019, with the latter funded partially with carried over 2018 Federal funds.

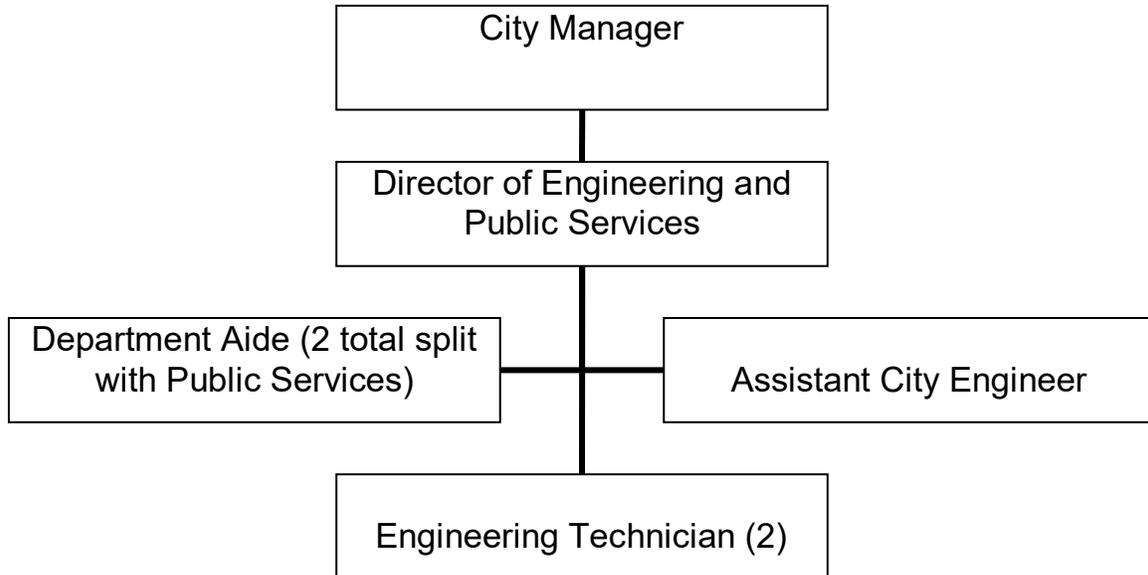
The Department managed a number of facility projects in 2019, including contracts for the water treatment plant generator replacement, overlay of a majority of the roof at the Public Services facility on Jones Avenue, interior renovations on the West Side Fire Station, completion of the Council Chambers renovation, and the vestibule renovation at Dorsch Memorial Library. A second phase of the 2018 Building Demolition Program was completed in 2019, one short location was added to the 2018 Underground Utility Program and was completed in 2019, and a separate contract for crack sealing and spray patching was awarded and completed.

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.

ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR

Performance Indicator	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Estimate
Site Plan Reviews	41	32	37	43	50	50
Contracts Awarded	11	8	12	8	12	12
Contract Value (\$Millions)	\$3.960	\$6.927	\$4.091	\$11.597	\$7.000	\$5.000
Special Assessment Districts	2	1	0	0	1	0
Engineering & Inspection Fees	\$667,013	\$363,804	\$166,149	\$188,941	\$200,000	\$200,000
Private Developments Monitored	2	1	0	0	1	1
Miles of Streets Resurfaced	1.86	3.20	0.28	4.39	0.86	1.57
Miles of Streets Crack Sealed	4.26	0.00	3.43	6.12	3.00	3.00
Miles of Streets Spray Patched	0.20	0.00	0.83	0.93	1.00	1.00
Miles of Streets Slurry Sealed	0.00	0.21	0.00	0.00	0.00	0.50
Miles of New Streets Added	0.00	0.00	0.00	-0.03	0.00	0.00
Total City Street Mileage	82.74	82.74	82.74	82.71	82.71	82.71
Water Mains Replaced (miles)	0.74	1.21	1.14	2.00	0.59	1.00
New Water Mains Installed (miles)	0.05	0.68	1.60	0.00	1.00	0.50
Total City Water Mains (miles)	306.01	306.69	308.29	308.29	309.29	309.79
Sanitary Sewer Rehab. (miles)	0.38	0.47	0.91	0.05	1.20	0.50
New Sanitary Sewers (miles)	0.00	0.35	0.68	0.00	0.25	1.00
Total City Sanitary Sewers (miles)	260.16	260.51	261.19	261.19	261.44	262.44
Storm Sewers Replaced (miles)	0.02	0.02	0.00	0.05	0.10	0.50
Storm Sewers Installed (miles)	0.05	0.00	0.00	0.00	0.10	0.50
Total City Storm Sewers (miles)	73.52	73.52	73.52	73.52	73.62	74.12
Squ. Ft. of Sidewalk Replaced	34,986	4,167	15,770	34,624	50,000	20,000
Squ. Ft. of New Sidewalk	1,034	3,610	0	0	5,000	1,000
Mileage of all City Sidewalks	172.50	172.64	172.64	172.64	172.89	172.94

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 cooperation 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 sworn officers and four general fund civilian full-time employees. Currently, thirty-seven officers are cross-trained as firefighters. 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 twelve marked Ford Explorer patrol units, along with two marked F-150 pickup trucks. Eight unmarked administrative and investigative cars. The department also has two marked police motorcycles that are used for regular patrol functions. The Department also utilizes a Polaris Ranger 6 person side by side 4x4 for special event and border patrol functions. Located in the combined city/county Law Enforcement Center, the department's Records Bureau hours are weekdays 8:00 AM to 4:30 PM. Dispatch services are provided by Monroe County Central Dispatch.

MAJOR CRIME ANALYSIS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	AVG
Murder	0	0	1	1	1	0	0	0	0	3	0.6
CSC	40	32	33	36	37	37	41	42	30	34	36.2
Robbery	33	25	27	24	25	8	21	13	11	9	19.6
Agg. Assault	69	59	63	57	60	58	72	73	67	67	64.5
Burglary	231	253	250	171	124	128	113	88	89	61	150.8
Larceny	413	574	516	441	389	347	288	302	253	215	373.8
Auto Theft	51	40	34	40	18	20	18	40	21	21	30.3
Arson	8	5	8	9	5	4	5	2	2	2	5

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

PERFORMANCE MEASURES

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

Measure	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected 2020
Calls for Service	19,656	19,248	19,200	20,851	21,389	21,375	20,460	19,702	20,423	20,868	20,317
Written Complaints/Reports	6,017	5,618	5,825	5,947	5,721	5,764	6,277	6,128	6,320	5,927	5,954
Traffic Citations	1,918	1,669	1,688	2,533	2,304	2,174	1,735	1,362	1,899	1,622	1,890
Traffic Warnings	1,230	902	1,114	1,815	2,171	2,187	1,719	1,723	1,993	2,091	1,695
Total Traffic Stops	3,148	2,571	2,802	4,348	4,475	4,361	3,454	3,085	3,892	3,713	3,585
Parking Citations Issued	8735	6352	6811	6472	4,736	7,514	9,707	9,307	7,209	5,285	7212.8
OWI Arrests	101	79	119	108	101	71	89	112	138	125	104.3
All Arrests	1,032	1,045	1,055	1,109	1,054	1,079	885	1,012	1,269	1,214	1,075
On-Roadway Crashes	587	617	611	578	716	680	667	613	688	625	638.2
Private Property Crashes	127	144	152	135	92	95	90	88	91	87	110.1
Subpoena Served	1,100	1,091	1,097	1,043	974	603	702	950	1,036	1,116	971
Writs/Transports	42	52	48	41	36	176	74	56	74	87	68.6
Gun Permits	394	455	597	521	494	519	489	385	289	212	435.5
Training Hours Per Officer	103	100	102	102	152	94	101	104	105	105	107

ACCOMPLISHMENTS AND SHORTFALLS

A major accomplishment in FY 19/20 was the selection and procurement of a new Records Management System which will serve all Law Enforcement Agencies in Monroe County. This state of the art RMS system will greatly enhance law enforcement's capabilities in reducing crime, and increase our personnel and resource management through data-driven technology.

Another accomplishment for FY 19/20 was the training of four additional officers as firefighters. This training was done as a continued effort to further enhance the Department's response capabilities and in conjunction with the Public Safety initiative and bringing the total number of cross-trained officers to thirty-seven. Cross-trained officers (PSO's) respond to fire calls and actively participate on the fire grounds.

FY 2020/21 Goals

Receiving Accreditation through the Michigan Association of Chiefs of Police is the goal for FY 20/21. Accreditation Managers, within the department, are working hard towards this goal.

FIRE DEPARTMENT

MISSION STATEMENT

The Monroe Fire Department will provide the highest level of fire, rescue, and emergency medical services to those who live, work, and play within our community. We shall accomplish this through our organizational values of professionalism, public outreach, training, education, fire prevention, incident management and continuous improvement.

Core Values

- Integrity: We consistently do the right thing, earning the public's trust through our actions.
- Professionalism: Serving at the highest level of excellence, showing commitment to our mission. Conducting ourselves in a way that reflects a positive image for the City and the fire service
- Pride: We will respect and honor the traditions of our organization, community, team members and the profession.
- Competency and Accountability: We will continually strive to improve our knowledge, skills, and abilities. Each of us takes responsibility for our actions.
- Courage: Courage is the value that gives us the moral and mental strength to do what is right, even in the face of personal or professional adversity
- Family: We value the wellness and safety of each individual. We are committed to each other because our lives depend on it.

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, reduce injuries, decrease property loss and minimize suffering due to fire and environmental emergencies. Suppression personnel function under the umbrella of the National Incident Management System, utilizing the Incident Command system 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. The Monroe Fire department utilizes some of the most advanced health care equipment available to pre-hospital providers. This equipment assists in patient care and increases positive patient outcomes.

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 71 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 2019-20, 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 have replaced our Boat with a 17ft Zodiac and are now better equipped to respond to all water emergencies. We work very closely with the US coast Guard on a coordinate response to the River Raisin and Lake Erie.

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 was established with an annual gear inspection program instituted in 2015. We will be replacing up to five sets per year to help keep cost low.

The Department has three 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.

Performance Indicators

Activities	2016	2017	2018	2019
Post Incident Contact Activity	26	27	34	67
Staff Meetings	12	36	12	12
SOG's Reviewed	200	200	200	200
Periodicals/Journals Reviewed	15	12	12	12
Incident Reports Reviewed	3685	3876	4047	3986
Safety Committee Recommendations/Implemented	2/2	3/3	0/0	2/2
Internal Inspections	12	12	12	12

Activities	2016	2017	2018	2019
Total Fire Department Incidents	3685	3876	4047	3986
EMS Related Incidents	2672	2738	2799	2818
Actual Fire Incidents	94	72	81	67
Alarm System Activations	208	236	188	163
Carbon Monoxide Calls	11	7	6	7
Other Incidents	711	823	1054	931
Average Service Time per Structure Fire	2.0	2.0	2.0	2.0
Hours on Vehicle Maintenance	232	324	432	432
Hours on Equip. Maintenance	30	48	62	
Maintenance Recordkeeping/Training	112	108	108	108
EMS Training Hours	133	531	390	476
Hazmat Training Hours	43	39	159	117
Other Training Hours	1193	1286	1950	2722

FIRE ADMINISTRATION & SUPPRESSION

FIRE INSPECTIONS

	2016	2017	2018	2019
Initial Inspections	23	62	61	65
Follow up Inspections	18	30	19	23
Complaint Investigations	2	1	3	1
Fire Investigations	38	72	81	67
Inspector Training	64	32	120	120
Plan Reviews	20	10	4	32
Public Education				
Fire Safety Program (Adults)			3747	3641
Fire Safety Program (Children)			3053	2604

GOALS

Increase public education programs

Objective: The Fire department has recently started a CPR and AED training program and has instituted a Fire extinguisher program to work with community groups and businesses in Monroe. The department will also have three 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.

Objective: The 2018 edition will be instituted in 2019 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: With the approval of the fire station millage in November 2017, the fire station project was in the construction phase. After breaking ground in October of 2018, we were able to move into the New Station #1 located at 911 E Third In September of 2019.

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. 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 citizen response management system on the City's web site where citizens can log service requests in online or through the application, and has been responsible for handling the majority of City-wide issues since the inception of our first system in 2008.

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 Forestry / Grounds 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. Both Departmental Aides (one funded from each of Engineering and Public Services) are housed at City Hall for the most part, but an office is retained near the maintenance garage for fleet tracking and inventory purposes where between 30 and 40 percent of one position's time is spent. As of 2019, both job descriptions were merged, which will maximize efficiency and allow for clerical redundancy during peak periods, which is a net benefit to both

departments. The Jones Avenue facility is generally closed to the public for most purposes except fall leaf bag distribution.

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 fleet software through the Enterprise Fleet Management program, which the City adopted in 2018. 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. However, with the new, more comprehensive refuse contract, this activity has been significantly diminished.

The DPS has undergone a radical transformation in staffing levels and contracted operations in the last decade. In 2008, the Department was merged with the Engineering Department for administrative purposes, and numerous positions were eliminated through attrition. Coupled with strategic out-sourcing of functions that are inefficiently performed by City staff, this stream-lining and merging of similar functions 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. Most of the contract was extended by the City Council to the current vendor through 2021, with City staff picking up a small portion of the work themselves, such as riverbank and ditch maintenance. 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 beginning with 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 2020-21 fiscal year, the full-time budgeted DPS staffing is proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Forestry / Grounds Supervisor, and Departmental Aide plus fifteen (15) full-time Teamster personnel, for a total of 19.5 positions. One (1) of these is being transferred to the Parks Supervisor between April and October to provide a dedicated employee to parks in the peak season. Off season (November-March), this position will return to the DPS Operations Crew where it will be tasked with providing supplemental assistance in forestry low-limb trimming, snow clearing in downtown areas, and manufacture of signs, among other tasks. This overall staffing level is one greater than the 2019-20 budget, though it essentially returns to the 2017-18 budget year staffing level, after which one vacant position was not filled. The 2020-21 DPS budget request includes seasonal positions to provide for routine forestry service, particularly watering of newly-planted trees to ensure their establishment, and to continue the momentum gained during the winter when additional personnel are typically assigned to maintenance-level tree trimming. Also, if a highly-skilled recent retiree or similarly experienced employee is willing to return for part-time seasonal work, they could be assigned to address a variety of needs.

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 one year of removal, depending on species and availability
- 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 at least monthly from April 1 to May 31 and from October 1 to November 30.
- Maintain City storm sewer system in good operating condition with each catch basin and associated piping cleaned completely at least once every ten (10) years with maintenance cleaning on a more aggressive schedule in certain high-risk areas

- 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 decade 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 in the last decade. 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, 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. Beginning with the 2017-18 budget year, we have begun to address this by shifting some of the street sweeping resources to more frequent storm structure and line cleaning, which will involve a small net increase in costs to the Refuse Fund. This initiative will likely take several years to result in returning most of our facilities to where regular maintenance level cleaning is possible, as the initial round of work will likely focus on relieving some of the more intense and chronic issues. The Department is also challenged by the number of field locating requests for City storm sewers and downtown City-owned electrical lines for which we are statutorily required to perform through the Miss Dig system. In totality, these represent at least half of a staff position, but existing staff has been incorporating this into their regular duties and on overtime when necessary.

An additional shortfall that has come to light with the completion of the City-wide tree inventory in 2015 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 that must be supplemented with heavy equipment operators as job assignments allow, it is very difficult to meet these goals most years, even with mild winters where the heavy equipment operators can be assigned to

assist with proactive low-limbing operations. We are attempting to help address this need with a mix of some targeted contract services and seasonal employees dedicated to maintenance level trimming, allowing our skilled crew to focus on high-level work on a regular basis.

DPS Ongoing Goals and Objectives FY 2020-21

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 completed, but will be continued and refined as necessary.
2. Determine Capital and Operating Facility Needs and Upgrades - this is being undertaken through past capital projects for paving of the Jones Avenue site, and the replacement of a large section of the roof in 2019, 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, albeit slower than preferred. Entering into an agreement with the Enterprise Fleet Management program, whereby light-duty vehicles are rotated every five (5) years to minimize maintenance costs and maximize resale is hoped to make further progress in this area, with savings utilized to accelerate the needed heavy equipment replacement.
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations - this has been done in the areas of holiday decoration installation and removal (DDA cost volunteer work for low-level items), 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

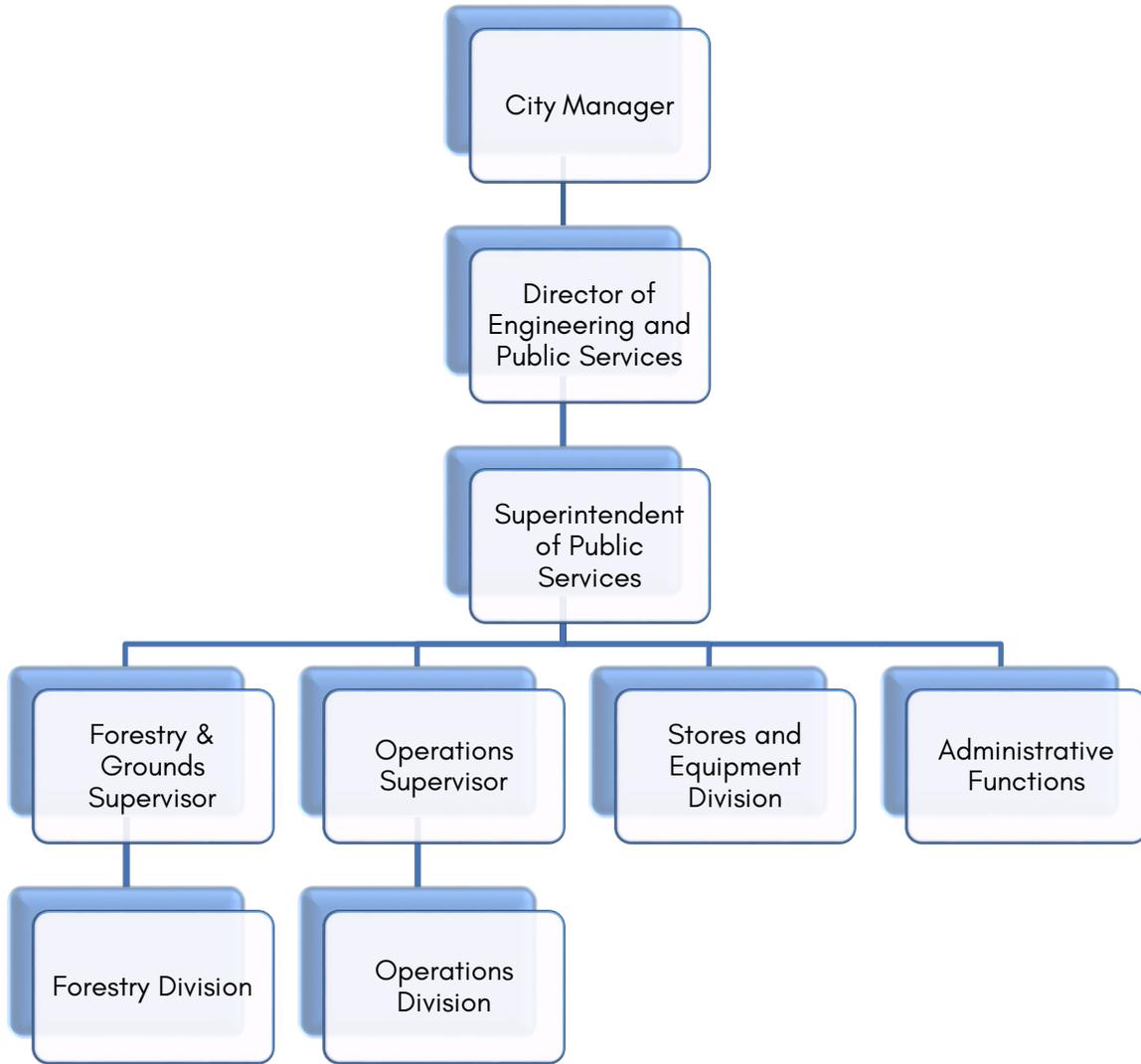
Division personnel and work activities were folded into Operations in January 2013, which further helps promote flexibility, and a great deal of cross training continues to occur, particularly among the new hires to allow for maximum internal promotion possibility as positions become available in the 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. Both the sign and tree inventories have now been completed, and we are working on inventories for street lights and electrical facilities at present.
7. Update and Publicize Policies and Procedures – this is underway as well, as the use of the city’s citizen response management system 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.

Department of Public Services Functional Organization Chart

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

DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Est.	2021 Est.
Trees Trimmed	400	1,071	804	729	1,000	1,000
Trees Removed	266	303	252	316	250	250
Trees Planted	55	471	231	246	300	300
Sweeping Curb Miles	2,408	2,408	2,408	1,300	1,300	1,300
Miles of Storm Sewers Cleaned	1	6	1	5	5	5
City Property Mowing (Person hours)	135	130	130	130	130	130
Lineal Feet of Alleyways Graded	74,520	74,050	74,050	74,050	74,050	74,050
Forestry Action Line Requests Completed	360	346	336	407	400	400
Pothole / Road Hazard Action Line Requests Completed	163	161	228	184	200	200
Other Action Line Requests Completed	185	185	234	165	250	250

PORT OF MONROE APPROPRIATION

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.

The City appropriates funds from its operating millage to fund the operations of the Port of Monroe. In the past, a millage rate was carved out and levied for the Port of Monroe. Starting in fiscal year 2017-18, the City began budgeting for an annual appropriation to support the mission of the Port of Monroe. The appropriation has been consistently set at \$400,000. The Port of Monroe funds \$40,000 of economic development costs of the City as a shared service that benefits both entities.

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Department • Building Department

GENERAL FUND SERVICES

Code Enforcement, Facilities Management

As part of on-going effort to reorganize, the Building and Planning Departments were combined to form the Community Development Department. The intent of this reorganization was to create collaborative service teams that work closely together to improve efficiencies and eliminate 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 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 monitors streets and public ways to identify and correct issues of deficient property maintenance and blight. Staffing changes in 2017 added rental duties to the existing property maintenance/blight inspector & changed the duties to a full time position. A part-time property maintenance/blight inspector was hired to absorb the seasonal blight inspector duties by going to a full-time position for the seasonal 11-week period. The full-time inspector spends at least 40% of his time on rental inspections and related follow-ups.

Rental Housing- The Department administers the Rental Properties Ordinance. The property maintenance and zoning inspectors, together with the building and trades inspectors (as time allows) conduct rental housing and zoning inspections in addition to their regular job duties. A clerical position is assigned to the Rental Housing Program.

Zoning Enforcement – The Building Official acts as the Zoning Administrator for the City. The Zoning Administrator or designee shall have the power to review and grant zoning compliance permits and to make inspections of buildings and premises necessary to carry out the duties of enforcement noted in the Zoning Code.

Zoning Board of Appeals- The Department coordinates requests for variances to the Zoning Board of Appeals. This five member, quasi-judicial body is responsible for hearing and deciding appeals from the Citizens Planning Commission, application of the_Historic

Overlay District, and administrative decisions made by Building Official.

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, Community Development Director , City Engineer as well as a member of the Citizens Planning Commission compose the Administrative Site Plan Review Committee. The Community Development Directors serves as chair.

Facility Management - The Building Department provides management on projects for City Hall, the Arthur Lesow Community Center, the Battlefield Visitor Center, the Dorsch and Navarre Branch Libraries, and other City-owned properties. The Department manages the service contracts for HVAC systems, phone systems, emergency generators, smoke/fire alarm systems, and elevators. In 2019, the Building Department was responsible for overseeing major projects at the ALCC, the Battlefield Visitor Center, City Hall, and the Central Fire Station. The Department also provides full-time custodial services for City Hall.

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

- Zoning Board Of Appeals
- Administrative Site Plan Review Committee
- Building Evaluation and Response Team

Goals and Objectives for FY 2020-2021

Facilities Maintenance

1. The Building Department staff continues to upgrade City Hall lighting to more energy efficient, cost saving, and low maintenance LED lighting. Staff is currently working on upgrades at the various facilities, as well as correcting violations identified by the loss control and prevention consultant.
2. Create a detailed maintenance schedule for the city owned properties. The schedule will assist the Building Department to monitor ongoing projects, provide annual maintenance, and track inspections of municipal buildings and facilities. This schedule will also help confirm that State of Michigan certifications such as fire systems, boilers, and elevators remain current. Implementation of maintenance schedules and regular inspections are anticipated to reduce costs related to major repairs. As such, the Building Department continues to evaluate contractors and consolidate service contracts for items such as elevators, boiler systems, generators, fire systems, and alarm monitoring.
3. The Building Department continues to work with the City Manager and the Finance Director to review potential upgrades and repairs for both City-owned and City-

maintained properties to avoid the major costs and disruptions created by major breakdowns and failures of systems, structures, and facilities.

Demolition and Dangerous Buildings

1. The Building Evaluation and Response (BEAR) Team was established to review and address properties determined to be substandard. The BEAR Team is composed of representatives from Planning, Building, Police, Fire, and the City Manager and City Attorney.
2. The Building Department will continue to monitor building stock, identify dangerous and substandard structures, and recommend them to the City Attorney to process for possible demolition.
3. The existing Construction Board of Appeals also acts as the Demolition Board of Appeals. The Demolition Board of Appeals hears appeals of administrative decisions for demolition.

Personnel

1. The Building Department will utilize the existing part-time Property Maintenance/Blight Inspector to cover the 11-week temporary, seasonal blight inspections by having the existing inspector moving to full-time status for the 11-week period. By utilizing the current part-time inspector, the Department will reduce its vehicle requirement, eliminate the posting/interviewing/hiring process, and eliminate the annual training period of this limited-time employee.
2. The Department will continue the certification of the Blight Inspectors in accordance with the International Code Council requirements and standards.
3. The Department will continue to maintain staffing levels. In 2019 the Building Department significantly increased their maintenance and oversight duties, including many updates and repairs to the 39 year old City Hall. Pro-active planning and training helps to maintain the levels of inspections, plan reviews, and rental certifications during our peak season.

Blight

1. Continue to reduce the number of city contracted grass cuttings by posting courtesy door hangers to notify property owners of tall grass violations. Although not required by city ordinance, these notifications provide property owners the opportunity to correct violations prior to grass cutting by the City and, in so doing, avoid the associated fees.

Rental

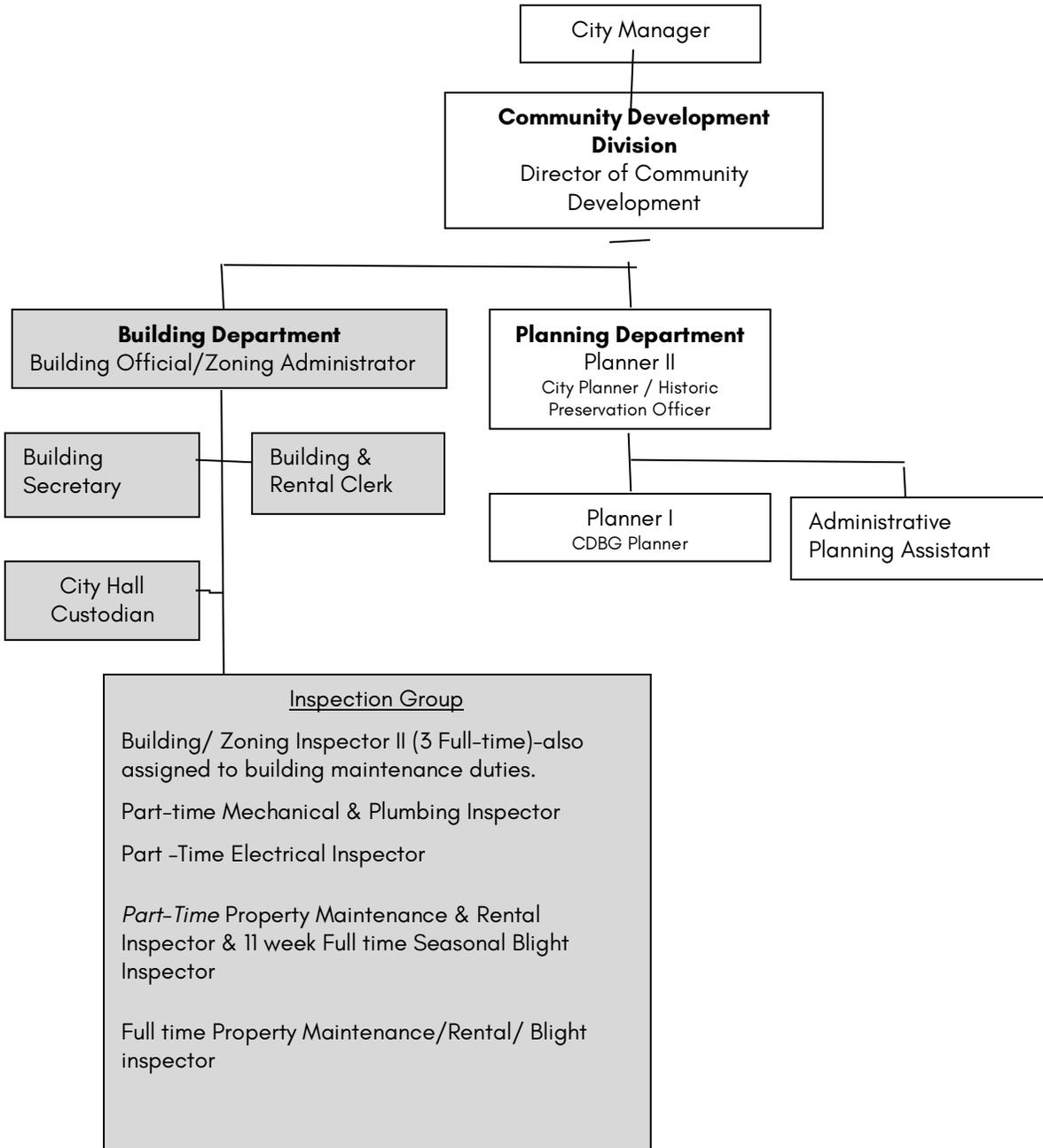
1. Continue to evaluate and review the Rental Inspection Program process, forms and ordinance. Update forms to clarify the information needed for rental certifications; establish consistent timelines for inspections, certification and notifications of

violations. Create a process to track rental affidavits in the database for annual renewal, and to identify and certify unregistered rental properties.

ORGANIZATIONAL CHART

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

PROPOSED ORGANIZATIONAL MODEL FY 2020-2021



PERFORMANCE MEASURES

ITEM	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Actual	20-21 Estimate
Blight Complaints	194*	*	*	97	49
Blight Inspections	2534**	4335	2407	3676	1746
Zoning Complaints	64				
Zoning Inspections	385	238	238	163	72
Zoning Permits	146	204	110	33	12
Special Use Permits	8	2	4	12	9
Zoning Board of Appeals	8	3	4	4	2

*Action Line Records Only

** Includes Tall Grass

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Department • Building Department

Introduction – *The Community Development Department*

The Community Development Department was reestablished and reorganized in January 2017 to coordinate the functions of the Planning and Building Departments. This reorganized structure implemented recommendations offered previously in the City operations assessment. The intended goal is to deliver related services more efficiently.

The Planning Department's mission is to improve the quality of life in the City using sound planning strategies, best practices, and implementation of methods that are 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 Department's inspection and code enforcement functions are carried out by the Building Official three (3) full-time building/trade inspectors, a full-time blight inspector, and four part-time positions that carry out plumbing and mechanical inspections, electrical inspections, plan review, and assist with blight and high grass. Additionally, the department has two administrative support positions.

Planning Department

The Planning Department staff is composed of the Director of Community Development, who is also the City Planner and Historic Preservation Officer, a Planning Assistant, and temporary part-time positions. The department-utilizes consultants for a variety of tasks and planning projects. It also periodically employs qualified graduate interns to assist with historic preservation and planning-related activities.

The Director of Community Development / City Planner and planning consultant carry out the professional planning assignments within primary areas of responsibility that include historic preservation, land use, housing rehabilitation, economic development and incentives, grant writing and administration. The Director and Planning Assistant coordinate administration of the City's Community Development Block Grant (CDBG) funds and projects. The department has a contractual agreement with Monroe County Opportunity Program to administer the City's FIX Program funded through the CDBG program.

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. The department also utilizes the services of consultants to supplement full-time staff where significant commitments of time are required for projects or specific areas of expertise are desired.

INITIATIVES AND OPPORTUNITIES FOR FY 2020- 2021

Zoning Ordinance Amendments and Updates

The Planning Department has undertaken the first comprehensive update of the Zoning Code in more than a decade. As part of this process, the Historic Overlay District Ordinance was written and adopted in an effort to protect the City's historic resources during the Zoning Code update. In September 2019, in-house staff along with the planning consultant, and part-time employees took over the rewriting and updating of the ordinance. It is expected to be completed by the second quarter of the year.

Economic Development

The City organization has reorganized and refocused its economic development efforts with the hiring an Economic Development Coordinator/Assistant to the City Manager. The Economic Development Coordinator reports to the City Manager. While the bulk of economic development has shifted from the Planning/Community Development Department, the department continues to staff the Economic Development Review Committee (EDRC) and process Obsolete Property Rehabilitation applications, as well as providing assistance to the City's economic development team, as needed.

The Community Development Department continues to work closely with our State and local partners, such as the Michigan State Housing Development Authority (MSHDA) and the Michigan Economic Development Corporation (MEDC) to monitor and utilize economic development programs and incentives helping the City to remain competitive with other communities and states. With a continued emphasis on public-private partnerships, the traditional model of property tax abatements and business credits have become less attractive to potential developers and no longer represent the primary incentives available to communities. These changes require the Department and the City's economic development team to become more adept at identifying potential projects and promoting those that fit programs marketed under the auspices of agencies such as the MEDC. The City has also shifted from a strategy primarily aimed at luring large corporate investment, to one that also focuses on attracting smaller companies and entrepreneurs, retaining talented people within the community, and retaining businesses already located here.

Community Revitalization

Housing - The Community Development Department provides housing rehabilitation assistance through the FIX Program, which is funded by the City's Community Development Block Grant allocation. The FIX Program assists income-qualified residents with repairs and maintenance to address deficiencies in their homes; it also meets one of HUD's national objectives, which is to offer programs that benefit low- and moderate- income families. The FIX Program began in 2010-2011 and today offers up to \$25,000 to-qualified property owners. The intent is to not simply rehabilitate the individual home, but also to positively impact the neighborhood in which the home is located.

The Department continually reevaluates the services offered through this program and their modes of delivery to ensure it is responding to the needs of residents. During this same period, the Building Department has focused on property maintenance in keeping with the Community Development's on-going efforts to improve the City's housing stock.

Based upon a recommendation from the Citizens Planning Commission, City Council

approved the creation of two Neighborhood Enterprise Zones (NEZ's) in 2016. The zones offer incentives intended spur private reinvestment in the designated areas. The department and administration has proposed reorganization of the Community Development Department to include a neighborhood and housing component. The NEZ Program will be an integral tool of this reorganized department, and point-of-sale inspection a key component of the NEZ Program.

Brownfields and Redevelopment - While funding has been reduced in some sectors of brownfield redevelopment, both Michigan and the federal government continue to support redevelopment of urban properties utilizing brownfield programs. Many property owners throughout the City have taken advantage of the state's brownfield program, which provides incentives for the redevelopment and reuse of qualified sites and buildings. The Planning Department continues as part of the City's economic development team, which assists business owners interested in using these incentives.

The Community Development Department is coordinating the City's application for certification in the Redevelopment Ready Communities (RRC) program sponsored by the Michigan Economic Development Corporation (MEDC). An updated Zoning Code is the remaining piece of the RRC application. The code is slated for completion this year.

Finally, the City is a key partner in the Monroe County Land Bank Authority. The Community Development Director currently serves as treasurer for the Authority. The department continues to explore opportunities to work with the Land Bank to address vacant, blighted and foreclosed properties in the City.

Historic Preservation Projects - In addition to staffing the Historic District Commission, the Community Development Department, through its Preservation Office, provides direction, guidance, and technical advice on cultural resource management and administration; as well as cemetery preservation; grant writing and administration; preservation legislation; and Section 106 and NEPA reviews on behalf of the City and its various departments.

The Community Development Department and the Preservation Office have had a long history of involvement with the River Raisin National Battlefield Park. The Department was also instrumental in initiating the River Raisin Heritage Corridor - East Master Plan. Staff continues to provide assistance and expertise as needed.

Affiliated Committees & Commissions

Citizen Planning Commission (CPC) - A City Council-appointed seven-member citizen board created by local ordinance and authorized by state enabling legislation. The Commission formulates and administers the City's development regulations and reviews and makes recommendations on all zoning map and Zoning Code text amendments. It is also responsible for developing plans; reviewing and making recommendations on the annual capital improvements program budget; reviewing proposed site plans and special uses; and making recommendations to City Council related to proposed rezonings, new ordinance provisions or amendments, and land divisions.

The Community Development Department provides direct support as administrative staff to the Commission, which includes coordinating and reviewing applications, establishing monthly meeting agendas, preparing staff analyses, meeting minutes, implementing decisions and actions taken by the commission, directing consultants, and coordinating training opportunities and programs for commissioners. The Department also coordinates

and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for planning projects meeting ASPR criteria (see below).

Downtown Development Authority (DDA) - Technical support and assistance are provided to the DDA by Community Development staff, as needed. Most recently, the Department coordinated-target market analyses for Monroe's residential and retail segments, which are utilized to attract businesses and development. The residential study was funded in-part by a Michigan Economic Development Corporation (MEDC) grant and Community Development Block Grant funds, while the retail study was funded through the DDA.

Historic District Commission (HDC) - A City Council-appointed, seven-member citizen board created by local ordinance and authorized by state enabling legislation. The mission of the HDC 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 by 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 duties prescribed by City Council.

Additionally, the HDC assists the Downtown Development Authority by reviewing Façade Grant Program applications and providing recommendations/determinations as to project compliance with the Secretary of the Interior's Standards. The Commission also provides assistance and support to developers and businesses seeking state and federal preservation tax credits.

The Commission encourages preservation activities throughout the community, and advocates on behalf of preserving the built environment. To that end, the Community Development Department staff provides direct support to the Commission, which includes coordinating and reviewing applications, establishing meeting agendas, preparing staff analyses, minutes, implementing decisions and actions taken by the Commission, and coordinating training workshops and sessions for commissioners.

Brownfield Redevelopment Authority (BRA) - The Department provides support to the BRA and assists in other activities, as required. The BRA is organized to assist with the redevelopment of buildings and sites that have been abandoned, obsolete, currently vacant, or potentially contaminated. To qualify for assistance, identified "brownfield" sites must be eligible under Michigan environmental law.

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

Other Planning Department Services

Comprehensive Planning - The Department and Citizens Planning Commission have reviewed and approved comprehensive and district plans which describe present and future land uses, housing, transportation, recreation, community facilities, and historic preservation policies and projects. The most recent Master Plan was adopted in 2017.

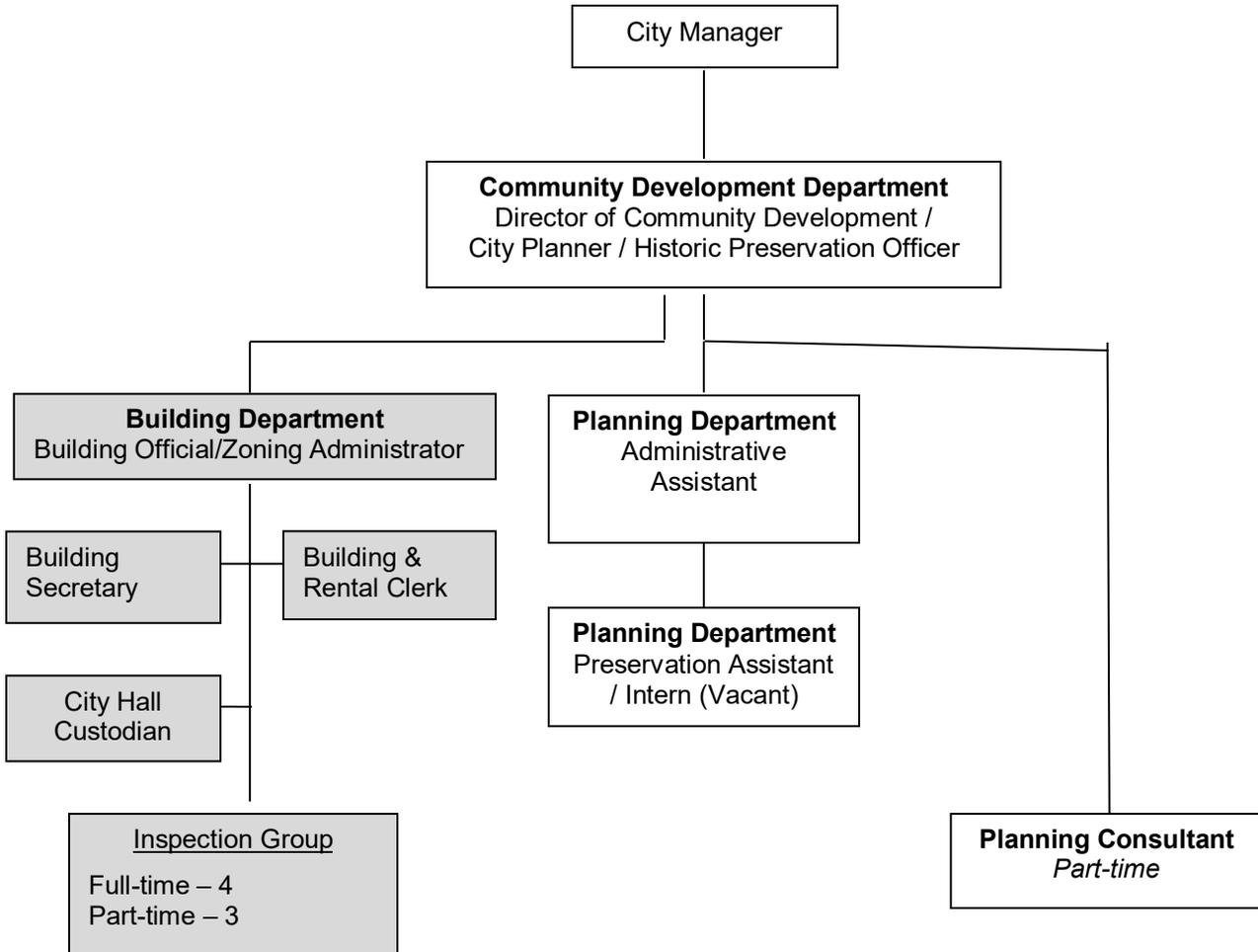
Capital Improvements Program (CIP) - The Department is responsible for compiling and coordinating the annual Capital Improvements Program (CIP), which includes the annual capital budget and five-year capital improvements program, and shepherding it through the approval process. The Director of Community Development is a member of the CIP Budget Team, which reviews budget submittals, analyzes capacity and funding, and makes budget recommendations to City Council. The CIP budgeting process is shifting to an earlier starting date in late summer / early fall. The Charter requires adoption of the capital budget by the last day of February of each year.

Demographic and Economic Information - The Department provides past, current, and projected statistics about Monroe's geography, economy, employment, housing, and population. The Department is involved in the City's 2020 Census and Complete Count Committee efforts, and coordinates boundary map amendments as part of 2020 Census update.

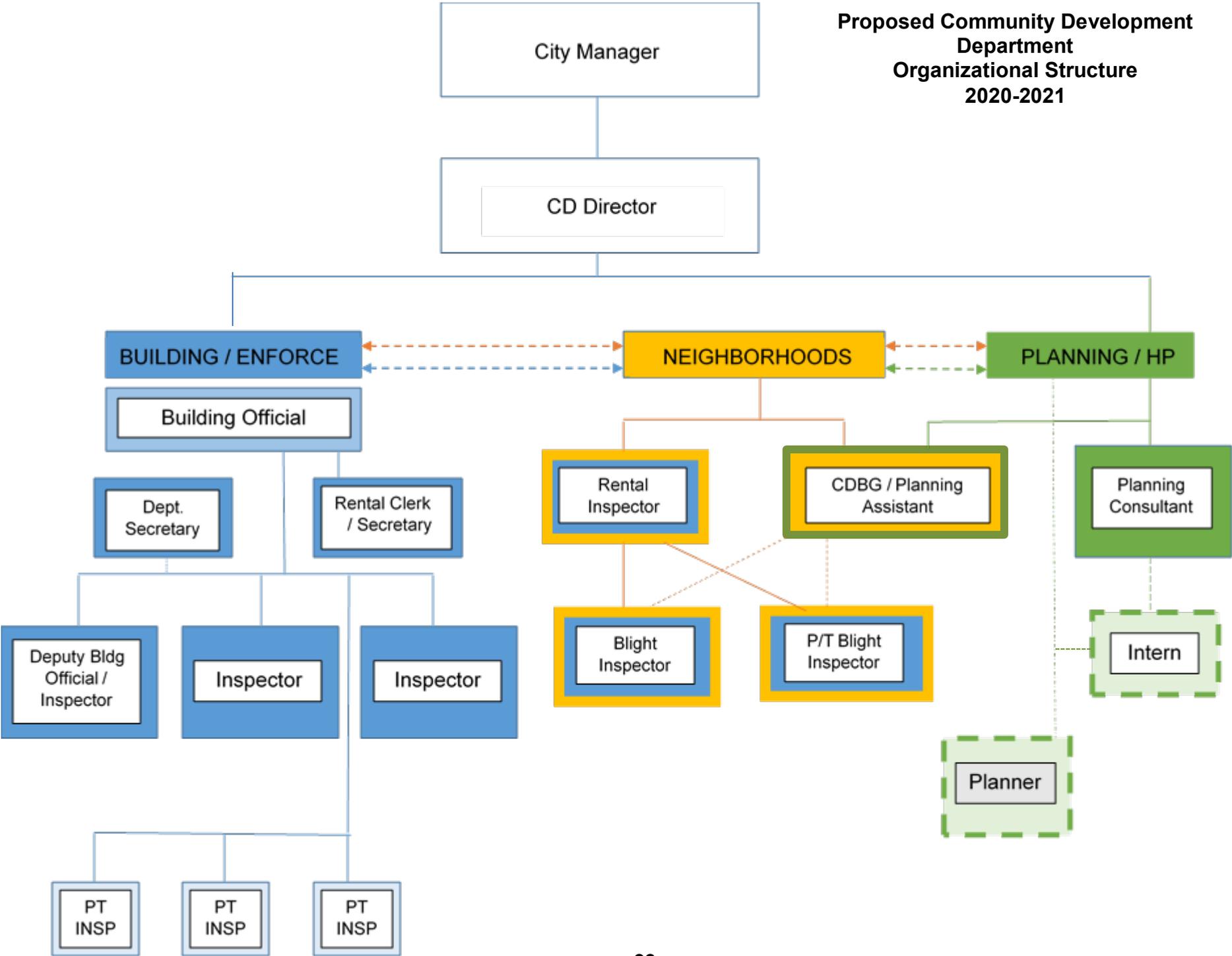
Administrative Site Plan Review (ASPR) - The City's Zoning Ordinance provides for two site plan approval processes. For projects meeting Administrative Site Plan Review (ASPR) criteria, the process can streamline procedures and expedite review and decision-making. The Administrative Site Plan Review Committee is composed of five (5) members as determined by the City Manager. Current membership includes representation from: Planning, Building, Engineering & DPS, and Water & Wastewater Utilities departments, and a representative of the Citizens Planning Commission. The Director of Community Development chairs the committee with planning personnel or consultants providing staffing for group.

ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL MODEL - FY 2020-2021



**Proposed Community Development
Department
Organizational Structure
2020-2021**



PERFORMANCE MEASURES

ITEM	FY 18-19 Actual	FY 19-20	FY 20-21
CPC Meetings	11	9	12
CPC Reviews	24	8	12
Minor / Sign	25	20	20
Admin Site Plan Review	19	8	18
Planning Projects/ Workshops	2	1	1
HDC Meetings	2	2	6
HDC Reviews	16	7	8
HDC Projects/ Workshops	2	1	1
Grants	0	1	1
IFT Applications	1	*	*
OPT Applications	2	1	2
Brownfield Plans	2	*	*
Other Incentives	0	*	*

CPC: Citizens Planning Commission

HDC: Historic District Commission

IFT: Industrial Facilities Tax Exemption Applications

OPT: Obsolete Properties Tax Exemption Application

* Community Development Department no longer processes these applications

Office of Economic Development
2020-2021 Budget Narrative

The responsibility of the Office of Economic Development is to work with City Council, City departments and the business community to create and nurture an environment where economic growth and diversity is encouraged and supported by the City. Focusing on the components and economic benefits of place making, we strive to improve the quality of life for current and future visitors and residents. By strengthening relationships with the business and education communities, responding to trends and through active recruitment, we work to achieve our primary goal of growing the City's tax base.

Objectives:

- Execute the goals and objectives set by City Council as they relate to economic development.
- Develop and strengthen relationships with existing business owners and provide them with knowledge and resources to encourage expansion and growth.
- Proactively recruit and respond to interested developers and navigate them through the City's processes and procedures while identifying resources to aid in their establishment and growth.
- Work with City departments to foster an environment that reduces barriers for new economic growth, while recognizing regulatory function.
- Monitor local, state and national trends and recommend and/or carry out strategies that allow the City to adapt to the current economic environment while encouraging the expansion and diversification of the tax base.

2019-20 Accomplishments

- Partnered with the Monroe County Business Development Corporation, Monroe and Frenchtown Townships and SEMCOG to complete the Telegraph Road Corridor Improvement Plan.
- Established the Telegraph Road Corridor Improvement Authority to begin implementation of the Telegraph Road Corridor Improvement Plan.
- Successfully negotiated a P.A. 425 jurisdictional land transfer agreement with Frenchtown Township, as well as the purchase of the former headquarters site from La-Z-Boy, to begin implementation of a subarea plan the City completed for the site in 2019.
- Secured a \$1,135,000 loan from the U.S. Environmental Protection Agency and Downriver Community Conference to demolish the former La-Z-Boy headquarters.

- Led the efforts to secure a development agreement to redevelop the former La-Z-Boy headquarters site and implement recommendations contained in the subarea plan for the site completed by the City in 2019.
- Initiated formal discussions with the Monroe County Business Development Corporation and Monroe Township concerning redevelopment strategies for linking the Port of Monroe, I-75 Corridor and the LaPlaisance Road corridor.
- Led the City's efforts to work with the National Park Service and River Raisin National Battlefield Park Foundation to begin the renovations and transformation of the former Multi-Sports Complex to the new Education & Visitor Center for the National Battlefield Park.
- Secured a \$20,000 grant to conduct environmental assessments for the site where the first French ribbon farm reconstruction is planned for development next year in the River Raisin Heritage Corridor.
- Continued the implementation of the Michigan Natural Resource Trust Fund and FEMA Pre-Disaster Mitigation Project to acquire properties in the River Raisin Heritage Corridor.
- Developed a partnership with the University of Michigan to begin an archaeological field class to conduct archaeological field examinations in the area of the River Raisin Heritage Corridor.
- Led the Monroe Student Advisory Council to include Monroe Public Schools, St. Mary's Catholic Central and Monroe Catholic Elementary Schools and participated in the City Council goals and objective setting and budget process.
- Met with lawmakers in Lansing and Washington, D.C. to advocate and discuss important issues confronting the City.
- Assisted with the management transition at the Arthur Lesow Community Center (ALCC).
- Continued discussions with the Michigan Department of Transportation to implement the recommendations of the I-75 Interchange Modification study completed in 2018 for planned construction in the next five to eight years.

2020-21 Department Goals

- Continue the implementation of grants secured and explore additional state and federal grant funding opportunities.
- Resume negotiations with MDOT to implement recommendations of the I-75 Interchange Modification Study.
- Complete study of economic development opportunities and development of strategies for growth with Monroe Township linking the Port of Monroe, I-75 corridor and LaPlaisance

Road corridor.

- Develop comprehensive economic development and neighborhood improvement approaches for the Orchard East neighborhood and Winchester Street corridor.
- Establish and execute strategies to redevelop key heritage sites in the City, including the former central fire station, St. Mary's Center, former MAECO site, former Christiancy School site and Hy Property.
- Continue to collaborate with our regional partners to attract trade and commerce and position our region, and specifically the Port of Monroe, to benefit from expanded commerce anticipated as a result of construction of the new Gordie Howe Bridge.

PARKS AND RECREATION DEPARTMENT

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.

The Parks and Recreation Department functions with one full time director, two full time parks staff, and one full time programmer. Department staff coordinates all parks, leagues, programs, and special events with the support of approximately 65 seasonal employees that include programs directors, scorekeepers, game officials, playground leaders, activity instructors, and seasonal parks workers. The Department utilizes over 100 seasonal volunteers annually in youth sports coaches, special events, activity volunteers, and park volunteers. The Department coordinates the scheduling of all park facilities, including shelters, the band shell, the wedding gazebo, ball diamonds, basketball courts, soccer fields, and sand volleyball courts.

Recreation Programs: Most spring and summer programs/leagues are held outdoors in city parks or in school district recreational facilities. Most indoor programs are conducted in the fall and winter months. Current competitive and non-competitive sports and programs for youth and adults include: adult softball, indoor adult volleyball, adult sand volleyball, free drop in pickle ball, adult sand volleyball, adult soccer, canine classes, youth tee ball, softball, baseball, track and field, Tot Lot, free guided bike tours of the River Raisin Heritage Trail, individual skill classes, concerts in the park, court dances, nature programs including birding and fishing, and community garden plots. Free exercise in the park, including yoga, Tai Chi, and yoga for kids, 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. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are held in cooperation with Monroe Public Schools. The Monroe County Library System has partnered to offer Family Story Time in the Park. Discount ticket programs through Michigan Recreation and Parks Association include the Detroit Zoo. Since 2008, the Recreation Department has offered approximately 52 new programs to include nature programming, more programs for seniors, additional team sports, and a greater variety of interests and hobbies to serve better a variety of interests.

With the growing senior population, 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 only a concept but is quickly becoming a necessary way of life. As insurance rates skyrocket, individuals are once again turning to healthy aging habits to increase their quality of life in the areas of prevention, personal development, and recreation. Physical, social, and intellectual 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. Park staff is responsible to maintain all parks and park amenities. The Parks maintenance crew merged

back into the Recreation Department in summer, 2015 and is responsible to ensure that all City parks are safe, clean, and up to date.

The parks maintenance staff consists of two full time workers; one Parks Maintenance Supervisor and one Maintenance Worker. Several seasonal parks maintenance staff assist spring through fall. The Park Maintenance Supervisor oversees personnel to accomplish park maintenance, grooming and maintaining athletic fields and courts, cleaning park restrooms and shelters, preparing an annual schedule of maintenance and special projects, contributing input for capital improvement projects, and providing support for City sponsored special events held in the parks. Facilities include athletic fields, picnic shelters, skate parks, permanent and temporary restrooms, a community band shell, basketball courts, boat launch facilities, walking/bike path, tennis courts, Pickle ball 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, natural wooded areas and meadows, mountain bike trails, a pond with a spray fountain, and parking areas.

Parks and Recreation Advisory Commission: The Department is assisted by a 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. The Parks and Recreation Advisory Commission played an integral role in updating the 2019 Parks and Recreation Master Plan. 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 2019-2023

The Master Plan provides a written vision that helps the community understand the direction of the Parks and Recreation Department while providing staff with practical goals to reach that vision. The Plan includes a detailed park inventory, a description of the public input process, and an outline of the City's parks and recreation goals and objectives with an action plan.

Goal 1. Park Maintenance and Improvement

Provide safe, high-quality recreational experiences that increase residents' quality of life.

The maintenance and improvement of existing City park facilities is essential to ensure continued enjoyment and safety. This includes upgrading aging equipment, removing barriers to access, and general park upkeep. This also includes developing new recreation facilities to meet the changing recreational needs of residents.

- 1.1 Continue to offer high quality recreation programming and services for residents;
- 1.2 Ensure park facilities and equipment are well-maintained, clean, and safe to use;
- 1.3 Upgrade or repair aging play equipment, paved surfaces, park structures, and furnishings as needed;
- 1.4 Ensure that all parks meet accessibility standards;
- 1.5 Maintain, preserve, and enhance the City's neighborhood parks as the focal point of the neighborhoods;
- 1.6 Implement the park master plans envisioned for the larger City parks; and

1.7 Recommend an annual capital improvement budget and maintenance program for the City's budgeting process.

Goal 2. River Raisin Corridor - Land & Water Recreation

Fully capitalize on the River Raisin for land and water recreation.

Linked by a river trail system through the City, the River Raisin corridor serves as the primary natural asset and recreation corridor for the City. It connects several of the community parks, the downtown, Territorial Park, the River Raisin National Battlefield Park, the International Wildlife Refuge, and Sterling State Park. It is the principal recreation asset of the City's park system and provides a framework for developing land and water trails to connect parks and community facilities thereby serving to promote active lifestyles and enhance the health and well-being of City residents.

- 2.1 Work with the River Raisin Watershed Council, the River Raisin Institute, Monroe County, other state and regional agencies, and the City Commission on the Environment and Water Quality to protect the water quality of the River Raisin, remove invasive species, and restore natural habitat;
- 2.2 Make the riverfront park properties a priority for future improvements (Elm Avenue Pathway, Worrell, Veteran's, St. Mary's, Riverwalk, Altrusa, Soldiers and Sailors, Cappuccilli, and Hellenberg);
- 2.3 Coordinate with Monroe County and other agencies interested in developing a system of land and water trails to organize a management structure to oversee and implement the system;
- 2.4 Evaluate the potential to use the River Raisin as a kayak adventure course, including determining where appropriate depth can be achieved through channels and the most appropriate points to access the River Raisin for recreational use such as canoeing/kayaking and fishing;
- 2.5 Enhance and extend the riverwalk along the south side of the River to Hellenberg Park; and
- 2.6 Enhance and promote the River Raisin Heritage Trail, Elm Avenue Path, and Riverwalk by providing trailheads and coordinated wayfinding and interpretive signage with pedestrian amenities such as seating areas, restrooms, and other support facilities.

Goal 3. Heritage, Arts and Culture

Build and promote Monroe as a heritage or cultural tourism destination.

With the National Battlefield, State Park, Wildlife Refuge, and the City's strong heritage, Monroe is uniquely positioned to offer a cultural tourism destination. Cultural tourism refers to travel designed around an area's cultural offerings, including performance, artistic, architecture, historical, recreational, and natural resources.

- 3.1 Continue to work with the Monroe County Historical Society, National Park Foundation, and adjacent Townships to implement the River Raisin Heritage Corridor-East Master Plan projects and coordinate unified park facilities and recreation programs;
- 3.2 Explore program opportunities to partner with interest groups to provide public art and interpretation of historic events within City parks;

- 3.3 Establish a “Veteran’s Honor Trail” that links Heck Park, Soldiers and Sailors Park, Veteran’s Park, Memorial Place, and the National Battlefield Park as a commemorative trail with educational interpretive stations; and
- 3.4 Partner with the River Raisin National Battlefield Park and the Monroe County Historical Society to design and install a cultural asset wayfinding system.

Goal 4. Pedestrian and Bicycle Network

Connect City parks and facilities and connect the City to the region.

There is an opportunity to plan for and develop an interconnected network of pedestrian and bicycle facilities that provide safe and efficient travel for both commuting and recreation between key places within Monroe, including parks, neighborhoods, schools, downtown, and neighboring communities.

- 4.1 Ensure parks and trails are bicycle friendly with pathways that are sufficiently wide, available bicycle parking and appropriate amenities such as drinking fountains, restrooms, rest areas;
- 4.2 Develop a City-wide non-motorized plan containing a mix of on-street and off-street bicycle accommodations that connect the City parks and trails to community facilities;
- 4.3 Support the adoption of a “complete streets” policy for the City and implement complete streets infrastructure with street construction and improvement projects; and
- 4.4 Participate and promote the implementation of the Monroe area loop trail connecting the City to Monroe High School, Monroe County Community College, the County Fairgrounds, Territorial Park, and the River Raisin Heritage Trail.

Goal 5. Stewardship

Ensure high-quality operation, maintenance, and stewardship of parks.

Park stewardship is a value embodying responsible planning and management of resources, both physical and financial.

- 5.1 Manage and enhance the parks’ trees and natural habitat to increase the park system resiliency;
- 5.2 Incorporate best practice standards for storm water management with park improvements;
- 5.3 Develop an asset management plan for existing facilities and natural resources, establish maintenance standards, and ensure adequate funding for operation and maintenance is in place;
- 5.4 Encourage growth in “Stewardship Monroe” to boost community involvement;
- 5.5 Continue to evaluate and monitor recreation programs to assess their value to the overall system, make sure they respond to changing needs, and work to broaden participation;
- 5.6 Foster partnerships with health providers and agencies to coordinate services and activities; and
- 5.7 Actively pursue opportunities to leverage funding through public and private grant programs, sponsorships, and donations to assist in park and trail development

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 key aspects of relocating or staying in a small town.

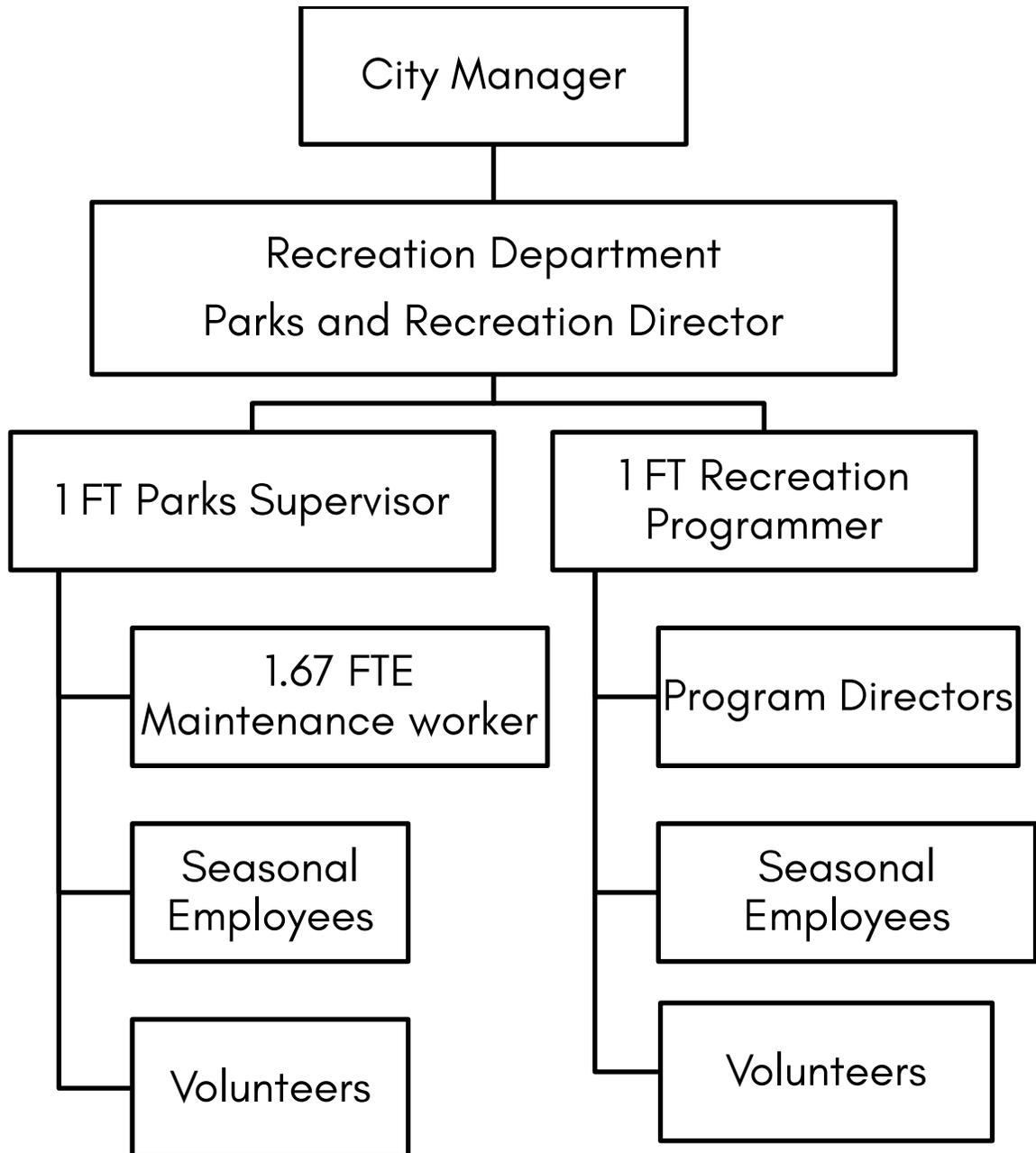
Monroe Public Schools

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 Monroe Public School's ball diamonds and track, the City maintains the ball diamonds throughout the season. Tennis courts are also utilized by SMCC school teams. The City regularly opens up parks for cross country meets, tournaments, and other school sponsored events. Finally, the City partners with the Monroe Public Schools Community Education for annual events such as the Daddy-Daughter Dance and Mother-Son Bowling.

Stewardship Monroe

Stewardship Monroe is a volunteer program offering a variety of opportunities to make a difference in the City of Monroe Parks and Recreation department. In 2018, **121 youth and adult** volunteers invested **460 hours** picking up litter and debris, spreading mulch, planting flowers, weeding flowerbeds, and painting park amenities to help our parks look ship shape. Using the pay rate of a seasonal employee at \$12 per hour, these volunteer hours provide a **savings of \$5,520** in our park budget! Hats off to all volunteers!

Organizational Chart



Program	2017 Residents	2017 Non-Residents	2017 Total	2018 Residents	2018 Non-Residents	2018 Total	2019 Residents	2019 Non-Residents	2019 Total	Projected 2020	Projected 2021	Projected 2022
Local Tournaments										2	2	2
Number of Adult Summer Softball Teams			58			62			53	53	53	53
Summer Adult Softball Individual Participants	167	778	945	196	844	1,040	204	667	871	870	870	870
Number of Fall Adult Softball Teams			19			12			13	13	13	13
Fall Adult Softball Individual Participants	68	207	275	51	137	188	40	163	203	200	200	200
Number of Adult Indoor Volleyball Teams			7			8			8	8	8	8
Adult Volleyball Individual Participants	20	85	105	26	57	83	22	57	79	80	80	80
Summer Youth Ball	226	221	447	230	181	411	200	181	381	400	400	400
Daddy Daughter Dance	166	261	427	170	261	431	186	267	453	455	455	455
Garden Plots	12	8	20	12	9	21	9	8	17	17	17	17
Mother Son Bowling	29	59	88	28	73	101	28	76	104	110	110	110
Family Story Time w/ Monroe County Library			30			40			23	25	25	25
Adult Sand Volleyball Teams			9			7			4	6	6	6
Adult Sand Volleyball	19	56	75	15	54	69	9	26	35	50	50	50
Tennis	5	6	11									
Track	4	7	11	10	9	19	10	7	17	20	20	20
Park Rentals	58	31	89	54	26	80	79	30	109	109	109	109
Tot Lot			2,649			2,251			2123	2,250	2,250	2,250
Monday Fun/Manor Park							43	33	76	80	80	80
Concerts in the Park			18,912			18,512			18,748	19,000	19,000	19,000
Historic Monroe			77	59	101	160	80	113	193	195	195	195
Line Dances									135	150	150	150
Adult Yoga			389	222	363	585	255	579	834	834	834	834
Kids Free Yoga		13	13	14	15	29	12	15	27	30	30	30
Free Fishing Derby	7	2	9									

Program	2017 Residents	2017 Non-Residents	2017 Total	2018 Residents	2018 Non-Residents	2018 Total	2019 Residents	2019 Non-Residents	2019 Total	Projected 2020	Projected 2021	Projected 2022
Canine Classes	6	16	22	7	9	16	9	6	15	16	16	16
Pickle ball	84	152	236	93	164	257						
Aerobic Exercise in the Park	34	35	69	13	98	111	0	0	0	0	0	0
Tai Chi in the Park	21	26	47	0	0	0	30	28	58	60	60	60
Birding Groups										25	25	25
Court Dance			766			571			462	600	600	600
Women's Self Defense							19	33	52	75	75	75
Adult Soccer Spring	10	38	48	14	60	74	14	53	67	70	70	70
Adult Soccer Spring Teams			4			6			5	6	6	6
Adult Soccer Summer Teams			5			5			4	5	5	5
Adult Soccer Summer	15	41	56	13	36	49	13	36	49	55	55	55
Adult Soccer Fall Teams			5			4			4	5	5	5
Adult Soccer Fall	14	48	62	8	43	51	12	40	52	58	58	58
Total	965	2,090	25,985	1,235	2,540	25,253	1,247	2,418	25,274	25,932	25,932	25,932
Stewardship Monroe Program Hours 2019									78 people 96 hours			
Stewardship Monroe Park Hours 2019									92 people 299 hours			

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.



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. Starting with the 2017 fiscal year, changes in state legislation resulted in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons was financed in part by bonding against the increases in funding. 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 \$240,000 for fiscal year 20-21, and they funnel through the Major Street fund as well. The 2018 allocation of these funds was used to resurface First Street from Harrison / West Front Streets to Washington Street, along with extensive ADA ramp modifications and changing out of the brick sidewalks to concrete, though this project was not actually constructed until 2019. Also in 2019, the City utilized its 2019 funds along with \$240,000 in "advance construct" funds from 2020 to resurfacing West Front Street from US-24 to Harrison Street, along with the replacement of most curbs and drive approaches. Therefore, we have no Federal project for calendar 2020, but are

intending to spread our 2021 funds across three (3) different smaller projects, including microsurfacing on East Elm Avenue and North Dixie Highway, as well as a short resurfacing project on North Dixie Highway from Detroit Avenue to east of Ternes Drive.

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 2019-20 CAPITAL PROJECTS

North Custer Road Resurfacing - City line to Bentley (mostly completed in FY 18-19)
Godfroy Avenue Resurfacing - Elm to Noble
Maywood Avenue Resurfacing - Macomb to Riverview
West Front Street Resurfacing - Telegraph to First (Federal Aid)

MAJOR STREET FUND FY 2020-21 CAPITAL PROJECTS

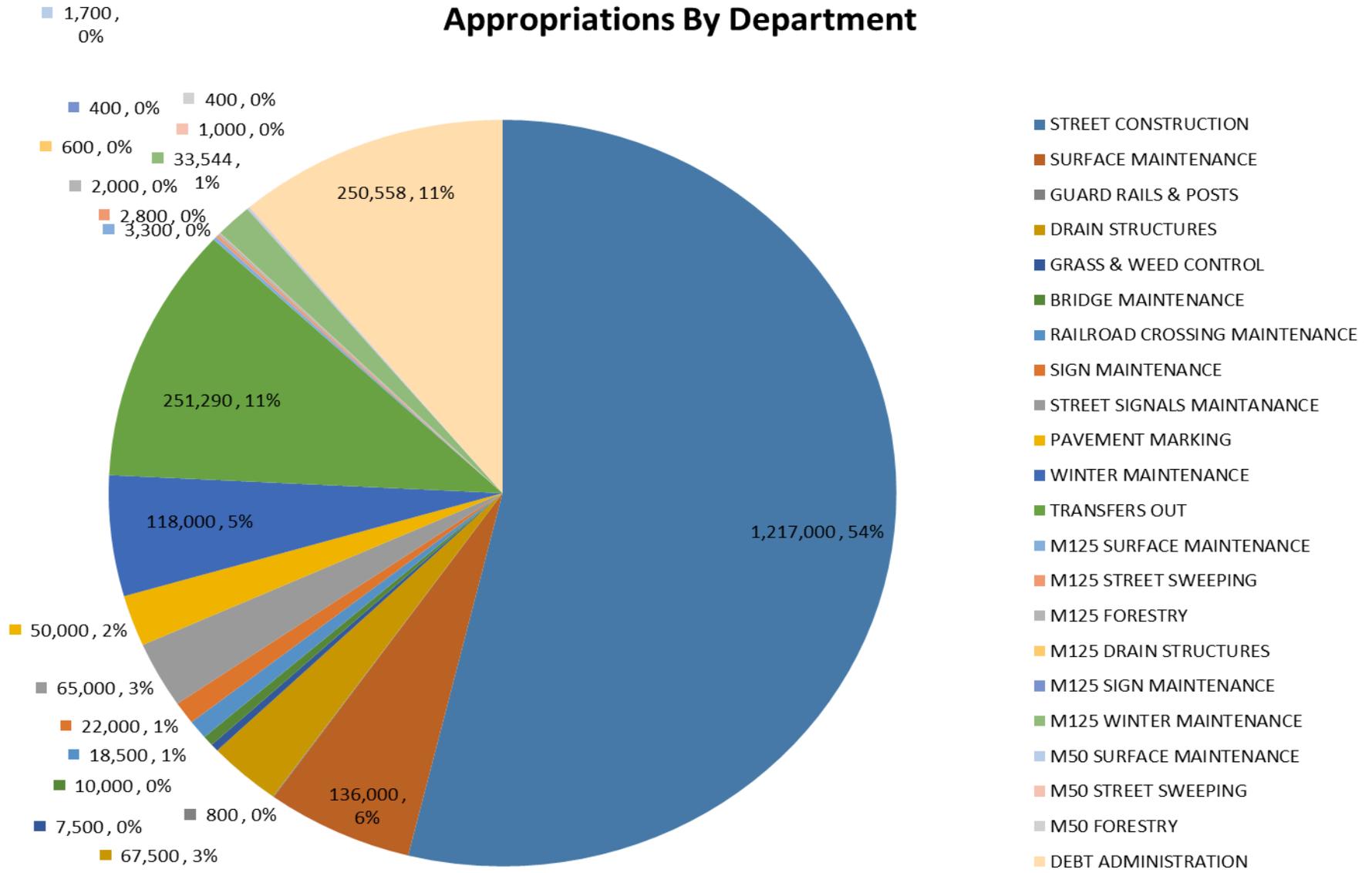
North Dixie Highway Microsurfacing - Elm to Spaulding (Federal - design in FY 20-21)
North Dixie Highway Resurfacing - Detroit to East of Ternes (Federal - design in FY 20-21)
East Elm Avenue Microsurfacing - Monroe to Dixie (Federal - design in FY 20-21)
Harrison Street Reconstruction - Eighth to Fourth
West Noble Avenue Resurfacing - Godfroy to Monroe
Washington Street Resurfacing - Third to First

MAJOR STREET FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Revenue:						
General Revenue:						
General Government	\$ 33,064	\$ 27,000	\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000
Public Works	1,626,080	1,728,000	1,799,000	1,837,606	1,895,350	1,933,000
Program Services Revenue						
Public Works	27,935	37,800	24,700	45,744	45,744	45,744
Operating Grants						
Public Works	176,444	-	-	-	-	-
Capital Grants						
Public Works	605,000	475,000	475,000	170,000	245,000	505,000
Total Revenue	2,468,523	2,267,800	2,320,700	2,073,350	2,206,094	2,503,744
Total Expenditures	1,945,131	3,374,516	3,384,700	2,161,468	2,222,391	2,259,892
Excess (Deficiency) of Revenues over Expenditures	523,392	(1,106,716)	(1,064,000)	(88,118)	(16,297)	243,852
Beginning Fund Balance	1,016,404	1,539,796	1,539,796	475,796	387,678	371,381
Ending Fund Balance	\$1,539,796	\$ 433,080	\$ 475,796	\$ 387,678	\$ 371,381	\$ 615,233

**MAJOR STREET FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Major Street Operations						
Construction	\$ 1,267,547	\$ 2,461,167	\$ 2,248,348	\$ 485,500	\$ 1,192,000	\$ 1,217,000
Surface Maintenance	83,559	135,593	132,000	136,000	136,000	136,000
Guard Rails & Posts	47	7,300	7,300	800	800	800
Drain Structures	49,965	60,500	94,500	67,500	67,500	67,500
Grass & Weed Control	1,466	3,000	12,500	7,500	7,500	7,500
Bridge Maintenance	7,400	9,950	9,950	10,000	5,000	10,000
RR Crossing Maintenance	15,732	17,000	17,000	17,500	18,000	18,500
Sign Maintenance	17,689	22,000	22,000	22,000	22,000	22,000
Signal Maintenance	27,909	31,000	31,000	64,000	64,500	65,000
Pavement Marking	52,023	50,000	50,000	50,000	50,000	50,000
Winter Maintenance	64,866	118,000	55,500	118,000	118,000	118,000
Administration	850	534				
Transfers Out	235,856	224,640	483,870	890,000	246,396	251,290
Major St Operations Total	1,824,909	3,140,684	3,163,968	1,868,800	1,927,696	1,963,590
M-125						
Surface Maintenance	\$ 796	\$ 3,100	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
Sweeping	344	3,100	2,800	2,800	2,800	2,800
Forestry	2,505	4,000	2,000	2,000	2,000	2,000
Drain Structures	734	1,500	600	600	600	600
Sign Maintenance		400	400	400	400	400
Winter Maintenance	19,881	23,000	12,500	33,544	33,544	33,544
M-125 Total	24,260	35,100	21,600	42,644	42,644	42,644
M-50						
Surface Maintenance	\$ -	\$ 700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700
Sweeping	-	1,000	1,000	1,000	1,000	1,000
Forestry	-	1,000	400	400	400	400
M-50 Total	-	2,700	3,100	3,100	3,100	3,100
DEBT ADMINISTRATION						
Principal and Interest	95,962	196,032	196,032	246,924	248,951	250,558
Major Street Fund Total	\$ 1,945,131	\$ 3,374,516	\$ 3,384,700	\$ 2,161,468	\$ 2,222,391	\$ 2,259,892

Appropriations By Department



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. Starting with the 2017 fiscal year, changes in state legislation resulted in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons was financed in part by bonding against the increases in funding. 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 generally satisfactory, 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 2019-20 CAPITAL PROJECTS

Hollywood Drive Resurfacing - Elm to north of Maywood
Jefferson Court Resurfacing - Western to Huron

LOCAL STREET FUND FY 2020-21 CAPITAL PROJECTS

Calkins Street Reconstruction - Toll to Roessler
West Lorain Street Reconstruction - Toll to Roessler
Ternes / Telb / Rose Reconstruction*
Toll Street Reconstruction - Lorain to Roessler

*Project is dependent upon receipt of outside grant funds, which are not yet confirmed. Small portions of these roadways may be included in 2020 project work if grant funds not secured.

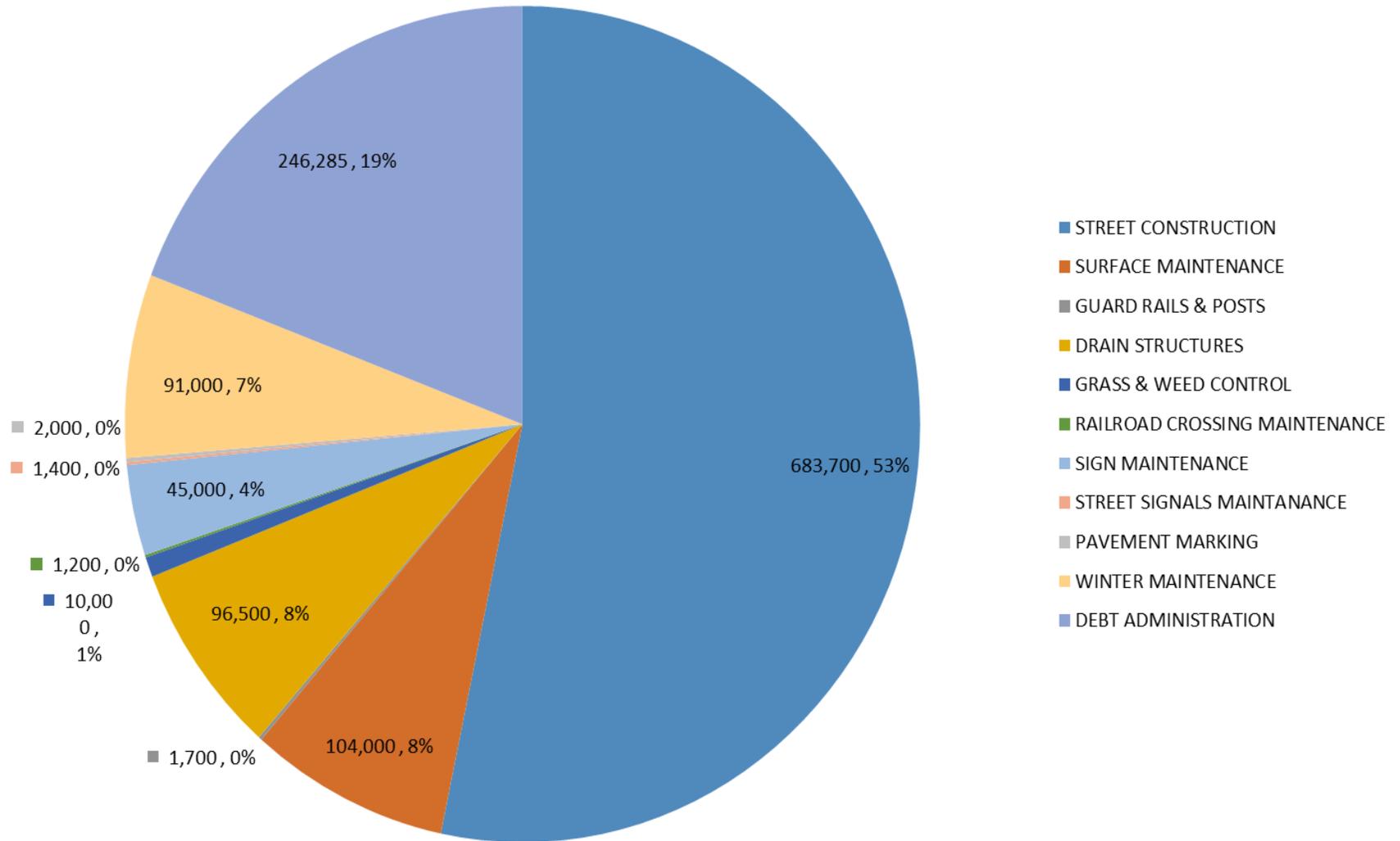
LOCAL STREET FUND FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 17,395	\$ 15,500	\$ 16,000	\$ 13,000	\$ 13,000	\$ 13,000
Public Works	778,587	796,640	1,068,870	612,000	877,396	895,290
Operating Grants						
Public Works	68,617	-	-	-	-	-
Capital Grants						
Public Works	905,694	875,000	875,000	1,590,000	375,000	375,000
Total Revenue	1,770,293	1,687,140	1,959,870	2,215,000	1,265,396	1,283,290
Total Expenditures	1,148,025	2,819,169	3,352,450	1,974,213	1,412,206	1,282,785
Excess (Deficiency of Revenues) over Expenditures	622,268	(1,132,029)	(1,392,580)	240,787	(146,810)	505
Beginning Fund Balance	777,486	1,399,754	1,399,754	7,174	247,961	101,151
Ending Fund Balance	\$ 1,399,754	\$ 267,725	\$ 7,174	\$ 247,961	\$ 101,151	\$ 101,656

**LOCAL STREET FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Local Street Operations						
Construction	\$ 711,904	\$ 2,262,880	\$ 2,780,961	\$ 1,378,700	\$ 814,700	\$ 683,700
Surface Maintenance	92,696	97,985	98,000	104,000	104,000	104,000
Guard Rails & Posts	1,516	1,700	1,700	1,700	1,700	1,700
Drain Structures	115,221	87,500	159,500	96,500	96,500	96,500
Grass & Weed Control	5,986	10,000	17,000	10,000	10,000	10,000
Railroad Crossing Maintenance	520	1,015	1,200	1,200	1,200	1,200
Sign Maintenance	51,131	46,000	40,000	45,000	45,000	45,000
Signal Maintenance	441	1,400	1,400	1,400	1,400	1,400
Pavement Marking	-	2,000	500	2,000	2,000	2,000
Winter Maintenance	74,197	116,000	59,500	91,000	91,000	91,000
Administrative & Engineering	105	-	-	-	-	-
Debt Administration	94,308	192,689	192,689	242,713	244,706	246,285
Local Street Fund Total	\$ 1,148,025	\$ 2,819,169	\$ 3,352,450	\$ 1,974,213	\$ 1,412,206	\$ 1,282,785

Appropriations By Department



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 1.702 mills for fiscal year 2020-21. The previous curbside collection contract expired on February 28, 2018 and the current contract, also with the same vendor, now includes more extensive service delivery including essentially unlimited residential collection and larger recycling carts. Fortunately, pricing was favorable and the cost to provide these much more extensive services is only a small increase over the previous contract cost. The current contract runs through June 30, 2023 and is adjusted annually based on the Consumer Price Index, capped at a maximum of 3 percent and minimum of 0 percent.

This fund has no employees, but labor costs of 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 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 by the City's street sweepers. Consideration is being given to the review of other options for leaf collection in the purchase of replacement trucks that are capable of accepting vacuum attachments should the City decide to take on a larger role with its own forces in the future. Staff began in the 2017 season to shift staff resources to some degree from bi-weekly street sweeping to a less frequent schedule to devote a full time vector truck crew. This will slightly increase labor charges to the Refuse Fund but is expected over the long term to result in increased benefit to the street and storm sewer systems at large.

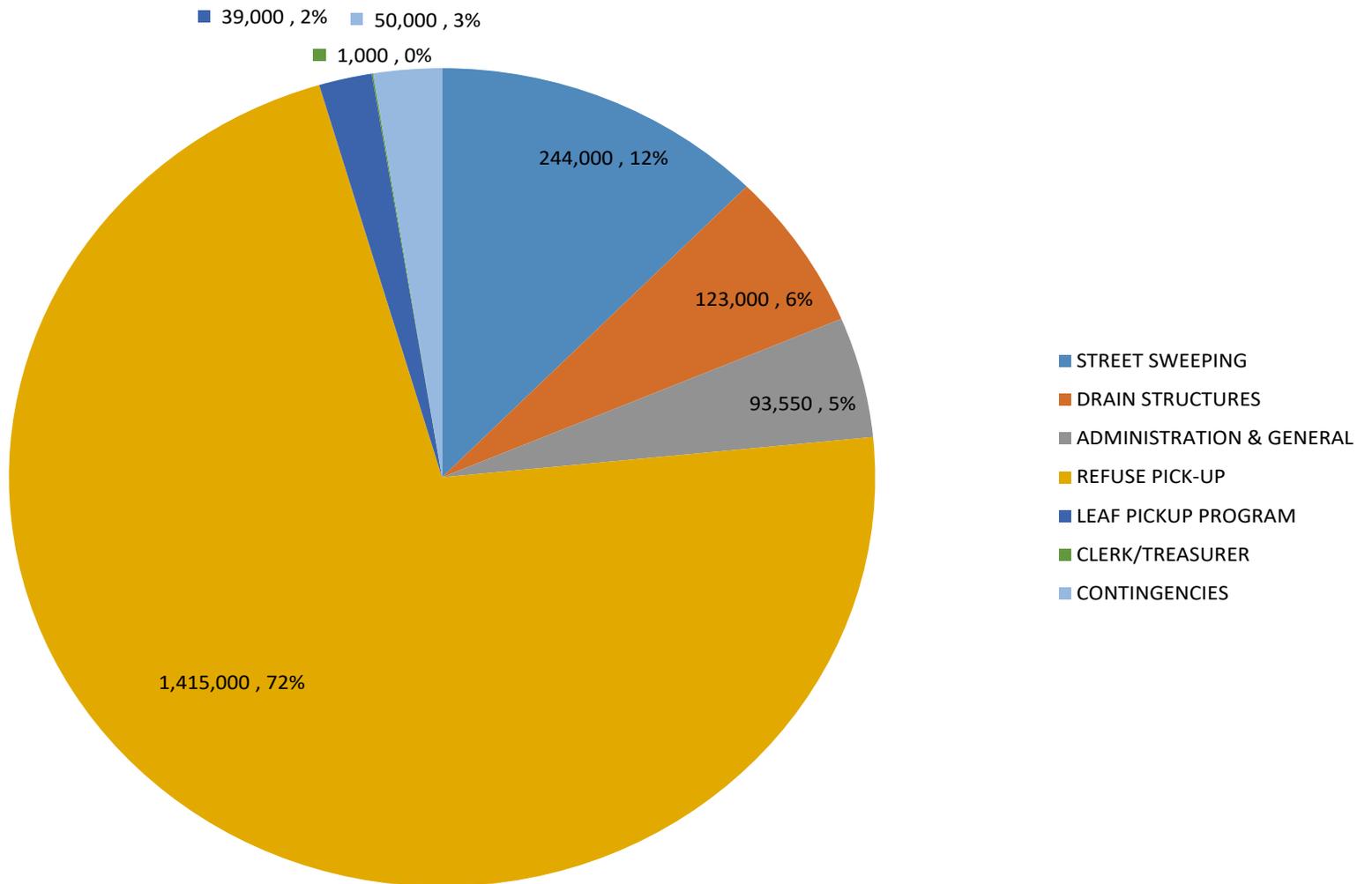
**REFUSE FUND
FUND BALANCE TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 1,661,401	\$ 1,726,982	\$ 1,684,743	\$ 1,707,990	\$ 1,925,096	\$ 1,963,978
Program Service Revenue:						
Public Works	522	500	500	500	500	500
Total Revenue	1,661,923	1,727,482	1,685,243	1,708,490	1,925,596	1,964,478
Total Expenditures	1,611,356	1,818,499	1,853,811	1,899,450	1,918,875	1,965,550
Excess (Deficiency of Revenues) over Expenditures	50,567	(91,017)	(168,568)	(190,960)	6,721	(1,072)
Beginning Fund Balance	341,529	392,096	392,096	223,528	32,568	39,289
Ending Fund Balance	\$ 392,096	\$ 301,079	\$ 223,528	\$ 32,568	\$ 39,289	\$ 38,217

**REFUSE FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
APPROPRIATIONS						
STREET SWEEPING	\$ 242,713	\$ 242,000	\$ 260,000	\$ 240,000	\$ 242,000	\$ 244,000
DRAIN STRUCTURES	47,492	121,000	130,000	121,000	122,000	123,000
ADMINISTRATION & GENERAL	69,283	76,499	76,499	90,450	91,375	93,550
REFUSE PICK-UP	1,219,966	1,320,000	1,295,000	1,359,000	1,374,000	1,415,000
LEAF PICKUP PROGRAM	31,587	35,744	36,312	38,000	38,500	39,000
CLERK/TREASURER	315	1,000	6,000	1,000	1,000	1,000
CONTINGENCIES		22,256	50,000	50,000	50,000	50,000
TOTAL APPROPRIATIONS	\$ 1,611,356	\$ 1,818,499	\$ 1,853,811	\$ 1,899,450	\$ 1,918,875	\$ 1,965,550

Appropriations By Department



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.

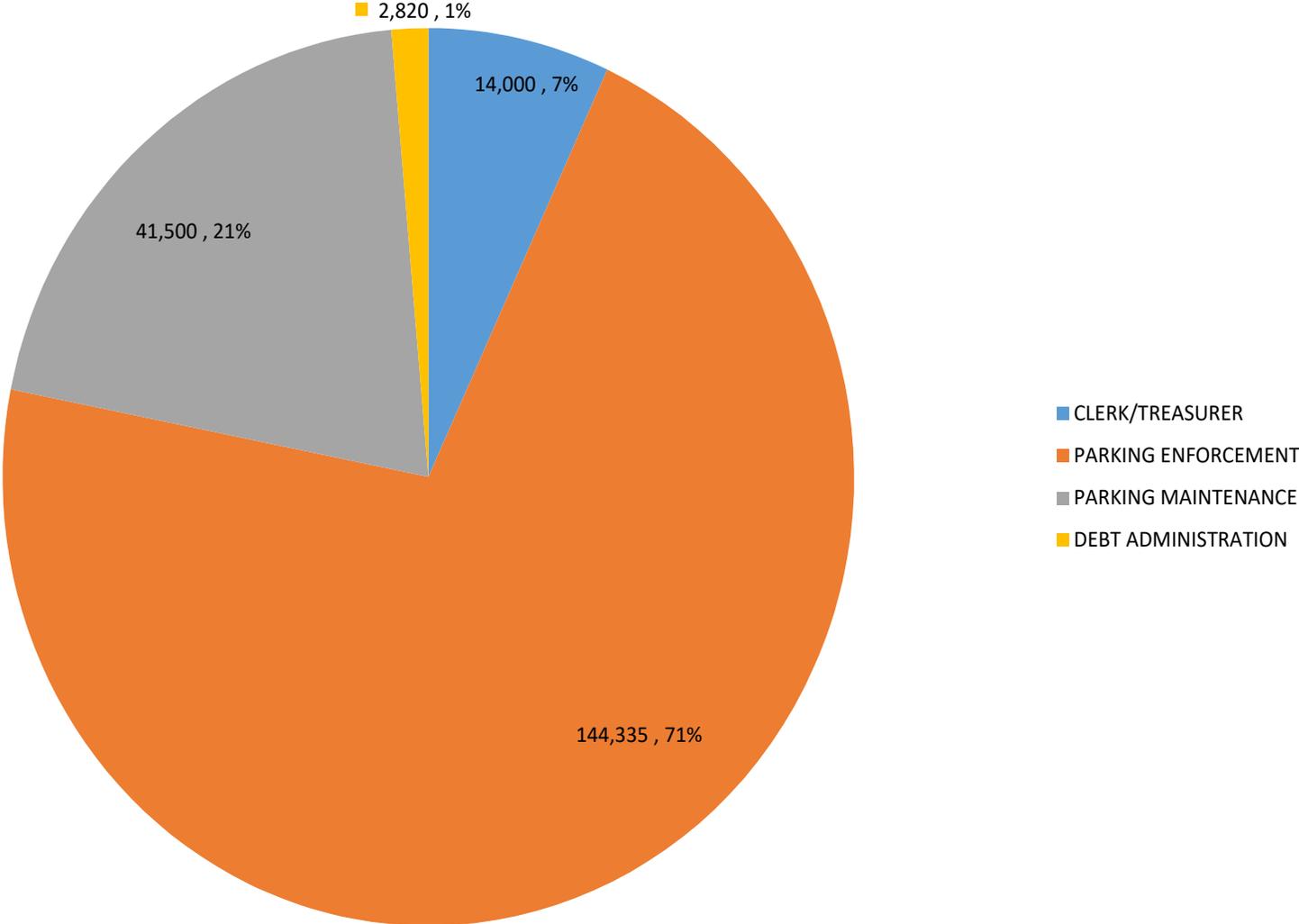
**PARKING FUND
FUND BALANCE TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 3,208	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Program Services Revenue:						
Public Safety	151,173	175,000	145,000	140,000	135,000	130,000
Total Revenue	154,381	178,000	148,000	143,000	138,000	133,000
Total Expenditures	132,415	198,137	173,663	196,388	200,522	202,655
Excess (Deficiency of Revenues) over Expenditures	21,966	(20,137)	(25,663)	(53,388)	(62,522)	(69,655)
Beginning Fund Balance	122,272	144,238	144,238	118,575	65,187	2,665
Ending Fund Balance	\$ 144,238	\$ 124,101	\$ 118,575	\$ 65,187	\$ 2,665	\$ (66,990)

**PARKING FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Clerk/Treasurer						
Parking Fee/Fine Collections						
Other Operating	\$ 12,252	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Police Department						
Parking Enforcement						
Personnel	\$ 86,044	\$ 115,489	\$ 106,015	\$ 123,410	\$ 127,182	\$ 129,296
Supplies	4,897	5,600	5,600	5,850	5,850	5,850
Other Operating	3,021	4,008	4,008	4,909	4,972	4,689
Capital Outlay	502	8,624	8,624	4,500	4,500	4,500
Parking Enfrcmnt. Total	\$ 94,464	\$ 133,721	\$ 124,247	\$ 138,669	\$ 142,504	\$ 144,335
Department of Public Service						
Parking Maintenance						
Personnel	4,201	20,000	10,000	15,000	15,000	15,000
Supplies	4,073	5,000	4,000	5,000	5,000	5,000
Other Operating	14,615	22,600	18,600	20,900	21,200	21,500
Parking Maintenance Total	\$ 22,889	\$ 47,600	\$ 32,600	\$ 40,900	\$ 41,200	\$ 41,500
Downtown Development Authority						
Downtown Parking Development						
Other Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Finance						
Debt Administration						
Bond Issue Costs	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	2,809	2,816	2,816	2,819	2,818	2,820
Parking Maintenance Total	\$ 2,810	\$ 2,816	\$ 2,816	\$ 2,819	\$ 2,818	\$ 2,820
Parking Fund Total	\$ 132,415	\$ 198,137	\$ 173,663	\$ 196,388	\$ 200,522	\$ 202,655

Appropriations By Department



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 Years 2017 through 2021, the fund will provide funding for administrative and other non-grant funded 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.

The fund accounts for EPA Revolving Loan funds that are being repaid. The funds are to be used as a local site remediation revolving fund related to brownfield projects.

ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 56,237	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Community Development	-	-	-	-	-	-
Operating Grants:						
Economic Development	16,470	-	-	-	-	-
Capital Grants:						
Community Development	-	-	-	-	-	-
Total Revenue	72,707	2,000	2,000	2,000	2,000	2,000
Total Expenditures	34,527	73,512	73,512	10,000	-	-
Excess (Deficiency) of Revenues over Expenditures	38,180	(71,512)	(71,512)	(8,000)	2,000	2,000
Beginning Fund Balance	43,368	81,548	81,548	10,036	2,036	4,036
Ending Fund Balance	\$ 81,548	\$ 10,036	\$ 10,036	\$ 2,036	\$ 4,036	\$ 6,036

**ECONOMIC DEVELOPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Dept.						
Economic Development						
Other Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Economic Development	-	-	-	-	-	-
Battlefield Property Acquisition-Non Grant Funded Costs						
Other Operating	34,527	73,512	73,512	10,000	-	-
Total Rail Grant	34,527	73,512	73,512	10,000	-	-
Total Economic Dev. Fund	\$ 34,527	\$ 73,512	\$ 73,512	\$ 10,000	\$ -	\$ -

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Department • Building Department

BUILDING SAFETY FUND

The Building Department is responsible for the administration and enforcement of Michigan Building Codes in the City of Monroe. The purpose of the codes are to establish minimum requirements to safeguard the public safety, health, and general welfare. This is accomplished by ensuring that buildings are affordable, structurally sound, have adequate means of egress, sanitation, light and ventilation, conserve energy, and provide safety to life and property from fire and other hazards attributed to the built environment. This is done, in part, by utilizing the Building Safety Fund in accordance with Public Act 245 of 1999. The Act mandates that fees generated from the Building Safety Fund be used only for Building Department operations. It also requires that a separate special revenue fund be established to account for enforcement activities. In these areas, the Department's specific responsibilities include:

Plan Review: The Department reviews proposed building, zoning, mechanical, plumbing, and electrical plans utilizing both in-house staff and consultants. Consultants are utilized for large projects, which may require substantial review hours; or during periods when work volume for in-house staff is high.

Inspection Service: Building staff inspects the construction, alteration, demolition, occupancy, use, and maintenance of all buildings and structures.

Rental Inspection Program: Building staff administers the Rental Inspection Program, which registers and inspects rental units throughout the city on a triennial basis to ensure compliance with minimum building code safety standards.

Dangerous Buildings: In its effort to protect the public's health, safety and welfare, the Building Department identifies structures deemed unsafe, hazardous, and immediate threats to life and safety and recommends them to the City Attorney for possible legal action.

Signs: The Building Department reviews sign permit applications in conjunction with the Planning Department. Upon approval, the Department issues permits and inspects sign structures and installations. The Department is also responsible for enforcement of zoning requirements related to signage and, again, works collaboratively with the Planning to review and address signage issues.

Flood Zones: The Building Official administers and implements the mapped boundaries of flood zones and enforces the provisions to minimize public and private loss due to flooding.

Boards, commissions and committees: The Department is involved with or responsible for the following:

- Dangerous Building Hearings
- Construction Board of Appeals
- Monroe Municipal Building Authority
- Zoning Board of Appeals
- Building Evaluation & Response Team

GOALS AND OBJECTIVES FY 2020-21

Building Department

1. Continuation of the electronic scanning program to reduce hard copy storage. In addition to reducing on-site storage requirements, electronic storage will provide for quicker and easier access to Building Department information. All scanning and documentation storage follows State of Michigan retention guidelines (estimated completion 2020)
2. Increase the number of pre-construction meetings with contractors, sub-contractors, potential business owners, and property owners to review building and planning processes, which include reviewing zoning and building requirements, applications, required certifications, inspections, and regulations to ensure that applicants are fully engaged in the process and cognizant of their responsibilities, as well as those in the Building Department.
3. Adjust staffing levels to allow for the annual seasonal blight/grass inspector and to replace retiring Building Department employees.
4. Utilization of the existing Construction Board of Appeals as the Demolition Board of Appeals for hearings on properties identified as substandard or dangerous.

City Website

1. Review and recommend updating both printable and downloadable handouts for the most common construction projects undertaken by property owners, including pools, sheds, fences, porches, and decks.
2. Recommend updating all building, rental, and plan review forms for changes in State of Michigan code requirements. FAQ's will be available on the website to answer a variety of questions regarding zoning compliance, building permits, rental registration, and inspections. Links will also be available to related websites in an effort to improve customer service.

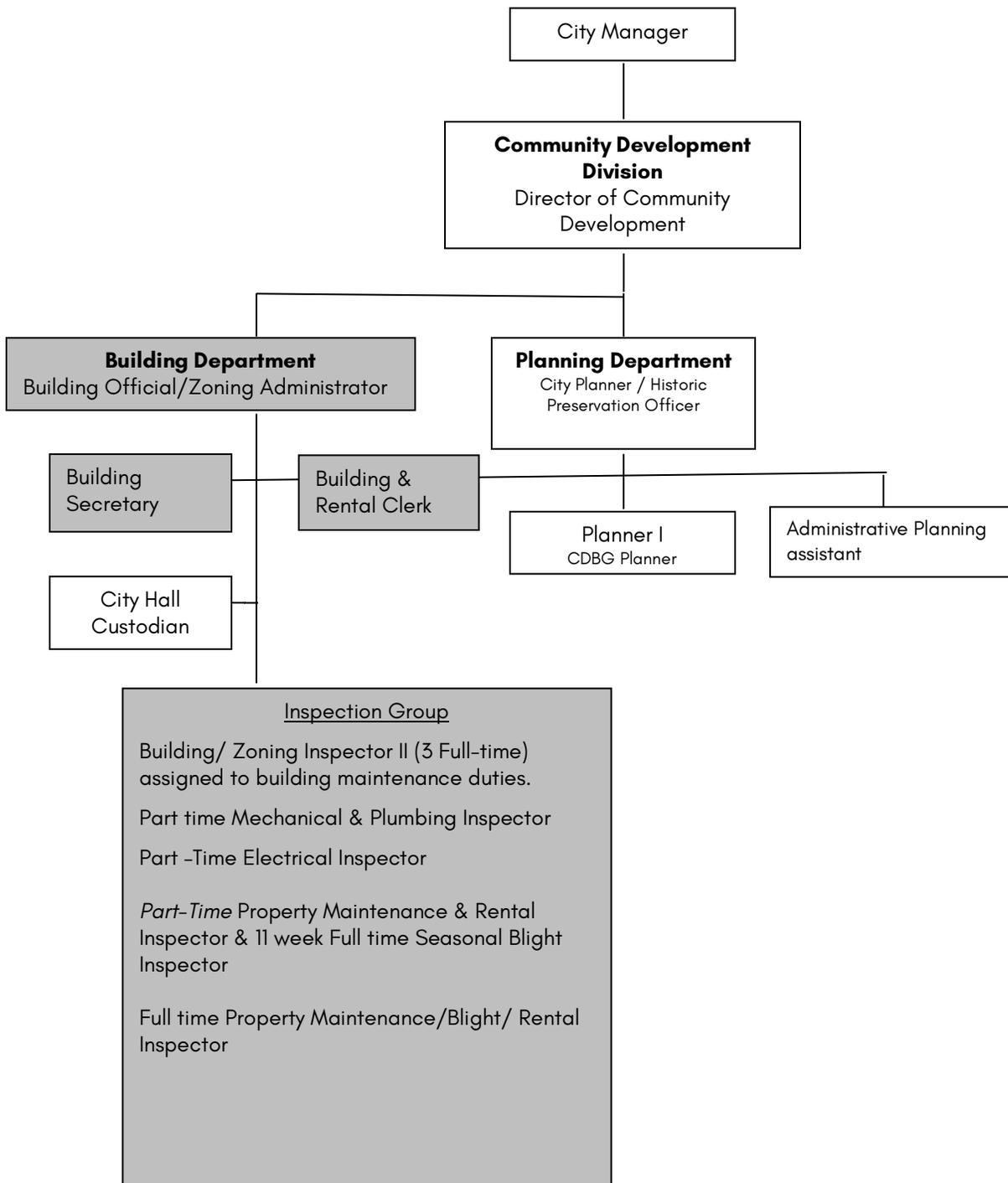
Building Department Fees

1. Research and recommending the adoption a construction valuation fee schedule for consistent permit costs.

Permits

1. Continue to develop procedures for immediate permit issuance for projects that do not require detailed plan review.

PROPOSED ORGANIZATIONAL MODEL FY 2020-2021



Performance Indicators

Type of Permit / Inspection	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Actual	19-20 Estimate
Building Permits	710	1062	840	714	354
Mechanical Permits	194	265	381	259	129
Plumbing Permits	169	196	196	90	35
Electrical Permits	286	336	122	154	76
Sign Permits	19	22	29	17	11
Total Permits Issued	1378	4487	1568		
Building Inspections	5561	3907	4537	2390	1086
Mechanical Inspections	395	476	889	277	145
Plumbing Inspections	373	419	263	194	76
Electrical Inspections	399	334	512	276	123
Rental Inspections	1618	1064	1622	1271	429
Total Inspections	8346	6203	7823	4408	1859
Building Licenses	173	274	134	128	69
Mechanical Licenses	73	42	44	259	129
Plumbing Licenses	17	20	21	90	35
Electrical Licenses	3	33	36	154	76
Total Licenses	266	369	235	631	309

FUNDING LEVEL SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Personnel Services	\$ 401,449	\$ 392,094	\$ 375,135	\$ 402,074	\$ 420,966	\$ 440,748
Supplies	5,612	11,500	13,050	13,250	13,550	13,560
Other Operating	109,051	112,430	114,698	122,870	124,201	123,714
Debt Service	52,907	52,939	52,939	52,920	52,956	52,922
Subtotal	\$ 569,019	\$ 568,963	\$ 555,822	\$ 591,114	\$ 611,673	\$ 630,944
Expenditure Credits	(7,902)	-	-	-	-	-
Total	\$ 561,117	\$ 568,963	\$ 555,822	\$ 591,114	\$ 611,673	\$ 630,944

FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Revenue:						
General Revenue:						
General Government	\$ 20,579	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Program Services Revenue						
Public Safety	612,304	629,800	638,100	655,100	689,100	697,100
Total Revenue	632,883	631,300	639,600	656,600	690,600	698,600
Total Expenditures	561,117	568,963	555,822	591,114	611,673	630,944
Excess (Deficiency of Revenues)						
over Expenditures	71,766	62,337	83,778	65,486	78,927	67,656
Beginning Fund Balance	558	72,324	72,324	156,102	221,588	300,515
Ending Fund Balance	\$ 72,324	\$ 134,661	\$ 156,102	\$ 221,588	\$ 300,515	\$ 368,171

Telegraph Road Corridor Improvement Authority (CIA)

Established in 2019, the Telegraph Road Corridor Improvement Authority exists to revitalize and encourage redevelopment of the Telegraph Road commercial corridor to promote economic growth, mixed uses, well-designed and environmentally responsible development, attractive streetscapes and landscapes, and new opportunities for safe, walkable and other non-motorized transportation, consistent with the City’s Master Plan for future land use. The Authority is under the supervision and control of a board of the Mayor of the City or his or her designee and five (5) other members appointed by the Mayor in accordance with the Act, and subject to the approval of the City Council. Not less than one member of the Authority Board shall be a resident of the Telegraph Road Corridor Development Area or an area within one-half mile of any part of said area, and not less than a majority of the members shall be persons having an ownership or business interest in property located within the Telegraph Road Corridor Development Area. The members of the Authority Board shall hold office and the Authority Board shall conduct itself in accordance with the terms and conditions of the Corridor Improvement Authority Public Act.

CORRIDOR IMPROVEMENT AUTHORITY FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500
Community Development	-	-	-	20,000	20,000	20,000
Total Revenue	-	-	-	20,500	20,500	20,500
Total Expenditures	-	-	-	20,000	20,000	20,000
Excess (Deficiency of Revenues) over Expenditures	-	-	-	500	500	500
Beginning Fund Balance	-	-	-	-	500	1,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 500	\$ 1,000	\$ 1,500

**CORRIDOR IMPROVEMENT AUTHORITY FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Department						
Downtown Development						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Other Operating	-	-	-	20,000	20,000	20,000
Capital Outlay	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-
Downtown Development Total	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000

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.

FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-	-	-
Beginning Fund Balance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Ending Fund Balance	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

DRUG FORFEITURE FUND

Michigan law permits the forfeiture of any real or personal property used for the manufacture, distribution, or use of certain controlled substances. This includes vehicles used to transport controlled substances and money found in close proximity to any property subject to forfeiture. Assets so forfeited may 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.

FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 1,980	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Program Services Revenue:						
Public Safety	39,556	30,000	30,000	30,000	30,000	30,000
Capital Grants Revenue:						
Public Safety	-	-	2,086	-	-	-
Total Revenue	41,536	31,500	33,586	31,500	31,500	31,500
Total Expenditures	19,250	47,750	47,750	36,750	30,750	30,750
Excess (Deficiency) of Revenues over Expenditures	22,286	(16,250)	(14,164)	(5,250)	750	750
Beginning Fund Balance	77,299	99,585	99,585	85,421	80,171	80,921
Ending Fund Balance	\$ 99,585	\$ 83,335	\$ 85,421	\$ 80,171	\$ 80,921	\$ 81,671

**DRUG FORFEITURE FUND
EXPENDITURE SUMMARY**

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Police Department						
Police Operations						
Supplies	\$ 2,094	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750
Other Operating	7,478	11,700	8,200	10,000	4,000	4,000
Capital Outlay	9,678	34,300	37,800	25,000	25,000	25,000
Drug Forfeiture Fund Total	\$ 19,250	\$ 47,750	\$ 47,750	\$ 36,750	\$ 30,750	\$ 30,750

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).

FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 3,776	\$ 2,500	\$ 2,350	\$ 2,000	\$ 2,000	\$ 2,000
Capital and Operating Grants						
Community Development	398,534	942,487	916,605	500,000	500,000	500,000
Total Revenue	402,310	944,987	918,955	502,000	502,000	502,000
Total Expenditures	455,558	865,254	916,605	500,000	500,000	500,000
Excess (Deficiency of Revenues) over Expenditures	(53,248)	79,733	2,350	2,000	2,000	2,000
Beginning Fund Balance	179,305	126,057	126,057	128,407	130,407	132,407
Ending Fund Balance	\$ 126,057	\$ 205,790	\$ 128,407	\$ 130,407	\$ 132,407	\$ 134,407

EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Dept. of Comm. Dev. & Planning						
Comm. Development Block Grant						
Other Operating	403,558	865,254	916,605	500,000	500,000	500,000
Comm. Dev. Block Grant Total	403,558	865,254	916,605	500,000	500,000	500,000
Transfers Out						
Operating Transfer	52,000	-	-	-	-	-
Target Mkt Analysis Grant Total	52,000	-	-	-	-	-
Grant Fund Total	\$ 455,558	\$ 865,254	\$ 916,605	\$ 500,000	\$ 500,000	\$ 500,000

AIRPORT FUND

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

The 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 funding for the years 2014 through 2017 was combined in 2017 for a larger project that rehabilitated the asphalt pavement areas around some of the hangars and repaved the access roadway into the airport from North Custer Road. A small portion of the 2018 dollars was used to crack seal various other asphalt pavements that are presently in fair condition as an asset management strategy, with the remaining funds to be banked for a larger project in the future. There are no planned 2020 capital projects.

**AIRPORT FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Department of Public Service						
Airport Operations						
Personnel	\$ 70,643	\$ 80,385	\$ 76,041	\$ 80,616	\$ 81,739	\$ 82,865
Supplies	1,297	1,750	1,750	1,750	1	1,750
Other Operating	147,935	173,000	176,561	187,910	177,110	178,310
Airport Fund Total	\$ 219,875	\$ 255,135	\$ 254,352	\$ 270,276	\$ 258,850	\$ 262,925

AIRPORT FUND FUND BALANCE TREND						
	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 40,071	\$ 51,000	\$ 52,014	\$ 53,000	\$ 55,000	\$ 57,000
Program Services Revenue:						
Public Works	178,602	204,448	226,969	227,469	227,469	227,469
Program Revenue:						
Capital Grant	-	-	-	-	-	-
Total Revenue	218,673	255,448	278,983	280,469	282,469	284,469
Total Expenditures	219,875	255,135	254,352	270,276	260,599	262,925
Excess (Deficiency of Revenues) over Expenditures	(1,202)	313	24,631	10,193	21,870	21,544
Beginning Fund Balance	33,590	32,388	32,388	57,019	67,212	89,082
Ending Fund Balance	\$ 32,388	\$ 32,701	\$ 57,019	\$ 67,212	\$ 89,082	\$ 110,626

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 FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Expendable Trust Fund						
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -
CEWQ-Public Education	162	408	408	-	-	-
Laker Erie Microcystins Testing	2,830	170	170	-	-	-
RR PAC Support Grant	-	12	12	-	-	-
RR 2017 PAC Support Grant	1,430	1,701	1,701	-	-	-
River Raisin Cleanup 2018	696	-	-	-	-	-
River Raisin Cleanup 2019	-	2,330	2,330	-	-	-
Recognize the Raisin 18 AOC Grant	23,000	829	829	-	-	-
Comfort Inn PUD Escrow	-	15,000	15,000	-	-	-
Engineering Escrow	1,059	9,187	9,187	5,000	5,000	5,000
Right Tree, Right Place Program	5,000	2,500	2,500	-	-	-
Cappuccilli Park Improvements	-	1,027	1,027	-	-	-
Civil War Monument	-	10,000	10,000	-	-	-
Sawyer House Trust	-	18,175	18,175	5,000	5,000	5,000
Children's Concert Donations	-	374	374	-	-	-
PEG Cable Support	38,522	44,878	44,878	44,000	44,000	44,000
Fund Total	\$ 72,699	\$ 109,191	\$ 109,191	\$ 54,000	\$ 54,000	\$ 54,000

EXPENDABLE TRUST FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Revenue:						
General Revenue:						
General Government	\$ 43,522	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000
Public Safety	406	20,000	20,000	5,000	5,000	5,000
Operating Grant Revenue:						
General Government	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -
Public Works	4,025	4,830	4,830	-	-	-
Community Development	24,828	16,538	16,538	-	-	-
Total Revenue	72,781	95,368	95,368	54,000	54,000	54,000
Total Expenditures	72,699	109,191	109,191	54,000	54,000	54,000
Excess (Deficiency of Revenues) over Expenditures	82	(13,823)	(13,823)	-	-	-
Beginning Fund Balance	15,739	15,821	15,821	1,998	1,998	1,998
Ending Fund Balance	\$ 15,821	\$ 1,998	\$ 1,998	\$ 1,998	\$ 1,998	\$ 1,998



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. In May 2017, the City issued a capital improvement bond for the Winchester Street Bridge Deck Rehabilitation and additional improvements at city hall. A millage rate of up to .52 mills for 20 years was approved to fund the bridge rehabilitation debt service. The following is a summary of each debt issue:

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

2015 Capital Improvement Bonds (Bridge)	
Issuance Date:	4/21/2015
Issuance Amount:	\$ 1,725,000
Interest Rate:	2.1216%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage
2017 Capital Improvement Bonds (Bridge)	
Issuance Date:	4/25/2017
Issuance Amount:	\$ 1,327,000
Interest Rate:	2.2302%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage
2017 Capital Improvement Bonds (City Hall)	
Issuance Date:	4/25/2017
Issuance Amount:	\$ 563,000
Interest Rate:	2.2302%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	General Fund Revenues

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.

FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 542,806	\$ 551,682	\$ 537,260	\$ 529,638	\$ 521,381	\$ 520,940
Other Financing Sources						
Transfers from other funds	181,624	188,862	188,862	200,747	202,207	208,457
Total Revenue	724,430	740,544	726,122	730,385	723,588	729,397
Total Expenditures	696,758	708,017	710,017	717,062	719,220	713,884
Excess (Deficiency of Revenues) over Expenditures	27,672	32,527	16,105	13,323	4,368	15,513
Beginning Fund Balance	490,484	518,156	518,156	534,261	547,584	551,952
Ending Fund Balance	\$ 518,156	\$ 550,683	\$ 534,261	\$ 547,584	\$ 551,952	\$ 567,465

EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Finance Department						
Debt Service						
Debt Service - Bridge Bond	\$ 513,717	\$ 515,842	\$ 515,842	\$ 513,002	\$ 513,700	\$ 514,714
Debt Service - City Hall	67,630	66,668	66,668	70,653	69,513	55,713
Debt Service - DDA	113,994	122,194	122,194	130,094	132,694	140,144
Fiscal Agent Fee	1,313	1,313	1,313	1,313	1,313	1,313
Dept Service Total	696,654	706,017	706,017	715,062	717,220	711,884
Clerk/Treasurer						
Other Operating	104	2,000	4,000	2,000	2,000	2,000
Total Clerk/Treasurer	104	2,000	4,000	2,000	2,000	2,000
Other Financing Uses						
Transfers to Other Funds	-	-	-	-	-	-
Total Clerk/Treasurer	-	-	-	-	-	-
Debt Service Fund Total	\$ 696,758	\$ 708,017	\$ 710,017	\$ 717,062	\$ 719,220	\$ 713,884

DEBT SERVICE FUND FIRE STATION 1 BOND

This Debt Service Fund is used to account for the current principal and interest payments of the City's general obligation debt that was issued to finance the construction and equipping of Fire Station 1 that was completed in 2019. In September 2018, the City issued a capital improvement bond in the amount of \$6.0 million to finance the construction. A millage rate of up to .47 mills for 20 years was approved to fund the debt service. The millage funds can also be used for direct costs of constructing and equipping the facility. The following is a summary of the debt issue:

2018 Capital Improvement Bonds (Fire Station 1)	
Issuance Date:	9/13/2018
Issuance Amount:	\$ 6,000,000
Interest Rate:	3.2546%
Type of Debt Instrument:	Capital Improvement Bond
	Limited Tax-General Obligation
Funding Source:	Fire Station Millage

FUND BALANCE TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 472,936	\$ 463,186	\$ 484,025	\$ 477,233	\$ 470,003	\$ 469,845
Other Financing Sources						
Transfers from other funds	441,757	-	-	-	-	-
Total Revenue	914,693	463,186	484,025	477,233	470,003	469,845
Total Expenditures	333,061	411,525	414,525	416,075	419,325	422,275
Excess (Deficiency of Revenues) over Expenditures	581,632	51,661	69,500	61,158	50,678	47,570
Beginning Fund Balance	-	581,632	581,632	651,132	712,290	762,968
Ending Fund Balance	\$ 581,632	\$ 633,293	\$ 651,132	\$ 712,290	\$ 762,968	\$ 810,538

EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Finance Department						
Debt Service						
Debt Service - Fire Station 1	\$ 333,044	\$ 411,025	\$ 411,025	\$ 414,575	\$ 417,825	\$ 420,775
Fiscal Agent Fee	-	500	500	500	500	500
Dept Service Total	333,044	411,525	411,525	415,075	418,325	421,275
Clerk/Treasurer						
Other Operating	17	-	3,000	1,000	1,000	1,000
Total Clerk/Treasurer	17	-	3,000	1,000	1,000	1,000
Other Financing Uses						
Transfers to Other Funds	-	-	-	-	-	-
Total Clerk/Treasurer	-	-	-	-	-	-
Debt Service Fund Total	\$ 333,061	\$ 411,525	\$ 414,525	\$ 416,075	\$ 419,325	\$ 422,275



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. General Fund support of capital projects has been targeted at approximately one mill of property tax revenue.

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 (CIP) 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 CIP budget plan. The full CIP budget is available at the end of this budget document.

**CAPITAL PROJECT FUND
FUND BALANCE TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 163,468	\$ 29,150	\$ 65,444	\$ 39,150	\$ 39,150	\$ 39,150
Public Safety	945,831	76,000	76,000	-	-	-
Program Services Revenue						
Public Works	67,422	71,000	19,000	49,000	19,000	19,000
Capital Grants Revenue:						
General Government	48,505	225,678	225,678	305,000	150,000	150,000
Public Safety	6,201,001					
Public Works		421,545	423,545	55,000	200,000	200,000
Community Development		488,571	488,571			
Recreation & Culture	278,762	815,667	850,158	40,853		
Total Revenue	7,704,989	2,127,611	2,148,396	489,003	408,150	408,150
Total Expenditures	7,427,375	4,430,323	4,334,433	948,000	815,000	815,000
Excess (Deficiency of Revenues) over Expenditures	277,614	(2,302,712)	(2,186,037)	(458,997)	(406,850)	(406,850)
Beginning Fund Balance	3,548,351	3,825,965	3,825,965	1,639,928	1,180,931	774,081
Ending Fund Balance	\$ 3,825,965	\$ 1,523,253	\$ 1,639,928	\$ 1,180,931	\$ 774,081	\$ 367,231

CAPITAL PROJECT FUND EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Capital Projects by Department						
Clerk/Treasurer	\$ -	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ -
Engineering	166,172	715,822	589,304	514,500	640,000	640,000
Building Services	725,925	237,606	235,633	305,000	150,000	150,000
Public Safety Division	4,613,818	1,143,177	1,143,177	-	-	-
Police	-	-	-	50,000	-	-
Fire	1,333,224	11,462	10,196	-	-	-
Public Services	-	195,000	195,000	-	-	-
Community Development	43,314	91,466	91,466	-	-	-
Economic Development	-	471,071	471,071	-	-	-
Parks and Recreation	103,165	1,526,719	1,560,586	53,500	-	-
Multi Sports Complex	-	25,000	25,000	25,000	25,000	25,000
Transfers Out to Other Funds	441,757	-	-	-	-	-
Capital Project Fund Total	\$ 7,427,375	\$ 4,430,323	\$ 4,334,433	\$ 948,000	\$ 815,000	\$ 815,000



ENTERPRISE FUNDS

WASTEWATER DEPARTMENT FY 2020-2021

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 own the infrastructure in their respective jurisdiction.

Challenges: The most important challenge for the system this upcoming fiscal year 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 application for reissuance of our NPDES permit was submitted before the April 4, 2019 deadline. Currently the facility is still operating under the old NPDES permit and will continue to do so until Michigan Department of Environment, Great Lakes and Energy (EGLE) issues the new permit. Our permit was amended in June 2018 to include a Corrective Action Plan (CAP). The CAP is a long-term process to study and make improvements to the overall sewer system to meet the EGLE Remedial Design Standard. Our CAP completion date and certification is scheduled for February 2026 with numerous steps in between. The first phase of the CAP (flow monitoring) was completed in October 2019. The focus now is completing sewer modeling and further field testing measures to identify pin-pointed areas

of the system that need improvements for development of a Basis-of-Design (BOD). The BOD is due to the EGLE by November 2020 with plans & specifications due by the end of May 2021.

The facility has experienced what all other communities and businesses have with operating and completing more activities with fewer staff coupled with increasing expenses & regressive sewer usage. The lowest possible wastewater rates are provided with reduced expenses where applicable in all operations of the system. Proposed FY 2020-2021 staffing full time equivalents (FTE) is 25.7.

Capital Improvement Projects that are scheduled to begin after July 1, 2020 are; Sanitary Sewer System Rehabilitation / Replacement and Combination Jet Vacuum Truck Replacement. Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2020 are; Air Compressor Replacement, FY 2019-2020 Sanitary Sewer System Replacement / Rehabilitation (~0.7 miles), Detroit Beach and Sunset Pump Station MCC Replacement, and Scum Well Grease Collector Installation.

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 CIP replacement projects and are 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 Administrative Support fee percentage was reviewed and set at the February 20, 2020 Control Board meeting at 4.17% for FY 2020-2021 using a 5 year average of percentages & to 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 before the water is discharged to the lake, as required by the EGLE 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 Waste Management Facilities in Wayne, MI - secondary).

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

In 2019, our Collection System transported approximately 5.1 billion gallons of wastewater to the treatment facility for processing. Approximately 261 miles of sanitary sewer mains (~92 miles City of Monroe, ~102 miles Frenchtown Twp, 63 miles Monroe Twp, & 4 miles Raisinville Twp), 5,680 manholes (2,058 City of Monroe, 2,123 Frenchtown Twp, 1,402 Monroe Twp, & 97 Raisinville Twp), 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 (7 City, 19 Frenchtown Twp, 7 Monroe Twp, and 3 Raisinville Twp) are utilized throughout the system to lift and convey 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 maintaining / repairing the system along with discovering and eliminating sources of Inflow & Infiltration (I&I). Several I&I studies have been completed in the past including the 1979 SSES, 1987 CAP, 2009 Limited SSES, 2010 SSES, and ongoing CAP until 2026 to aid our crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2020 - 2021 including rehabilitating approximately 0.5 miles of collection system and a footing drain disconnection CAP project in the St Mary's Garden area. 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: In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were revised to a more defensible method of charging customers the fixed charges based on meter size. This study was accepted by the Control Board meeting at their meeting on February 21, 2019. Using the study methodology, it is recommended to increase the read charge per read based on meter size per the table below. 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 charge was established in FY 2016-17. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were revised to a more defensible method of charging customers the fixed charges based on meter size. This study was accepted by the Control Board meeting at their meeting on February 21, 2019. Using the study methodology, it is recommended to increase the Bond Recovery Charge for customers per read as shown in the table below. This charge includes funding a portion of the Debt Service based on a percentage of recovery.

Quarterly Meter Read and Bond Recovery Charge \$/Read

<u>Size</u>	<u>FY 20-21 Meter Reading Charge per Read</u>	<u>FY 20-21 Bond Recovery Charge per Read</u>	<u>FY 20-21 Total Meter Reading & Bond Recovery Cost per Read</u>
5/8"	\$5.76	\$15.24	\$21.00
3/4"	\$8.64	\$22.86	\$31.50
1"	\$14.40	\$38.10	\$52.50
1-1/4"	\$20.16	\$53.34	\$73.50
1-1/2"	\$28.80	\$76.20	\$105.00
2"	\$46.08	\$121.92	\$168.00
2-1/2"	\$63.36	\$167.64	\$231.00
3"	\$86.40	\$228.60	\$315.00
4"	\$144.00	\$381.00	\$525.00
6"	\$288.00	\$762.00	\$1,050.00
8"	\$460.80	\$1,219.20	\$1,680.00
10"	\$662.40	\$1,752.60	\$2,415.00
12"	\$1,238.40	\$3,276.60	\$4,515.00

Monthly Meter Read and Bond Recovery Charge \$/Read

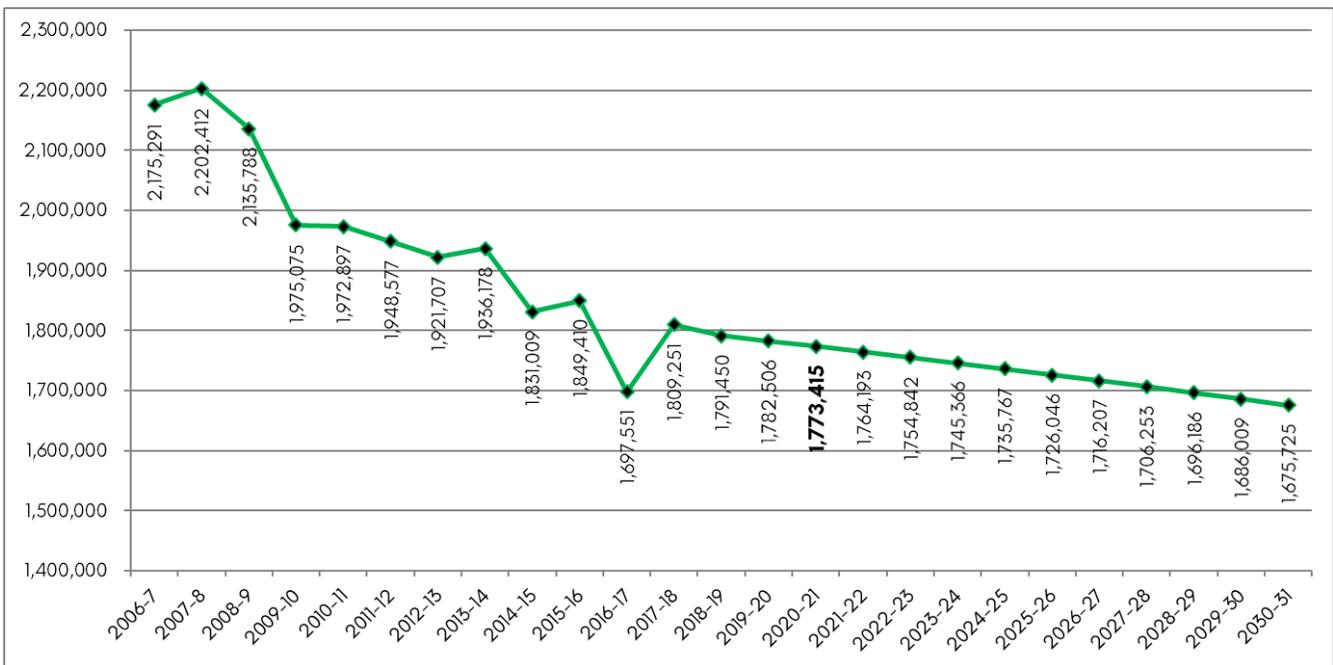
<u>Size</u>	<u>FY 20-21 Meter Reading Charge per Read</u>	<u>FY 20-21 Bond Recovery Charge per Read</u>	<u>FY 20-21 Total Meter Reading & Bond Recovery Cost per Read</u>
5/8"	\$1.92	\$5.08	\$7.00
3/4"	\$2.88	\$7.62	\$10.50
1"	\$4.80	\$12.70	\$17.50
1-1/4"	\$6.72	\$17.78	\$24.50
1-1/2"	\$9.60	\$25.40	\$35.00
2"	\$15.36	\$40.64	\$56.00
2-1/2"	\$21.12	\$55.88	\$77.00
3"	\$28.80	\$76.20	\$105.00
4"	\$48.00	\$127.00	\$175.00
6"	\$96.00	\$254.00	\$350.00
8"	\$153.60	\$406.40	\$560.00
10"	\$220.80	\$584.20	\$805.00
12"	\$412.80	\$1,092.20	\$1,505.00

The Metropolitan water system is completing a meter conversion program that includes moving to monthly billing of all customers through 2027; both rates are provided and reflective of this plan.

Commodity Charge: This budget we are recommending to increase of the commodity charge to \$4.36 per CCF, an increase of 4.00%. 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 reserves, operation & maintenance, capital improvements, and debt service requirements. We have projected an increase to the combined Read Charge and Bond Recovery Charge of 16.7% and 4.0% increase to the Commodity Charge moves the system into smaller increases projected in the future and allows for the collection of fixed expenses associated with system operations. The Bond Recovery Charge per read was established 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. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) specializing in rate structures in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019.

SEWER USAGE (CCF) BY FISCAL YEAR



The net impact to our average system customer (5/8" meter size ~ 91% of all customers in system) will be an overall increase of 6.3% or an estimated \$25.60 per year. We continue to attempt to obtain grants (when available) to help offset new revenue needed for projects. In recent years we were been awarded 3 low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), S2 grant funds (\$1,000,000), Qualified Energy Conservation Bond (Net 1.236% interest)

and SAW grant funding (\$1,998,809) for funding / reimbursements on the Wastewater System Improvements - Phase 1, 2, 3, JCI Energy Performance Contract and the AMP.

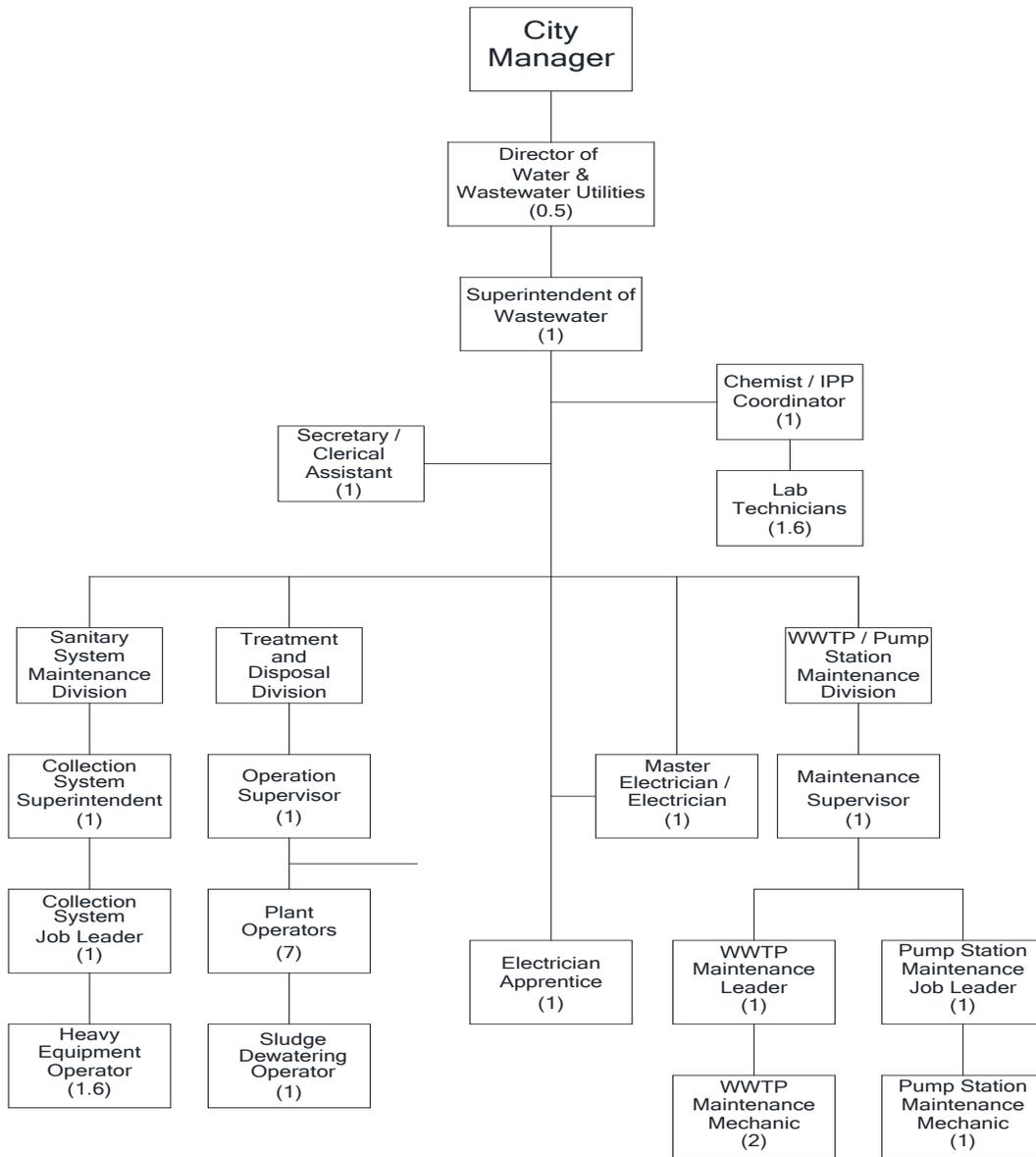
It is recommended to maintain the septic dumping rate to \$0.070 per gallon based on the latest Maximum Allowable Headworks Loading (MAHL) analysis and the anticipated expenses to treat the stronger load of sewage. It is recommended to maintain the surcharge rates as follows:

- 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, customer sewage usage has flattened / decreased including industrial customers. Since 2006 sewer usage has followed a regressive pattern (see above) likely due to water conservation practices / more efficient fixtures and appliances along with business practices. Minimal growth in development has occurred resulting in the regressive sewer usage pattern. Septic dumping has remained steady primarily due to the EGLE requiring that if a POTW is within 25 miles of the dump site, the sewage must be dumped at the POTW.

Expenditure Trends: Increases in costs associated with wages, insurances, pension, retiree healthcare, sludge disposal, contractual, depreciation, and regulatory unfunded mandates (CAP) are unmistakable with reduced usage are recorded. High debt service costs are observed from Phases I, II, & III of the Wastewater System Improvement projects, the Energy Performance Contract (Qualified Energy Conservation Bond), the 2016 OPEB Bond (retiree health care unfunded liability), and a future bond is anticipated in FY 21-22 with the CAP. All costs are programmed into the financial forecasting tool (rate model) for verifying adequate funding is provided.

RATE HISTORY				
Fiscal Year	Commodity Charge (\$/ccf)	**Quarterly Meter Read & Bond Recovery Charge (\$/Bill)		
July 2014	\$3.25	\$13.59		
July 2015	\$3.43	\$13.59		
July 2016	\$3.62	\$16.59		
July 2017	\$3.81	\$16.97		
July 2018	\$4.00	\$19.54		
July 2019	\$4.19	\$18.00		
July 2020	\$4.36	\$21.00		
July 2021	\$4.53	\$21.00		
July 2022	\$4.71	\$21.00		
July 2023	\$4.71	\$21.00		
July 2024	\$4.71	\$20.99		
July 2025	\$4.47	\$21.00		
July 2026	\$4.25	\$21.00		
July 2027	\$4.25	\$20.99		
July 2028	\$4.25	\$21.00		
July 2029	\$4.25	\$20.99		
**5/8" Meter				
COST TO AVERAGE CONSUMER				
*Based on Residential / 20 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$101.80	\$108.20	\$6.40	6.3%
Annual Cost	\$407.20	\$432.80	\$25.60	6.3%
Annual Sewer Flat (18 CCF/Qtr)	\$373.68	\$397.92	\$24.24	6.5%
SEWAGE RATE COMPARISON*				
LOCATION	ANNUAL COST	\$/CCF	READ COSTS	
City of Woodhaven	\$238	\$2.92	\$1.13	
Village of Maybee	\$240	-	\$60.00	
London Township	\$249	-	\$62.25	
City of Flat Rock	\$279	\$3.37	\$2.50	
YUCA - Township	\$306	\$2.63	\$23.99	
City of Wyandotte	\$310	\$2.70	\$23.55	
City of Petersburg	\$360	-	\$90.00	
City of Howell	\$415	\$3.45	\$34.88	
Ida / Raisinville Twps	\$420	-	\$105.00	
City of Adrian	\$420	\$3.38	\$37.29	
Monroe Metropolitan	\$433	\$4.36	\$21.00	
Bedford Township	\$459	\$3.96	\$35.69	
City of Milan	\$471	\$4.24	\$33.03	
City of Saline	\$491	\$4.25	\$37.66	
Village of Blissfield	\$519	\$2.82	\$73.38	
City of Tecumseh	\$526	\$3.41	\$63.25	
City of Ann Arbor	\$535	\$5.94	\$14.99	
Berlin Township	\$568	\$5.60	\$30.00	
Village of South Rockwood	\$641	\$3.46	\$91.17	
Ash Township (Village of Carleton)	\$664	\$6.55	\$35.00	
City of Dexter	\$740	\$7.96	\$25.95	
Village of Dundee	\$772	\$7.15	\$49.94	
LaSalle Township	\$994	\$7.61	\$96.35	
*Based on Residential / 20 CCF per bill				



Wastewater Department FY 20-21 FTE Total = 25.7

FY 19-20 FTE Total = 25.7

FY 17-18 ~ 18-19 FTE Total = 25.1

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

PERFORMANCE	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
INDICATORS	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Requested
Commodity Charge (\$/ccf)	\$3.04	\$3.25	\$3.43	\$3.62	\$3.81	\$4.00	\$4.19	\$4.36
Plant Flow (Billion Gallons)	4.84	4.4	4	4.5	4.6	4.9	4.6	4.5
Wet Weather Flows (MG)	3.1	29.9	0	0	1.75	0	0	0
Major Storm	6	6	2	3	4	4	5	5
Major Industrial Customers-IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	11865	11,995	11,875	11,843	11,842	13,171	13,150	13,150
Wet Tons of Sludge	10,247	10,060	9,648	9,581	9,794	9,616	9,648	9,648
Collection System (miles)	261	261	261	261	261	261	261	261
Mini-Camera Jobs	58	27	12	18	20	15	15	15
Root Treatment (LFT)	9,700	11,650	10,350	7,750	10,600	11,000	7,750	10,600
Grease Chemical/blocks	6	2	2	2	2	0	0	0
Manhole Inspections	75	125	123	114	49	181	500	500
Sewer Investigations (call-outs)	145	197	89	89	102	153	100	100
Sewer Mains Jetted (LFT)	103,798	118,700	124,450	141,950	121,850	90,977	150,000	150,000
Sewer Mains TV'd (LFT)	26,632	33,525	33,831	33,220	25,215	49,124	60,000	60,000
Miss Digs	3,384	4,366	4,091	2,604	2,945	3,495	3,500	3,000
Work for Other (jobs)	5	2	2	2	2	2	2	2
Pump Stations (#)	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	2,513	1,707	1,596	1626	1614	1619	1625	1625
Major Repair Hours	1,283	1,680	1,771	1,972.50	1,710	1,117	1,250	1,500
In House CIP Project Hours	0	0	200	0	50	32	75	150

WASTEWATER FUND NET ASSET TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue						
General Government	\$ 68,291	\$ 55,000	\$ 60,000	\$ 55,000	\$ 55,000	\$ 55,000
Program Services Revenue						
Public Works	9,965,774	10,468,667	10,451,364	11,214,049	11,502,162	11,805,533
Operating Grants						
Public Works	255,049	-	-	-	-	-
Total Revenue	10,289,114	10,523,667	10,511,364	11,269,049	11,557,162	11,860,533
Total Expenditures	8,794,090	9,592,171	8,868,870	9,401,385	9,531,647	9,630,651
Excess (Deficiency of Revenues) over Expenditures	1,495,024	931,496	1,642,494	1,867,664	2,025,515	2,229,882
Beg. Net Assets	23,657,790	25,152,814	25,152,814	26,795,308	28,662,972	30,688,487
End. Net Assets	\$ 25,152,814	\$ 26,084,310	\$ 26,795,308	\$ 28,662,972	\$ 30,688,487	\$ 32,918,369

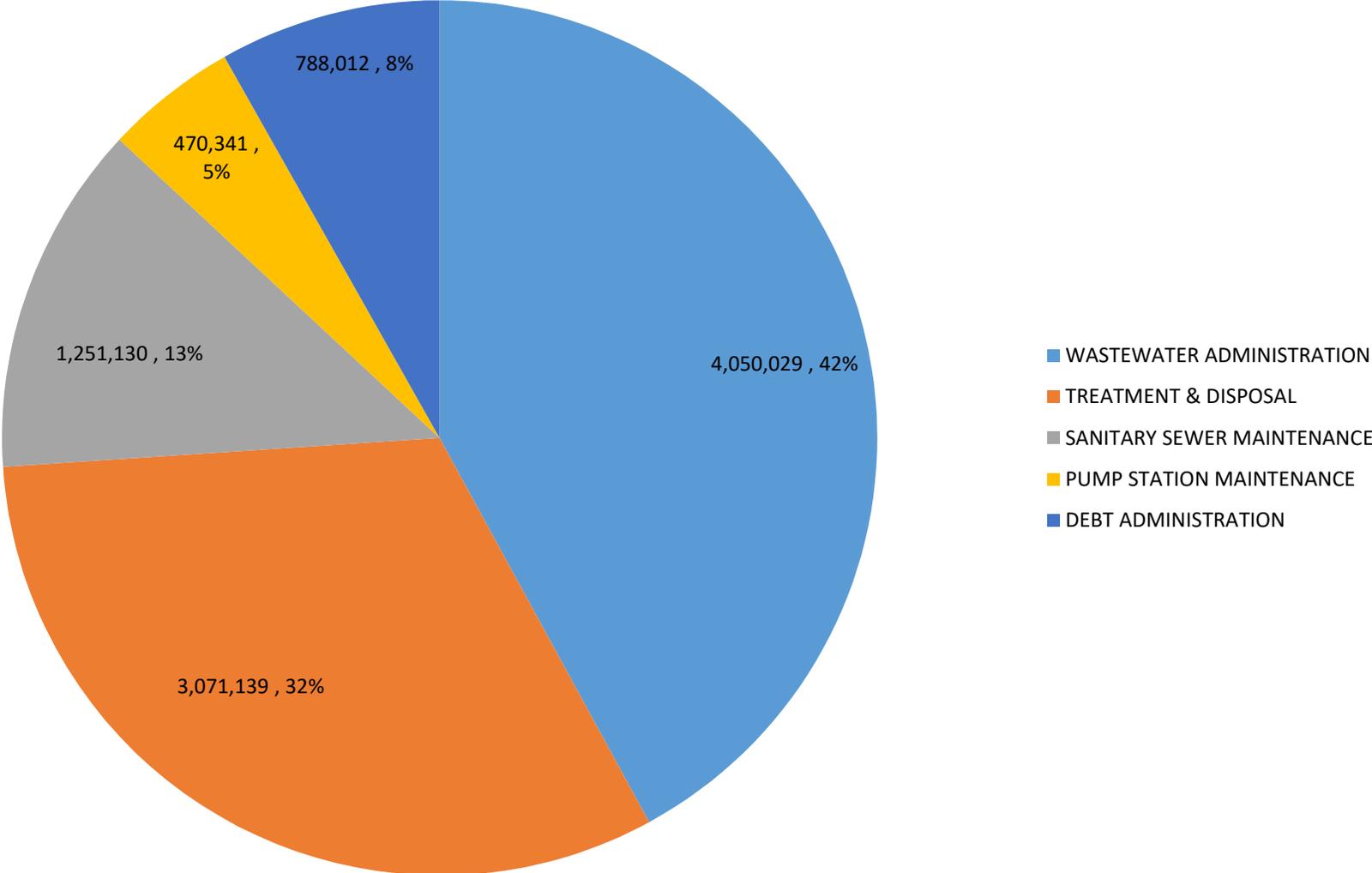
**WASTEWATER FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
General Administration						
Personnel Services	\$ 308,366	\$ 304,249	\$ 305,833	\$ 293,090	\$ 301,594	\$ 310,447
Supplies	27,083	30,675	29,825	66,325	43,225	36,425
Other Operating	3,237,239	3,400,317	3,401,384	3,493,886	3,595,716	3,703,157
General Admin. Total	3,572,688	3,735,241	3,737,042	3,853,301	3,940,535	4,050,029
Treatment & Disposal						
Personnel Services	1,465,755	1,499,331	1,469,648	1,507,737	1,559,085	1,610,414
Supplies	23,590	19,100	29,100	26,000	26,000	26,000
Other Operating	1,698,000	1,404,216	1,447,034	1,420,425	1,454,025	1,434,725
Capital Outlay	1,707	-	-	-	-	-
Treatment & Dspsl. Total	3,189,052	2,922,647	2,945,782	2,954,162	3,039,110	3,071,139
Maint.-Sanitary Sewers						
Personnel Services	344,303	354,953	348,351	360,823	342,080	349,430
Supplies	6,402	6,500	8,900	7,900	7,900	7,900
Other Operating	193,770	1,121,208	394,807	875,100	899,350	893,800
Capital Outlay	-	-	-	-	-	-
Maint.- Sntry. Swrs. Total	544,475	1,482,661	752,058	1,243,823	1,249,330	1,251,130
Maint.-Pump Stations						
Personnel Services	334,668	346,508	307,874	278,395	284,140	290,041
Supplies	12,227	15,250	16,600	21,450	15,950	15,950
Other Operating	163,644	149,950	169,600	158,950	161,550	164,350
Capital Outlay	-	-	-	-	-	-
Maint.- Pump Stns. Total	510,539	511,708	494,074	458,795	461,640	470,341
Debt Administration						
Interest	977,336	939,914	939,914	891,304	841,032	788,012
Debt Administration Total	977,336	939,914	939,914	891,304	841,032	788,012
Wastewater Fund Total	\$ 8,794,090	\$ 9,592,171	\$ 8,868,870	\$ 9,401,385	\$ 9,531,647	\$ 9,630,651

Wastewater Fund Capital Project Detail

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Lavender South Pump Station Rehab	\$ 40,757	\$ 18,289	\$ 18,289	\$ -	\$ -	\$ -
Saw Grant	339,584	-	-	-	-	-
Maple/Mich Sanitary Sewer Rehab	-	15,692	15,692	-	-	-
Borgess/St Mary's Sanitary Sewer Rehab	-	9,202	9,202	-	-	-
Lemerand Sanitary Sewer Rehab	-	9,014	9,014	-	-	-
Navarre Brick Sanitary Sewer Rehab	-	2,580	2,580	-	-	-
Pump Station Rehab - Stony Pointe #1	11,222	-	-	-	-	-
Moyno Pumps Replacement/Rehab	-	22,000	22,000	-	-	-
Lift Station Truck Replacement	120,000	5,000	5,000	-	-	-
San. Sewer Rehab-Parkwood MH 328-331	22,275	5,018	5,018	-	-	-
San. Sewer Rehab-Parkwood MH 331-333	27,078	-	-	-	-	-
San. Sewer Rehab-Bentley& Huber MH21-19	42,641	2,343	2,343	-	-	-
San. Sewer Rehab-Arbor/Maple-MH924-927	48,886	11,309	11,309	-	-	-
San. Sewer Rehab-Smith MH 37-39	27,322	2,570	2,570	-	-	-
San. Sewer Rehab-W. Nobile-MH141-141A	14,939	1,555	1,555	-	-	-
San. Sewer Rehab-East of Gadroy MH722-204	29,560	14,819	14,819	-	-	-
Detroit Beach Barscreen Replacment	10,300	89,700	89,700	-	-	-
MCC Replacement-Sludge Load Bay/Light Panel	-	113,000	113,000	-	-	-
San. Sewer Rehab-W 5th-Adams to West	14,711	37,859	37,859	-	-	-
West Front Sanitary Sewer Reroute	155,624	59,061	48,898	-	-	-
E Dunbar Sanitary Sewer Repairs	-	11,450	11,450	-	-	-
WWTP Distribution Panels & Transfer Switch	-	267,000	267,000	-	-	-
San Sewer Rehab-Stockton Full Length	-	74,400	74,400	-	-	-
San. Sewer Rehab-Sylvan Full Length	-	79,600	79,600	-	-	-
San. Sewer Rehab-Stanford Full Length	-	42,500	42,500	-	-	-
San. Sewer Rehab-Standish Full Length	-	28,300	28,300	-	-	-
WWTP Air Compressor	-	45,000	45,000	-	-	-
Scum Well Grease Collector Upgrade	-	150,000	150,000	-	-	-
San. Sewer Rehab-Arbor Ave Manhole	-	5,200	5,200	-	-	-
WWTP Admin Building HVAC Unit Replacement	-	15,000	15,000	-	-	-
San. Sewer Rehab-Sackett	-	33,000	33,000	-	-	-
San. Sewer Rehab-W Noble, Borgess to Monroe	-	-	-	55,000	-	-
San. Sewer Rehab-St. Mary's Gardens Svc Area	-	-	-	500,000	-	-
San. Sewer Rehab-Harrison/City line to W 7th	-	-	-	60,000	-	-
San. Sewer Rehab-W 6th/Union to Adams	-	-	-	110,000	-	-
Combo Jet/Vacuum Truck Replacement	-	-	-	500,000	-	-
Future Planned Projects	-	-	-	-	1,112,500	750,000
	-	-	-	-	-	-
Capital Project Total	\$ 904,899	\$ 1,170,461	\$ 1,160,298	\$ 1,225,000	\$ 1,112,500	\$ 750,000

Appropriations By Department



WATER DEPARTMENT - FY 2020-2021

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 monthly/quarterly charge, a debt service monthly/quarterly charge per meter based on meter size, and a commodity charge based on the volume of water consumed (CCF). Customers served by the South Custer Booster Pumping Station are charged a pump surcharge based on volume of water consumed (CCF) to cover the costs of the additional pumping. For the upcoming fiscal year it is recommended to have *changes* to the rate structure for the commodity charge and system development fees. *No changes* to the administration charge and debt service charge for all meter sizes, pump surcharge, and fire line charge are recommended for the upcoming fiscal year, see tables below. With these recommendations, we will be able to maintain our current level of service, meet regulatory required compliance and pursue a Capital Improvement Program in coordination with our Asset Management Plan with the revised rate structure.

Water Rates (QUARTERLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>		<u>OUTSIDE the City Limits WITH Surcharge</u>	
		(Townships of Monroe & LaSalle)		(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
**Most Residences					
\$2.14 / CCF of Water Plus Charge Below By Meter Size		\$4.28 / CCF of Water Plus Charge Below By Meter Size		\$4.44 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$16.00	5/8" **	\$24.00	5/8" **	\$24.00
3/4"	\$20.03	3/4"	\$32.06	3/4"	\$32.06
1"	\$28.04	1"	\$48.08	1"	\$48.08
1¼"	\$36.05	1¼"	\$64.10	1¼"	\$64.10
1½"	\$48.06	1½"	\$88.12	1½"	\$88.12
2"	\$72.11	2"	\$136.22	2"	\$136.22
2 ½"	\$108.16	2 ½"	\$208.32	2 ½"	\$208.32
3"	\$148.22	3"	\$288.44	3"	\$288.44
4"	\$248.38	4"	\$488.76	4"	\$488.76
6"	\$508.80	6"	\$1,009.60	6"	\$1,009.60
8"	\$729.13	8"	\$1,450.26	8"	\$1,450.26
10"	\$1,169.82	10"	\$2,331.64	10"	\$2,331.64
12"	\$1,730.69	12"	\$3,453.38	12"	\$3,453.38

*Wholesale Water: **1.0X** Village of Dundee \$2.30 / CCF of Water Plus **1.0X** Charge By Meter Size
1.2X City of Petersburg \$2.76 / CCF of Water Plus **1.2X** Charge By Meter Size

Water Rates (MONTHLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>		<u>OUTSIDE the City Limits WITH Surcharge</u>	
**Most Residences		(Townships of Monroe & LaSalle)		(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
\$2.14 / CCF of Water Plus Charge Below By Meter Size		\$4.28 / CCF of Water Plus Charge Below By Meter Size		\$4.44 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$5.34	5/8" **	\$8.01	5/8" **	\$8.01
3/4"	\$6.68	3/4"	\$10.69	3/4"	\$10.69
1"	\$9.35	1"	\$16.03	1"	\$16.03
1¼"	\$12.02	1¼"	\$21.37	1¼"	\$21.37
1½"	\$16.02	1½"	\$29.37	1½"	\$29.37
2"	\$24.04	2"	\$45.41	2"	\$45.41
2 ½"	\$36.06	2 ½"	\$69.45	2 ½"	\$69.45
3"	\$49.41	3"	\$96.15	3"	\$96.15
4"	\$82.80	4"	\$162.93	4"	\$162.93
6"	\$169.60	6"	\$336.53	6"	\$336.53
8"	\$243.05	8"	\$483.43	8"	\$483.43
10"	\$389.94	10"	\$777.21	10"	\$777.21
12"	\$576.90	12"	\$1,151.13	12"	\$1,151.13

*Wholesale Water: **1.0X** Village of Dundee \$2.30 / CCF of Water Plus **1.0X** Charge By Meter Size
1.2X City of Petersburg \$2.76 / CCF of Water Plus **1.2X** Charge By Meter Size

Fire Line Rates (QUARTERLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>	
5/8" **	\$0.53	5/8" **	\$1.06
3/4"	\$0.85	3/4"	\$1.70
1"	\$1.82	1"	\$3.64
1¼"	\$3.27	1¼"	\$6.54
1½"	\$5.29	1½"	\$10.58
2"	\$11.27	2"	\$22.54
2 ½"	\$20.26	2 ½"	\$40.52
3"	\$32.73	3"	\$65.46
4"	\$69.74	4"	\$139.48
6"	\$202.59	6"	\$405.18
8"	\$431.72	8"	\$863.44
10"	\$776.37	10"	\$1,552.74
12"	\$1,254.06	12"	\$2,508.12

Fire Line Rates (MONTHLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>	
5/8" **	\$0.18	5/8" **	\$0.35
3/4"	\$0.28	3/4"	\$0.57
1"	\$0.61	1"	\$1.21
1¼"	\$1.09	1¼"	\$2.18
1½"	\$1.76	1½"	\$3.53
2"	\$3.76	2"	\$7.51
2 ½"	\$6.75	2 ½"	\$13.51
3"	\$10.91	3"	\$21.82
4"	\$23.25	4"	\$46.49
6"	\$67.53	6"	\$135.06
8"	\$143.91	8"	\$287.81
10"	\$258.79	10"	\$517.58
12"	\$418.02	12"	\$836.04

WATER RATE COMPARISON				
JURISDICTION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
City of Wyandotte	\$187	\$1.29	\$23.55	
City of Milan	\$192	\$1.86	\$14.50	
City of Tecumseh	\$213	\$1.94	\$18.18	
City of Monroe	\$218	\$2.14	\$16.00	4.8%
Frenchtown Township	\$242	\$2.83	\$9.45	
City of Flat Rock	\$250	\$3.37	\$2.00	
Ash Township	\$269	\$3.74	\$50.00	
City of Ann Arbor	\$305	\$3.00	\$22.14	
City of Dexter	\$312	\$2.89	\$25.77	
Village of Dundee	\$322	\$3.92	\$10.00	
YUCA-Township	\$330	\$3.31	\$22.97	
City of Adrian	\$354	\$2.81	\$37.95	
Berlin Charter Township	\$366	\$3.42	\$30.00	
City of Howell	\$384	\$3.71	\$29.25	
City of Woodhaven	\$386	\$5.30	\$1.13	
City of Saline	\$403	\$4.32	\$23.18	
Monroe & LaSalle Township-Monroe System	\$404	\$4.28	\$24.00	5.3%
Raisinville, Ida, London, Exeter Townships & Village of Maybee - Monroe System	\$416	\$4.44	\$24.00	5.1%
Village of South Rockwood	\$554	\$2.92	\$85.98	
City of Petersburg	\$566	\$4.49	\$60.61	
South County Water	\$626	\$6.90	\$32.28	
Village of Blissfield	\$681	\$3.87	\$100.71	
*Annual cost based 72 CCF				
Dundee-Wholesale (6") 1.0X	\$690,950	\$2.30	\$508.80	6.8%
Petersburg-Wholesale (2~4") 1.2X	\$151,157	\$2.76	\$596.12	27.6%

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES**	
Meter Size	Fee	Jurisdiction	Fee
5/8"	\$3,000	South County Water	\$200
1"	\$7,500	City of Flat Rock	\$720
1-1/2"	\$15,000	Village of Dundee	\$912
2"	\$24,000	YCUA	\$1,440
3"	\$52,500	City of Saline	\$2,221
4"	\$90,000	City of Wyandotte	\$2,000
6"	\$187,500	City of Milan	\$2,100
8"	\$270,000	Ash Township	\$2,450
10"	\$435,000	Berlin Township	\$2,500
12"	\$645,000	Frenchtown Township	\$2,500
		City of Tecumseh	\$2,500
		City of Ann Arbor	\$6,868
		City of Howell	\$3,300
		City of Petersburg	\$3,200
		City of Dexter	\$3,000
		City of Adrian	\$950

** Most common meter installation

The Monroe water system has completed year-1 of an 8-year meter conversion program that includes moving to monthly billing of all customers in that timeframe; both quarterly and monthly rates are provided to reflect the plan.

Call-Out and Turn-On Fees FY 2020-2021

- 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, online account / payment administration & assistance, 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 and 2017. 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 (March 1, 1924) and has historically been viewed as a leader in its pro-active response to maintaining a quality treatment facility. Accomplishing these objectives is more difficult due to on-going promulgation of 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 (2" and under) 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 Department Aides - two full time and one part time (2.6 FTE). The Administration Division is located on the first floor of City Hall in rented space from the City. The staff is supported with networked computers accessible to the internet, utility billing and financial management software systems. Water system as-built and infrastructure records are located and maintained in both the division, City document management system, and the Engineering Department. Water service and account records are located and maintained in the City document management system and 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, intranet, internet, 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 certified plant mechanics, one journeyman electrician, and (as funded) one electrical maintenance apprentice. 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 four 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, London-Maybee-Raisinville [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. Hydrant painting is completed by the fire departments where repairs are completed by the Water Department. 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 15,651 active water meters, 3,404 fire hydrants, 3,116 valves, and three elevated storage tanks. Currently there are 2,119 service lines that are partial or full lead, galvanized or unknown where 851 need field verification per the 2018 LCR. The *Service Section* employs ½ Water Distribution Supervisor, one Job Leader, ½ Distribution Technician and two and ½ 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 2019 the billed water consumption in the Monroe Water System decreased 5.1% from CY 2018. The demands, while lower, are met with an adequate and uninterrupted supply of high quality water. The Administrative office received and processed all customer calls, over-the-counter, and online inquiries pertaining to water quality and availability, rate structure, service inquiries, billing records, payments, and customer accounts

setup/updates. Electronic means of sending out the 22th annual "Consumer Confidence Report" via URL link (<https://cutt.ly/1r8lqVb>) 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 2019-2020 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous hours of expertise were dedicated to maintain system compliance with the Total Coliform Rule. In June 2018, the state of Michigan signed into law the Lead and Copper Rule Revisions (LCR). Additional sampling, bill flyers, notices, and media relations were completed to maintain regulatory and customer satisfaction. Significant planning and funding requirements are necessary to maintain compliance with the LCR that are reflective with the proposed budget. DBP2 and LT2 Rule testing has been completed and does not require any system improvements.
- Expanded customer base with the installation of 64 new water services (up to 2"); 170 service renewals (contractor and staff lead & galvanized), an increase due to the LCR as a response to the Flint Water Crisis. Under the LCR and reviewing our current records approximately 2,119 services that are lead, galvanized, or unknown will need to be replaced over a 20 year period starting in January 2021 or approximately 106 service renewals per year.
- 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 5 distribution system valves and 21 fire hydrants. 125 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. 1,350 hydrants were operated / flushed, 35 autoflushers flush daily, and 5 hydrants were flow tested.
- Replaced / installed 932 meters and 2045 endpoint-reading devices. Replaced / repaired / tested 25 total large meters (3" and larger). The entire metering reading system is 100% cellular / radio.
- Completion of the following projects at the Water Filtration Plant and Pointe Aux Peaux Raw Water Intake: WTP pipe gallery 1 & 2 painting, filter effluent valve actuator replacement, turbidimeter replacements, allocate funds for the SCBS service are upgrade Phase 2, and allocate additional funds for an additional Raw Water Pump and for L.S. motor and VFD upgrades.

- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure, facilities, & equipment to provide a reliable water system and improve quality, flow, pressure, capacity, and operations - specifically Main Replacements on Orchard Dr, W. Front St, Godfroy Ave, Hollywood Dr, Maywood Ave, & Jefferson Ct; Completing the survey & design of main replacements on W. Lorain St & W. Noble Ave.

The Transmission and Distribution Division installed 64 new water services and completed 170 service renewals (combined contractor and staff). Increased service renewals (lead & galvanized) occurred due to an increase from the 2018 LCR as a response to the Flint Water Crisis. Under the 2018 LCR and reviewing our current records approximately 2,119 services that are partially or fully lead, galvanized, or unknown and will need to be replaced over a 20-year period starting in January 2021 (officially) at a pace of 106 renewals per year. 21 fire hydrants were repaired / replaced / installed, 1,350 hydrants were operated / flushed, 37 water main breaks were repaired, 50 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 5 valves were repaired or replaced with minimal inconvenience to our customers. 4,429 MISS DIG tickets were received which required 3,174 tickets to be responded to during the year. The Service Section completed 5,128 work orders consisting of recording meter readings for final bills & check reads, investigating high bill complaints, performing meter changes, reading end-point device changes, water service turn-ons and offs, low pressure complaints, water quality, lead testing, cross-connection inspections, material verification and miscellaneous water related services. 6,179 delinquent notices were mailed out which ultimately required 1,759 final notices to be mailed. They collected 847 system bacteriological samples and were called out 67 times. The meter readers read approximately 15,651 meters quarterly/monthly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During CY 2019, 1,008 total new or old cross-connection sites were tested. Per the MDEQ requirements, on July 1, 2018 the Residential Cross Connection Control program starting to have a comprehensive cross connection program for the elimination and prevention of all cross connections and are integrated into our daily work tasks.

Water Service Workers installed / replaced 932 meters and 2,045 end-point reading units. The radio / cellular reading devices are currently a Neptune / Badger product "R-900 / E-Coder and Beacon End-Point" that enables the meter readers to read meters from the street and via internet. Badger end-points are installed with all new services and with all meter exchanges. FY 2020-2021 includes Year 2 (Cycles 1 & 2 Residential Customers ~1,384 meters) of an 8-year program to convert the current meter reading system to a Cellular Based Meter Reading System using the Badger Meter Beacon Advanced Metering Analytics. This system allows staff to read meters from the office (internet) or via smartphone/tablet in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the app & emails, eliminate cross connections via the app; Once each year is completed the customers will be moved to monthly billing and engage / improve the customer experience.

WATER DEPARTMENT GOALS / CHALLENGES

The Water Department Divisions set the following goals:

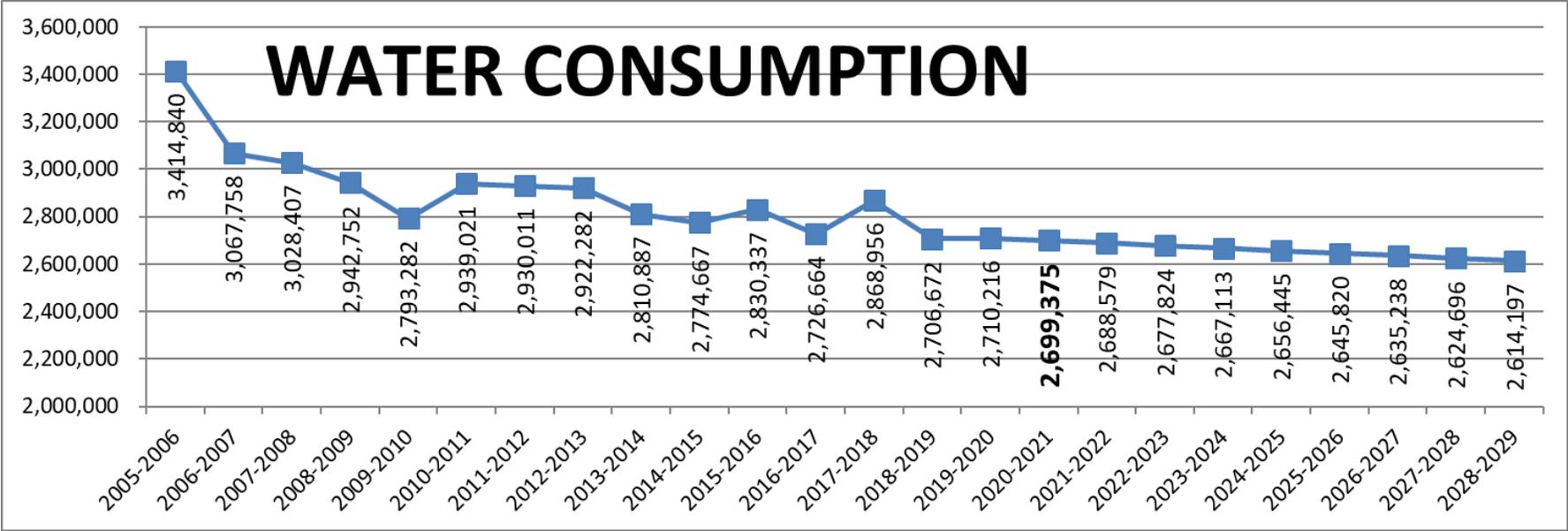
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will challenge some of the facilities antiquated components abilities. See list below:
 - UCMR 4 sampling was completed in March 2019, it is unknown what system improvements may be required pending future regulations from the results.
 - PFAS testing has been completed such that EGLE is proposing legislation to regulate compounds that may require system improvements.
 - The LCR was signed into law in 2018 in which our current records show approximately 2,119 services that are partial or fully lead, galvanized, or unknown. The law requires replacement of these over a 20 year period or with an our Asset Management Plan schedule (pending EGLE approval) starting in January 2021, this results in approximately 106 service renewals per year. There are 851 partially or fully unknown services that require field verification over a 5-year period, starting January 1, 2020.
 - Per EGLE requirements, a Residential Cross Connection Control program was started July 1, 2018 to have a comprehensive cross connection program for the elimination and prevention of all cross connections.
- 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 using the City's excess water system capacity. CY 2019 billed water consumption was 5.1% lower than CY 2018. DTE (largest user) has reduced their water usage that resulted in approx. \$200,000 reduction in revenue.
- 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 2020-2021 FTE is proposed to be 31.7 FTE. Due to the 2018 LCR, the most effective means to complete the required field verifications, service renewals, assist with the overall LCR requirements, aid in potential expansion of the water system requiring new service installs and with maintaining daily work tasks two Maintenance Worker II positions for the construction crew are included to FY 19-20.
- Reduced overall water consumption coupled with increasing expenses (labor, fringe benefits, City Fees, Depreciation, Operations & Maintenance) 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 fluctuation of lake levels which can be difficult to maintain a reliable raw water source in order to reduce operating costs.
 - In FY 2019-2020, an 8-year program to convert the current meter reading system to a Cellular Based Meter Reading System using Badger Meter Beacon Advanced Metering

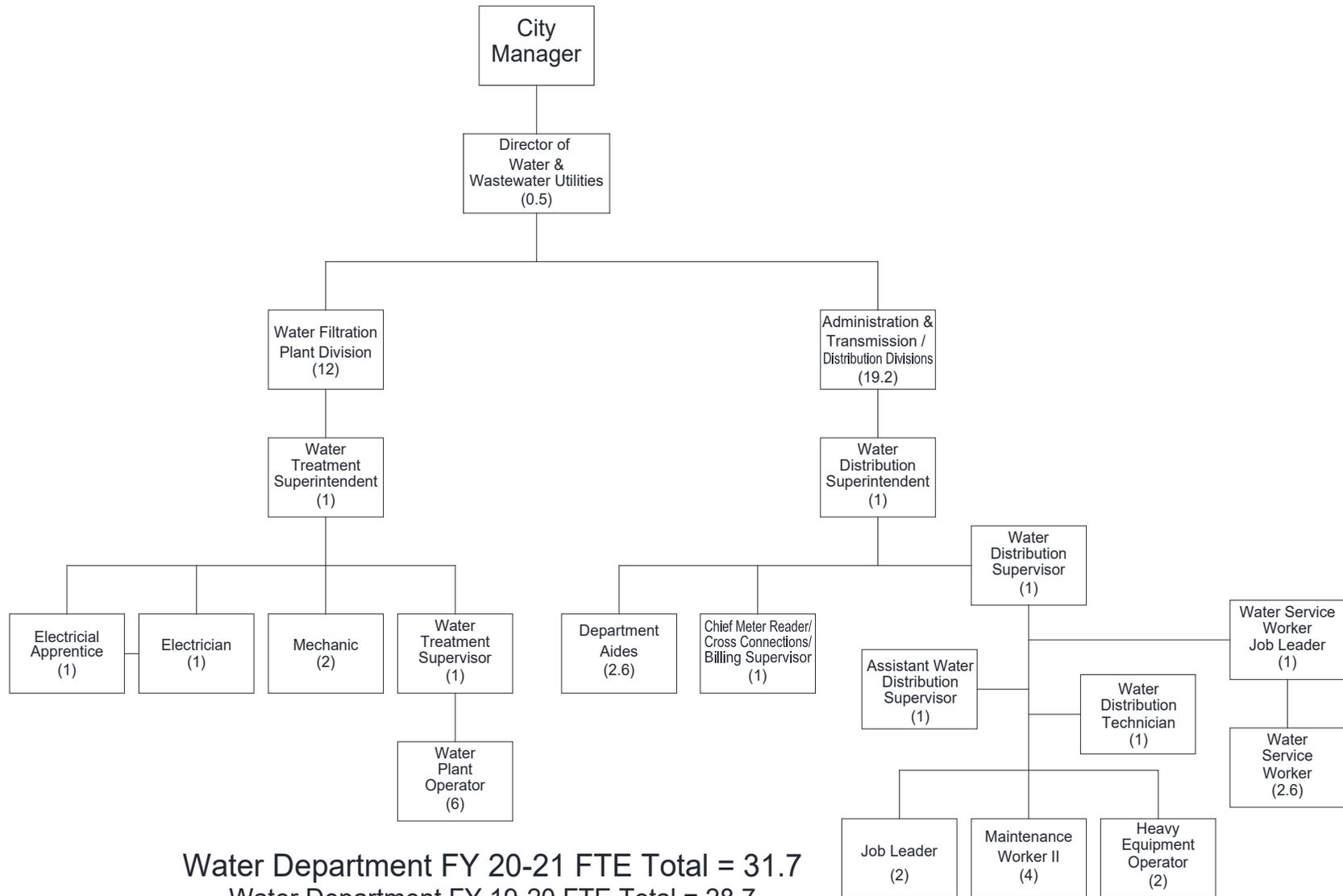
Analytics (AMA) started, completing Year 1 (all Non-Residential Customers). Year 2 and forward are Residential Customers where FY 20-21 includes cycles 1 & 2 (1,384 meters) and the remaining 6 years will be done by June 30, 2027. This system allows staff to read meters from the office (internet) or via smartphone/tablet in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the app & emails, eliminate cross connections via the app; Once each year is completed the customers will be moved to monthly billing and engage / improve the customer experience.

- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: chlorine analyzer replacement, boiler replacement, allocate funds for the SCBS service are upgrade Phase 2, allocate additional funds for L.S. pump rehabilitation, motor and VFD upgrades.
- 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 W. Lorain St & W. Noble Ave; Dump Truck, Water Service Trencher/Trailer, and Air Compressor/Hydraulic Unit Equipment Replacements.

Water Department Activity Measures

Performance Indicators	CY2017 Actual	CY2018 Actual	CY2019 Actual	CY2020 Request	CY2021 Request
Customers Invoiced	65,669	66,060	66,500	69,100	78,400
Work Orders Completed	3,854	3,637	3,800	3,850	3,850
Final Notices Sent	2,472	2,640	1,760	1,800	1,800
Water Treated (mg)	2,760	2,639	2,583	2,700	2,700
Routine Bacti Samples/Positive	791/4	777/0	847/0	800/0	800/0
Turbidity Samples/Violations	2190/0	2190/0	2190/0	2190/0	2190/0
New Services	46	54	64	54	54
Repair / Replace Valves	9	9	5	10	10
Service Renewals	64	113	170	108	109
Repair Main Breaks	31	42	37	35	35
Read Meters	63,893	64,150	64,300	67,000	76,200
Inspect/Test Cross Connections	863	815	1,859	2,200	2,500
Repair / Replace Hydrants	15	17	21	20	20





Water Department FY 20-21 FTE Total = 31.7

Water Department FY 19-20 FTE Total = 28.7

Water Department FY 18-19 FTE Total = 28.0

Water Department FY 14-15 ~ FY 17-18 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

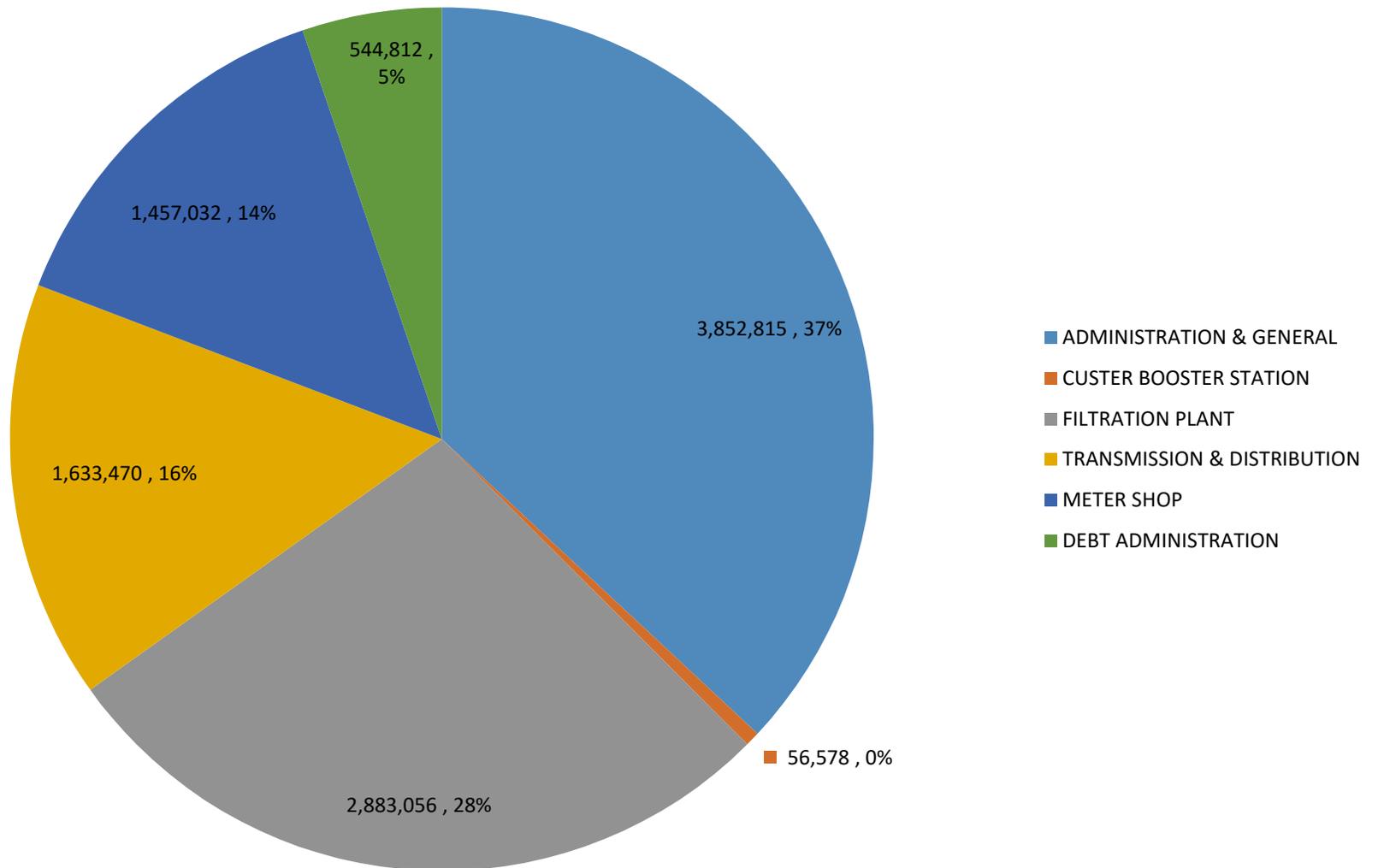
WATER FUND NET ASSETS TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue						
General Government	\$ 157,470	\$ 102,000	\$ 80,350	\$ 64,500	\$ 64,000	\$ 63,500
Program Services Revenue						
Public Works	9,282,572	10,024,197	10,010,230	10,587,041	11,244,270	11,878,828
Capital Contribution						
Public Works	19,188,617					
Total Revenue	28,628,659	10,126,197	10,090,580	10,651,541	11,308,270	11,942,328
Total Expenditures	7,469,891	9,536,803	10,037,439	9,499,672	10,071,417	10,427,763
Excess (Deficiency of Revenues) over Expenditures	21,158,768	589,394	53,141	1,151,869	1,236,853	1,514,565
Beginning Net Assets	49,289,922	70,448,690	70,448,690	70,501,831	71,653,700	72,890,553
Ending Net Assets	\$ 70,448,690	\$ 71,038,084	\$ 70,501,831	\$ 71,653,700	\$ 72,890,553	\$ 74,405,118

WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
General Administration						
Personnel Services	\$ 364,635	\$ 373,560	\$ 365,203	\$ 357,897	\$ 368,339	\$ 375,121
Supplies	21,747	30,725	25,000	28,025	32,125	35,525
Other Operating	2,504,230	2,651,722	3,189,032	3,244,960	3,350,982	3,442,169
Capital Outlay	-	-	-	-	-	-
General Admin. Total	2,890,612	3,056,007	3,579,235	3,630,882	3,751,446	3,852,815
W. High Service Pump Station						
Personnel	3,860	8,629	11,191	8,912	9,090	9,272
Other Operating	44,111	44,082	45,558	46,501	46,902	47,306
Custer Booster Stn. Total	47,971	52,711	56,749	55,413	55,992	56,578
Filtration Plant						
Personnel Services	1,032,066	935,815	939,459	1,009,624	1,042,096	1,069,962
Supplies	33,584	34,563	42,824	40,403	40,803	41,303
Other Operating	1,068,660	1,443,474	1,846,618	1,554,303	1,669,784	1,771,791
Capital Outlay	-	-	-	-	-	-
Filtration Plant Total	2,134,310	2,413,852	2,828,901	2,604,330	2,752,683	2,883,056
Transmission & Distribution						
Personnel Services	723,239	753,233	829,237	891,362	852,269	930,368
Supplies	41,829	136,682	140,745	140,480	142,781	145,219
Other Operating	184,925	903,114	498,694	592,516	663,587	557,883
Capital Outlay	-	-	-	-	-	-
Trans. & Distrib. Total	949,993	1,793,029	1,468,676	1,624,358	1,658,637	1,633,470
Meter Shop						
Personnel Services	526,053	539,267	540,468	515,349	491,675	502,247
Supplies	31,365	31,225	28,280	30,000	31,250	31,827
Other Operating	256,247	994,880	879,298	414,166	743,593	922,958
Meter Shop Total	813,665	1,565,372	1,448,046	959,515	1,266,518	1,457,032
Debt Administration						
Interest	633,340	655,832	655,832	625,174	586,141	544,812
Debt Administration Total	633,340	655,832	655,832	625,174	586,141	544,812
Water Fund Total	\$ 7,469,891	\$ 9,536,803	\$ 10,037,439	\$ 9,499,672	\$ 10,071,417	\$ 10,427,763

Appropriations By Department



**Water Fund
Capital Project Detail**

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
SCBS Service Area Upgrades	\$ -	\$ 270,767	\$ 276,722	\$ 278,000	\$ -	\$ -
Standby Power Generator Rehab/Replace	703,026	-	-	-	-	-
Water Main-Sylvan Drive	22,256	8,250	8,250	-	-	-
Water Main-Stockton Drive	41,668	333	333	-	-	-
Water Main-Maple West	479,203	99,126	3,319	-	-	-
West High Station Pump Rehab	44,001	-	-	-	-	-
Water Main-Stedman/Borgess to Monroe	30,329	95	95	-	-	-
Water Main-Parkwood/Hollywood to Maple	211,250	74	74	-	-	-
Water Main-Scottwood/Hollywood to Maple	262,200	19	19	-	-	-
Excavator Replacement	81,769	2,353	-	-	-	-
Backhoe Replacement	85,706	-	-	-	-	-
Turbidimeter Replacement	35,882	34,115	34,115	-	-	-
WTP Pipe Galler Painting	101,084	-	-	-	-	-
High SVC Pump/Motor/Drive/Dis. Pipe	-	128,062	128,062	-	-	-
Water Main-Orchard Dr-Riverview to Maple	88,819	11,181	11,181	-	-	-
Water Plant Lab Sterilizer System Replacement	38,398	3,602	-	-	-	-
Water Main - West Front	703,299	169,302	173,866	-	-	-
Water Main-Hollywood Dr./Elm to Maywood	568,161	841,314	849,803	-	-	-
Water Main-Maywood Ave/Macomb to R'View	21,077	260,684	264,000	-	-	-
Water Main-Jefferson Ct/Western to Huran	25,168	216,186	218,500	-	-	-
Water Main-Godfroy Ave/Elm to Noble	15,043	760,000	768,000	-	-	-
Filter & Clarifier Valve & Actuator Repl.	14,286	36,714	36,714	-	-	-
Raisin St (Exeter Twp) Water Main Loop	-	64,000	64,000	-	-	-
Subtotal	\$ 3,572,625	\$ 2,906,177	\$ 2,837,053	\$ 278,000	\$ -	\$ -

**Water Fund
Capital Project Detail**

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Water Main - W Noble/Godfroy to N. Monroe	-	-	-	280,000	-	-
Water Main - W Lorain/Huber to E. of Lavender	-	-	-	475,000	-	-
Dump Truck Replacement	-	-	-	88,500	-	-
Water Trencher & Trailer Replacement	-	-	-	70,000	-	-
Air Compressor & Hydraulic Unit Replacement	-	-	-	17,000	-	-
WTP Main Boiler Replacement	-	-	-	50,000	-	-
Chlorine Analyzer Replacement	-	-	-	30,000	-	-
Future Capital Projects	-	-	-	-	1,643,300	2,161,840
Subtotal - Previous Page	3,572,625	2,906,177	2,837,053	278,000	-	-
Capital Project Total	\$ 3,572,625	\$ 2,906,177	\$ 2,837,053	\$ 1,288,500	\$ 1,643,300	\$ 2,161,840

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: Allocating funds for L.S. pump rehabilitation, motor and VFD upgrades.

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 FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 20,339	\$ 18,000	\$ 20,000	\$ 19,000	\$ 19,000	\$ 19,000
Operating Grant Revenue						
Public Works	362,235	416,788	421,581	430,887	437,278	445,361
Total Revenue	382,574	434,788	441,581	449,887	456,278	464,361
Total Expenditures	362,235	418,788	421,581	430,887	437,278	445,361
Excess (Deficiency of Revenues) over Expenditures	20,339	16,000	20,000	19,000	19,000	19,000
Beginning Net Assets	5,593,618	5,613,957	5,613,957	5,633,957	5,652,957	5,671,957
Ending Net Assets	\$ 5,613,957	\$ 5,629,957	\$ 5,633,957	\$ 5,652,957	\$ 5,671,957	\$ 5,690,957

**RAW WATER PARTNERSHIP
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Water Department						
Administration						
Personnel	\$ 24,654	\$ 51,170	\$ 51,007	\$ 53,729	\$ 54,805	\$ 55,904
Supplies	7,788	12,000	12,000	12,000	12,000	12,000
Other Operating	329,793	355,618	358,574	365,158	370,473	377,457
Administration Total	362,235	418,788	421,581	430,887	437,278	445,361
Raw Water Partnership						
Fund Total	\$ 362,235	\$ 418,788	\$ 421,581	\$ 430,887	\$ 437,278	\$ 445,361

**Raw Water Partnership
Capital Project Detail**

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
PAP: Addition of Raw Water Pump	\$ 29,633	\$ 739,657	\$ 739,657	\$ -	\$ -	\$ -
PAP: Motor and VFP Upgrades	-	228,721	228,721	129,600	139,600	139,600
Chlorine Analyzer Replacement	-	-	-	10,000	-	-
Capital Project Total	\$ 29,633	\$ 968,378	\$ 968,378	\$ 139,600	\$ 139,600	\$ 139,600



INTERNAL SERVICE FUNDS

INFORMATION SYSTEMS FUND

INFORMATION TECHNOLOGY AND SERVICES PROGRAM

The function of the Information Technology Department is to facilitate the operations of its customers and provide confidentiality, integrity, security, 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.

The Information Services function of the department facilitates the efficient and effective use of data for all City departments.

INFORMATION TECHNOLOGY AND SERVICES 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.

The Information Services Department is staffed by two employees consisting of a Business Intelligence and Data Coordinator and a Geographic Information Systems (GIS) Specialist. They are responsible for working with departments to efficiently and effectively manage the intake and output of data and to manage the City's GIS.

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 guaranteeing 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.

An IT Strategic Plan was created during the 2017-18 fiscal year and moving forward with its implementation will be the primary goal going forward.

The City will be moving its GIS from a cloud externally managed service to an on premise managed service during the 2020-21 fiscal year.

NET ASSETS TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue						
General Government	\$ 5,293	\$ 4,000	\$ 4,000	\$ 3,000	\$ 3,000	\$ 3,000
Program Service Revenue						
General Government	639,059	726,069	726,069	833,366	838,429	811,707
Total Revenue	644,352	730,069	730,069	836,366	841,429	814,707
Total Expenditures	660,867	664,165	665,230	767,780	780,453	758,028
Excess (Deficiency of Revenues) over Expenditures	(16,515)	65,904	64,839	68,586	60,976	56,679
Beginning Net Assets	557,288	540,773	540,773	605,612	674,198	735,174

EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Personnel	\$ 102,907	\$ 185,552	\$ 185,552	\$ 207,128	\$ 216,855	\$ 224,619
Supplies	12,054	14,320	14,320	14,120	14,120	14,120
Other Operating	410,496	358,445	359,510	389,634	382,918	382,035
Depreciation	70,533	105,072	105,072	156,238	166,023	136,848
Capital Outlay	64,356	-	-	-	-	-
Debt Service	521	776	776	660	537	406
Total	\$ 660,867	\$ 664,165	\$ 665,230	\$ 767,780	\$ 780,453	\$ 758,028

**Information Systems Fund
Capital Project Detail**

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Fiber Project – DPS and Wastewater	\$ -	\$ 87,450	\$ 87,450	\$ -	\$ -	\$ -
Telephone System and Network Upgrade	-	16,929	16,929	-	-	-
New Fire Station Technology	-	17,028	17,028	-	-	-
Network Storage Array Replacement	58,949	10,583	10,583	-	-	-
Computer Replacements/Upgrades/Misc.	-	24,908	24,908	25,000	20,000	20,000
Network Switch Replacement	-	-	-	-	50,000	-
Laserfiche Forms	22,091	-	-	-	-	-
West Fire Firewall Upgrade	-	1,000	1,000	-	-	-
Council Chambers–Audio/Video Upgrade	85,581	-	-	-	-	-
BS&A Work Order Software	12,330	-	-	-	-	-
BS&A Inventory Management Software	9,330	-	-	-	-	-
Police Wireless Network/Wifi	-	10,000	10,000	-	-	-
DPS Wireless Network/Wifi	-	5,000	5,000	-	-	-
30 Windows 10 Upgrade Licenses	-	4,200	4,200	-	-	-
Laserfiche ESRI Integration Software	-	-	-	5,000	-	-
GIS Conversion to ESRI	-	-	-	30,000	-	-
Building Department Tablet Replacement	-	-	-	10,500	-	-
Disaster Plan Implementation	-	-	-	15,000	15,000	15,000
Copier – 1st Floor City Hall	10,621	-	-	-	-	-
Copier – 2nd Floor City Hall	-	-	-	12,000	-	-
Police Copier Replacements	-	-	-	-	13,000	-
GPS Unit	-	-	-	8,000	-	-
Folder/Inserter Machine Replacement	-	15,000	15,000	-	-	-
Network Storage–Police Video	-	25,000	25,000	-	-	-
Misc Network Server Upgrade or Replace	-	-	-	10,000	10,000	10,000
Misc Items	-	7,067	7,067	-	10,000	10,000
Capital Project Total	\$ 198,902	\$ 224,165	\$ 224,165	\$ 115,500	\$ 118,000	\$ 55,000

STORES AND EQUIPMENT FUND

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

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

The primary asset of the fund, other than the equipment and supplies, is the building and property located at 222 Jones Avenue, which presently houses the Public Services Department. Therefore, revenues from this fund must also be used to cover capital projects on the building and property itself, unless City Council provides separate funding for this purpose. Some outside funding was provided to match Stores funds for the overlay of the majority of the roof at the main building in 2019. Ideally, a small storage facility should be considered as well, as storage sites at the former Winchester Street property have been the subject of frequent vandalism and are planned for demolition.

The Stores and Equipment Fund has two (2) full-time employees, both state-certified mechanics. The Departmental Aides alternate and dedicate at least one day per week to track inventory and vehicle maintenance records, and the Departmental Superintendent handles general oversight of the function. The appropriate general fund costs for these positions are then allocated through the expenditure credit process. The Fund is still challenged to keep up with replacement schedules, as significant heavy equipment requires replacement in the near term, including two (2) tandem axle 10-yard dump trucks, four (4) 6-yard single axle dump trucks, and one (1) street sweeper, all of which need to be replaced in the next 5-10 years as well as numerous other pieces. In summer 2018, City Council approved of the City entering into the Enterprise Fleet Management Program, and through this program our entire light-duty fleet (approximately 55 vehicles) will be rotated on a five-year basis to minimize maintenance costs and maximize resale value and will be tracked through their maintenance system. It is hoped that past streamlining efforts combined with this program will in turn, over time, allow for more timely replacement of our heavy equipment.

**STORES AND EQUIPMENT FUND
NET ASSETS TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 148,493	\$ 105,200	\$ 144,000	\$ 424,500	\$ 125,000	\$ 125,500
Program Services Revenue:						
Public Works	1,078,874	1,218,710	1,288,235	1,321,460	1,332,970	1,335,354
Total Revenue	1,227,367	1,323,910	1,432,235	1,745,960	1,457,970	1,460,854
Total Expenditures	1,080,980	1,207,366	1,218,818	1,339,363	1,429,885	1,482,533
Excess (Deficiency of Revenues) over Expenditures	146,387	116,544	213,417	406,597	28,085	(21,679)
Beginning Net Assets	1,640,238	1,786,625	1,786,625	2,000,042	2,406,639	2,434,724
Ending Net Assets	\$ 1,786,625	\$ 1,903,169	\$ 2,000,042	\$ 2,406,639	\$ 2,434,724	\$ 2,413,045

**STORES & EQUIPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Department of Public Service						
Stores & Equipment						
Personnel	\$ 219,804	\$ 226,212	\$ 211,811	\$ 234,373	\$ 238,650	\$ 242,952
Supplies	155,717	161,900	166,695	183,600	198,600	198,600
Other Operating	357,151	533,363	523,803	603,520	621,917	669,577
Depreciation	285,563	240,000	280,000	280,000	280,000	280,000
Capital Outlay	33,639	5,382				
Debt Service	29,106	32,509	32,509	29,870	82,718	83,404
Operations Total	1,080,980	1,199,366	1,214,818	1,331,363	1,421,885	1,474,533
Operating Transfer		8,000	4,000	8,000	8,000	8,000
Stores & Equipment Fund Total	\$ 1,080,980	\$ 1,207,366	\$ 1,218,818	\$ 1,339,363	\$ 1,429,885	\$ 1,482,533

**Stores and Equipment Fund
Capital Project Detail**

Project	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Operating Equipment	\$ 424,730	\$ 359,115	\$ 119,497	\$ 5,000	\$ 5,000	\$ 5,000
Buildings & Improvements	12,220	117,780	112,880	5,000	5,000	5,000
Vehicles	234,615	361,705	416,016	767,000	310,000	325,000
Capital Project Total	\$ 671,565	\$ 838,600	\$ 648,393	\$ 777,000	\$ 320,000	\$ 335,000

EMPLOYMENT BENEFIT FUND

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

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

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

EMPLOYMENT BENEFIT FUND						
NET ASSET TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Revenue:						
General Revenue:						
General Government	\$ 25,157	\$ 15,000	\$ 38,000	\$ 30,000	\$ 30,000	\$ 30,000
Program Services Revenue:						
General Government	2,609,458	2,472,159	2,525,459	2,715,184	2,804,601	2,895,170
Total Revenue	2,634,615	2,487,159	2,563,459	2,745,184	2,834,601	2,925,170
Total Expenditures	2,043,648	2,597,975	2,156,603	2,244,104	2,325,927	2,410,836
Excess (Deficiency of Revenues) over Expenditures	590,967	(110,816)	406,856	501,080	508,674	514,334
Beginning Net Position	1,514,149	2,105,116	2,105,116	2,511,972	3,013,052	3,521,726
Ending Net Position	\$ 2,105,116	\$ 1,994,300	\$ 2,511,972	\$ 3,013,052	\$ 3,521,726	\$ 4,036,060

**EMPLOYEE BENEFIT FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Human Resources Administration						
Other Operating	\$ 49,946	\$ 52,452	\$ 52,452	\$ 52,830	\$ 52,987	\$ 53,147
Administration Total	49,946	52,452	52,452	52,830	52,987	53,147
Medical Insurance						
Other Operating	1,394,006	1,700,000	1,400,000	1,456,000	1,514,240	1,574,810
Medical Insurance Total	1,394,006	1,700,000	1,400,000	1,456,000	1,514,240	1,574,810
Prescription Insurance						
Other Operating	339,015	400,000	260,000	270,400	281,216	292,465
Prescription Insurance Total	339,015	400,000	260,000	270,400	281,216	292,465
Dental Insurance						
Other Operating	173,926	184,000	184,000	186,000	188,000	190,000
Dental Insurance Total	173,926	184,000	184,000	186,000	188,000	190,000
Flexible Benefit Plan						
Other Operating	700	1,000	1,000	1,000	1,000	1,000
Flexible Benefit Total	700	1,000	1,000	1,000	1,000	1,000
Life & L/T Disability Insurance						
Other Operating	31,952	37,000	37,000	37,000	37,000	37,000
Life & L/T Disability Insurance Total	31,952	37,000	37,000	37,000	37,000	37,000
Unemployment Insurance						
Other Operating	281	1,000	1,000	1,000	1,000	1,000
Unemployment Insurance Total	281	1,000	1,000	1,000	1,000	1,000
Workers' Compensation Insurance						
Other Operating	53,822	222,523	221,151	239,874	250,484	261,414
Workers' Comp. Insurance Total	53,822	222,523	221,151	239,874	250,484	261,414
Employment Benefit Fund Total	\$ 2,043,648	\$ 2,597,975	\$ 2,156,603	\$ 2,244,104	\$ 2,325,927	\$ 2,410,836

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 4-5% in the next year.

NET ASSETS TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Revenue:						
General Revenue:						
General Government	8,812	7,000	3,000	2,000	2,000	2,000
Program Services Revenue:						
General Government	284,241	310,524	317,580	360,518	367,728	375,083
Total Revenue	293,053	317,524	320,580	362,518	369,728	377,083
Total Expenditures	429,291	408,926	430,653	431,183	438,405	445,773
Excess (Deficiency of Revenues) over Expenditures	(136,238)	(91,402)	(110,073)	(68,665)	(68,677)	(68,690)
Beginning Retained Earn.	466,568	330,330	330,330	220,257	151,592	82,915
Ending Retained Earnings	\$ 330,330	\$ 238,928	\$ 220,257	\$ 151,592	\$ 82,915	\$ 14,225

INSURANCE FUND EXPENDITURE SUMMARY

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY18-19	FY19-20	FY19-20	FY20-21	FY21-22	FY22-23
Administration						
Other Operating	\$ 21,554	\$ 19,295	\$ 15,653	\$ 15,665	\$ 15,677	\$ 15,690
Administration Total	21,554	19,295	15,653	15,665	15,677	15,690
Property & Liability Insurance						
Other Operating	407,737	389,631	415,000	415,518	422,728	430,083
P&L Insurance Total	407,737	389,631	415,000	415,518	422,728	430,083
Insurance Fund Total	\$ 429,291	\$ 408,926	\$ 430,653	\$ 431,183	\$ 438,405	\$ 445,773



CITY OF
MONROE
Michigan

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 now participate 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 2018 as \$3.927 million. In June 2016, the City issued \$35.5 million in OPEB bonds to fund 82% of the unfunded liability of the system. The funds were deposited in the Trust throughout the remainder of 2016.

An actuarial study was completed as of December 31, 2016. The valuation calculated the employer contribution for fiscal year 2019 as \$1.337 million. The unfunded actuarial accrued liability was calculated at \$10.3 million. The funded ratio was calculated at 84.7%.

The December 31, 2018 actuarial study showed additional improvement in the funded status of the system. The unfunded actuarial accrued liability was measured at \$4.905 million and the funded ratio of the system was 92.4%. The City's contribution for the 2021 fiscal year was calculated at \$823,816.

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

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 3,687,493	\$ 4,538,000	\$ 4,457,000	\$ 4,454,000	\$ 4,450,000	\$ 4,448,000
Program Services Revenue:						
General Government	939,716	925,281	925,281	600,000	50,000	50,000
Total Revenue	4,627,209	5,463,281	5,382,281	5,054,000	4,500,000	4,498,000
Total Expenditures	3,533,750	4,897,889	4,876,989	5,077,257	5,277,526	5,577,797
Excess (Deficiency of Revenues) over Expenditures	1,093,459	565,392	505,292	(23,257)	(777,526)	(1,079,797)
Beginning Net Assets	61,201,608	62,295,067	62,295,067	62,800,359	62,777,102	61,999,576
Ending Net Assets	\$ 62,295,067	\$ 62,860,459	\$ 62,800,359	\$ 62,777,102	\$ 61,999,576	\$ 60,919,779

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

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Finance Department						
Actuarial Services	\$ 8,000	\$ 59,500	\$ 38,000	\$ 38,000	\$ 38,000	\$ 38,000
Audit Services	3,323	3,389	3,389	3,457	3,526	3,597
Investment Cost	247,622	350,000	350,000	350,000	350,000	350,000
Administrative Services	27,547	40,000	40,000	40,000	40,000	40,000
Fiduciary Insurance	7,475	8,000	8,600	8,800	9,000	9,200
Total Finance Dept.	293,967	460,889	439,989	440,257	440,526	440,797
Personnel Department						
Contractual	11,609	32,000	32,000	32,000	32,000	32,000
Actuarial Services	2,750	3,000	3,000	3,000	3,000	3,000
Medical Insurance	1,548,464	2,500,000	2,500,000	2,600,000	2,700,000	2,900,000
Prescription Insurance	1,668,763	1,900,000	1,900,000	2,000,000	2,100,000	2,200,000
Employee Refunds	8,197	2,000	2,000	2,000	2,000	2,000
Total Personnel Dept.	3,239,783	4,437,000	4,437,000	4,637,000	4,837,000	5,137,000
Post-Retirement Health						
Care Fund Total	\$ 3,533,750	\$ 4,897,889	\$ 4,876,989	\$ 5,077,257	\$ 5,277,526	\$ 5,577,797



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 FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 48,147	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
Program Services Revenue:						
General Government	23,850	20,000	20,000	20,000	20,000	20,000
Total Revenue	71,997	88,000	88,000	88,000	88,000	88,000
Total Expenditures	37,624	72,259	72,259	72,260	72,265	72,270
Excess (Deficiency of Revenues) over Expenditures	34,373	15,741	15,741	15,740	15,735	15,730
Beginning Fund Balance	462,587	496,960	496,960	512,701	528,441	544,176
Ending Fund Balance	\$ 496,960	\$ 512,701	\$ 512,701	\$ 528,441	\$ 544,176	\$ 559,906

**CEMETERY FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Dept.						
Cemetery						
Other Operating	\$ 37,624	\$ 72,259	\$ 72,259	\$ 72,260	\$ 72,265	\$ 72,270
Capital Outlay	-	-	-	-	-	-
Total Cemetery Fund	\$ 37,624	\$ 72,259	\$ 72,259	\$ 72,260	\$ 72,265	\$ 72,270



COMPONENT UNITS

MONROE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

Established in 1977, the Monroe Downtown Development Authority exists to serve as the lead organization in the preservation and enhancement of downtown Monroe. Its mission is to provide direction and resources to businesses, property owners and residents in the downtown district. It works for the advancement of downtown through promotion of its businesses and events; the facilitation of redevelopment opportunities; and to increase Monroe's unique sense of place and community. Its goal is to be a dynamic and innovative organization that works with volunteers, other organizations and the City of Monroe for the betterment of downtown, 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.

Recent accomplishments include:

- Conducted a mid-point check-up on implementation of the 2017-2022 Strategic Plan
- Established an ad hoc Budget Review Committee
- Updated the web site for compliance with Act 57
- Implemented annual Communications and Marketing Plans
- Approved one reinvestment grant application and extended another
- Completed the second phase of a pilot program for Upper Floor Conversion Technical Services
- Refreshed the Façade Program and renamed to Downtown Reinvestment Grant Program
- Published a business recruitment brochure
- Adopted new Streetscape Design Standards
- Prepared an annual report
- Installed limited spring and winter seasonal decorations in planters
- Proceeded with phase two of three for downtown tree maintenance
- Funded complete purchase of replacement globes and LED conversion kits for downtown pedestrian lamps

Plans for the 2020-21 budget year include:

- Implement annual Communications and Marketing Plans
- Implement recommendations in Downtown Master Plan that calm streets
- Implement recommendations in Downtown Master Plan that activate storefronts, including installation of art-focused treatments and promotion of sidewalk shopping

- Earmark funds to implement project(s) from the Riverwalk Enhancement and Expansion Plan, starting with connector improvements
- Contribute to alleyway improvement project
- Leverage city-sponsored road projects to include streetscape improvements
- Implement strategies in Downtown Master Plan to improve parking management and infrastructure
- Install limited spring and winter seasonal decorations in planters
- Complete year three of maintenance plan for trees
- Set aside funds for property assessment and acquisition if appropriate opportunity arises
- Pursue infill development of properties identified in downtown master plan if appropriate opportunity arises
- Reimagine and revise Building Reinvestment Grant Program

**DOWNTOWN DEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 13,426	\$ 7,200	\$ 9,000	\$ 5,000	\$ 2,500	\$ 2,000
Community Development	231,675	231,600	252,492	256,011	261,131	266,354
Total Revenue	245,101	238,800	261,492	261,011	263,631	268,354
Total Expenditures	267,658	469,247	319,747	595,604	253,819	261,962
Excess (Deficiency of Revenues) over Expenditures	(22,557)	(230,447)	(58,255)	(334,593)	9,812	6,392
Beginning Fund Balance	485,791	463,234	463,234	404,979	70,386	80,198
Ending Fund Balance	\$ 463,234	\$ 232,787	\$ 404,979	\$ 70,386	\$ 80,198	\$ 86,590

**DOWNTOWN DEVELOPMENT AUTHORITY FUND
EXPENDITURE SUMMARY**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Department						
Downtown Development						
Personnel	\$ 20,682	\$ 22,088	\$ 22,088	\$ 22,628	\$ 23,216	\$ 23,682
Supplies	1,070	1,000	1,100	1,100	1,100	1,100
Other Operating	111,912	183,959	124,359	181,782	76,809	77,036
Capital Outlay	-	50,000	-	100,000	-	-
Operating Transfers	133,994	212,200	172,200	290,094	152,694	160,144
Downtown Development Total	\$ 267,658	\$ 469,247	\$ 319,747	\$ 595,604	\$ 253,819	\$ 261,962

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-seven 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, Eye Surgeons Associates, Knights Inn, and 1284 and 1248 North Telegraph Road (former La-Z-Boy Headquarters).

**BROWNFIELD REDEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 30,649	\$ 30,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000
Community Development	590,755	2,381,376	2,438,685	651,458	664,485	677,778
Total Revenue	621,404	2,411,376	2,463,685	671,458	684,485	697,778
Total Expenditures	644,327	2,680,221	2,749,558	900,187	779,140	787,330
Excess (Deficiency of Revenues) over Expenditures	(22,923)	(268,845)	(285,873)	(228,729)	(94,655)	(89,552)
Beginning Fund Balance	747,137	724,214	724,214	438,341	209,612	114,957
Ending Fund Balance	\$ 724,214	\$ 455,369	\$ 438,341	\$ 209,612	\$ 114,957	\$ 25,405

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND
EXPENDITURE DETAIL**

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Department						
Brownfield Redevelopment						
Other Operating	411,249	2,452,129	2,522,951	557,658	517,750	526,939
Debt Services	233,078	228,092	226,607	342,529	261,390	260,391
Brownfield Redevelopment Total	644,327	2,680,221	2,749,558	900,187	779,140	787,330
B.R.A Fund Total	\$ 644,327	\$ 2,680,221	\$ 2,749,558	\$ 900,187	\$ 779,140	\$ 787,330

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

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

The budget ordinance includes approval of \$250,000 in capital expenditures for the Port of Monroe. The capital expenditures will only be made if funds are available.

NET ASSETS TREND

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Revenue:						
General Revenue:						
General Government	\$ 707,964	\$ 430,000	\$ 430,000	\$ 510,000	\$ 510,000	\$ 510,000
Program Services Revenue:						
Community Development	598,488	580,000	580,000	670,000	670,000	670,000
Capital Grants						
Community Development	-	-	-	-	-	-
Total Revenue	1,306,452	1,010,000	1,010,000	1,180,000	1,180,000	1,180,000
Total Expenditures	1,218,979	1,010,000	1,010,000	1,180,000	1,180,000	1,180,000
Excess (Deficiency of Revenues) over Expenditures	87,473	-	-	-	-	-
Beginning Net Assets	3,079,126	3,166,599	3,166,599	3,166,599	3,166,599	3,166,599
Ending Net Assets	\$ 3,166,599	\$ 3,166,599	\$ 3,166,599	\$ 3,166,599	\$ 3,166,599	\$ 3,166,599

EXPENDITURE SUMMARY

	Actual FY18-19	Budget FY19-20	Projected FY19-20	Adopted FY20-21	Projection FY21-22	Projection FY22-23
Community Development Dept.						
Port Operations						
Personnel Services	\$ 335,291	\$ 380,000	\$ 380,000	\$ 373,000	\$ 382,325	\$ 391,883
Other Operating	636,198	468,000	468,000	589,000	597,249	603,895
Depreciation	194,814	100,000	100,000	173,000	169,204	155,000
Debt Service	52,676	62,000	62,000	45,000	31,222	29,222
Port Operations Total	1,218,979	1,010,000	1,010,000	1,180,000	1,180,000	1,180,000
Port of Monroe Total:	\$ 1,218,979	\$ 1,010,000	\$ 1,010,000	\$ 1,180,000	\$ 1,180,000	\$ 1,180,000



PERSONNEL SUMMARY

FY2021			
Budgeted Full-time and Regular Part-time Positions			
FY2021 Adopted Budget	Classification	FY2020 Adopted Budget	Increase/ (Decrease)
	General Fund City Manager City Manager's Office		
1.000	City Manager	1.000	-
1.000	Executive Secretary	1.000	-
2.000	Total City Manager's Office	2.000	-
	Communications, Culture, Community Promotion		
1.000	Communication, Culture, & Community Promotion Dir.	1.000	-
1.000	Total Communications, Culture, Community Promotion	1.000	-
	Clerk/Treasurer's Office		
1.000	Clerk/Treasurer	1.000	-
1.000	Chief Deputy Clerk/Treasurer	1.000	-
-	Deputy Clerk/Treasurer II	1.000	(1.000)
3.000	Deputy Clerk/Treasurer I	2.000	1.000
5.000	Total Clerk/Treasurer's Office	5.000	-
	Assessor's Office		
1.000	City Assessor	1.000	-
2.000	Property Appraiser	2.000	-
3.000	Total Assessor's Office	3.000	-
	Finance Department		
0.900	Assistant City Manager/Finance Director	0.900	-
1.000	Assistant Finance Director	1.000	-
1.000	Accountant I	1.000	-
1.000	Payroll Clerk	1.000	-
3.900	Total Finance Department	3.900	-
	Human Resources Department		
1.000	Human Resources Director	1.000	-
1.000	Administrative Assistant	1.000	-
2.000	Total Personnel	2.000	-
	Engineering Department		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Assistant City Engineer	1.000	-
2.000	Engineering Technician	2.000	-
1.000	Departmental Aide	1.000	-
4.500	Total Engineering Department	4.500	-

FY2021 Adopted Budget	Classification	FY2020 Adopted Budget	Increase/ (Decrease)
	Public Safety Division		
1.000	Police Chief	1.000	-
3.000	Police Captain	3.000	-
6.000	Lieutenant Public Safety Officer	6.000	-
30.000	Public Safety Officer/Patrol Officer (including Corporals)	30.000	-
1.500	Police Cadets	1.500	-
1.000	Chief of Fire	1.000	-
2.000	Fire Mechanic	2.000	-
3.000	Fire Captain	3.000	-
3.000	Fire Lieutenant	3.000	-
10.000	Firefighter	10.000	-
3.000	Clerk	3.000	-
0.600	Police Records Supervisor	0.600	-
64.100	Total Public Safety Division	64.100	-
	Department of Public Service Operations Division		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	Forestry & Grounds Supervisor	1.000	-
1.000	DPS Job Leader	1.000	-
1.000	Forestry Job Leader	1.000	-
3.000	Heavy Equipment Operator	3.000	-
4.330	Maintenance Worker I	4.330	-
2.000	Maintenance Worker/Forestry	2.000	-
1.000	Receptionist/Clerk Typist	1.000	-
15.830	Total Department of Public Service	15.830	-
	Community Development Department City Hall Grounds Division		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
0.500	Building/Zoning Inspector II	0.500	-
1.000	Custodian	1.000	-
1.880	Total City Hall Grounds Division	1.880	-
	Zoning/Ordinance Enforcement Division		
0.250	Community Development Director	0.250	-
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
0.800	Property Maintenance and Zoning Inspector	0.800	-
0.500	Building/Zoning Inspector II	0.500	-
1.830	Total Zoning/Ordinance Enforcement Division	1.830	-

FY2021 Adopted Budget	Classification	FY2020 Adopted Budget	Increase/ (Decrease)
	Planning Division		
0.750	Community Development Director	0.750	-
-	Planner I	1.000	(1.000)
1.000	Planning Assistant	-	1.000
-	Secretary/Clerical Assistant	0.600	(0.600)
1.750	Total Planning Division	2.350	(0.600)
5.460	Total Community Development Department	6.060	(0.600)
	Economic/Downtown Development Department		
1.000	Asst. to City Manager/Economic Development Coordinator	1.000	-
1.000	Downtown Development Coordinator	1.000	-
2.000	Total Economic Development Department	2.000	-
	Parks and Recreation Recreation Division		
1.000	Recreation Manager	1.000	-
1.000	Recreation Programmer	1.000	-
2.000	Total Recreation Division	2.000	-
	Recreation-Parks Maintenance Division		
1.000	Parks Maintenance Supervisor	1.000	-
1.670	Maintenance Worker I	1.670	-
2.670	Total Recreation-Parks Maintenance Division	2.670	-
4.670	Total Parks & Recreation Department	4.670	-
113.460	Total General Fund	114.060	(0.600)
	Parking Meter Fund Police Department		
0.400	Police Records Supervisor	0.400	-
1.000	Parking Enforcement Officer	1.000	-
1.200	Parking Cadets	1.200	-
2.600	Total Police Department	2.600	-
2.600	Total Parking Meter Fund	2.600	-
	Building Safety Fund Safety Inspection Division		
0.600	Building Official	0.600	-
2.000	Building/Zoning Inspector II	2.000	-
0.220	Electrical/Code Inspector	0.220	-
0.400	Plumbing/Heating Inspector	0.400	-
0.800	Property Maintenance and Zoning Inspector	0.800	-
1.740	Secretary/Clerical Assistant	1.740	-
5.760	Total Safety Inspection Division	5.760	-
5.760	Total Building Safety Fund	5.760	-

FY2021 Adopted Budget	Classification	FY2020 Adopted Budget	Increase/ (Decrease)
	Wastewater Fund		
	Administration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Administrative Assistant	1.000	-
2.500	Total Administration Division	2.500	-
	Treatment & Disposal Division		
0.500	Master Electrician	1.000	(0.500)
0.500	Apprentice Electrician	-	0.500
1.000	Lab Supervisor & IPP Coordinator	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Operations Supervisor	1.000	-
7.000	Wastewater Plant Operator	7.000	-
1.000	Wastewater Sludge Dewatering Operator	1.000	-
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.600	Lab Technician	1.600	-
16.100	Total Treatment & Disposal Division	16.100	-
	Sanitary Sewers Maintenance Division		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.600	Heavy Equipment Operator	1.600	-
3.600	Total Sanitary Sewers Maintenance Division	3.600	-
	Pump Stations Maintenance Division		
0.500	Wastewater Maintenance Supervisor	0.500	-
0.500	Master Electrician	1.000	(0.500)
0.500	Apprentice Electrician	-	0.500
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
3.500	Total Pump Stations Maintenance Division	3.500	-
25.700	Total Wastewater Fund	25.700	-

FY2021 Adopted Budget	Classification	FY2020 Adopted Budget	Increase/ (Decrease)
	Water Fund		
	Administration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.600	Departmental Aide II	2.600	-
4.100	Total Administration Division	4.100	-
	Filtration Plant Division		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Apprentice Electrician	-	1.000
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
12.000	Total Filtration Plant Division	11.000	1.000
	Transmission & Distribution Division		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
4.000	Maintenance Worker II	2.000	2.000
10.500	Total Transmission & Distribution Division	8.500	2.000
	Meter Shop Division		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.600	Water Service Worker	2.600	-
1.000	Chief Meter Reader	1.000	-
5.100	Total Meter Shop Division	5.100	-
31.700	Total Water Fund	28.700	3.000
	Information Systems Fund		
	Finance Department		
0.100	Assistant City Manager/Finance Director	0.100	-
1.000	Business Intelligence/Data Coordinator	1.000	-
1.000	GIS Asset Management Specialist	1.000	-
2.100	Total Finance Department	2.100	-
2.100	Total Information Systems Fund	2.100	-
	Stores & Equipment Fund		
	Department of Public Service		
1.000	Job Leader/Master Mechanic/Certified Welder	1.000	-
1.000	Master Mechanic	1.000	-
2.000	Total Department of Public Service	2.000	-
2.000	Total Stores & Equipment Fund	2.000	-
183.320	Total Full Time and Regular Part-time Employees	180.920	2.400



Capital Improvement Program

**CITY OF MONROE
CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2020-2021**

	Requests	FY Recommendation	Prior Year	General	CDBG	DDA	Major Street	Local Street	Store/ Equipment	IT	Waste Water	Water	Raw Water	Other
ALCC	2	\$230,000			\$230,000									
ALCC Commercial Kitchen		\$150,000	\$150,000		\$150,000									
Concrete Plaza Repair and Renovations		\$80,000			\$80,000									
City Manager	1	\$75,000		\$75,000										
City Hall Improvements		\$75,000		\$75,000										
Economic Development	3	\$40,000				\$40,000								
Monroe Street Traffic-Calming and Streetscape														
One Way to Two Way Conversion: First and Front		\$30,000				\$30,000								
Pedestrian Lamp Improvements		\$10,000				\$10,000								
Engineering- Streets	11	\$3,390,000		\$370,000			\$1,500,000	\$400,000						\$1,120,000
Calkins Street Reconstruction - Toll to North Roessler	Local	\$100,000		\$100,000			\$0							
East Elm Avenue Microsurfacing - Monroe to North Dixie	Major	\$10,000		\$10,000			\$0							
Harrison Street Reconstruction - Eighth to Fourth	Major	\$410,000					\$410,000							
North Dixie Highway Microsurfacing - Elm to Spaulding	Major	\$10,000		\$10,000			\$0							
North Dixie Highway Resurfacing - Detroit to I-75	Major	\$10,000		\$10,000			\$0							
South Macomb Street Resurfacing - Fourth to First	Major	\$0		\$0			\$0							
Ternes / Telb / Rose Street Reconstruction	Local	\$1,610,000		\$0			\$490,000							\$1,120,000 MDOT Grant
Toll Street Reconstruction - Lorain to North Roessler	Local	\$800,000		\$0			\$400,000	\$400,000						
Washington Street Resurfacing - Third to First	Major	\$200,000					\$200,000							
West Lorain Street Reconstruction - Lavender to North Roessler	Local	\$100,000		\$100,000										
West Noble Avenue Resurfacing - Godfroy to Monroe	Major	\$140,000		\$140,000										
Engineering-Infrastructure	5	\$1,130,000	\$675,000	\$845,000		\$25,000			\$200,000					\$60,000
2020 Sidewalk Replacement Program		\$100,000	\$100,000	\$70,000										\$30,000 Property Owner Assessment
Alley Reconstruction - Various Locations		\$300,000	\$75,000	\$275,000		\$25,000								
Portable Stage Rehabilitation		\$0		\$0										
Mason Run Sidewalk Installation		\$30,000												\$30,000 Brownfield Author
Saint Mary's Gardens Storm Sewers		\$500,000	\$500,000	\$500,000										
Stores Fund Vehicle and Equipment Replacement		\$200,000							\$200,000					
Information Technology	1	\$15,000								\$15,000				
Disaster Contingency/Business Continuity Plan Implementation		\$15,000								\$15,000				
Parks & Recreation	3	\$53,500		\$53,500										
Ongoing ADA Sidewalk Implementation		\$10,000		\$10,000										
Ongoing Park Shelter Replacement 3		\$13,500		\$13,500										
Ongoing Playscape Replacement		\$30,000		\$30,000										
Police	1	\$50,000		\$0										\$50,000 Capital Projects Bond Advance
Police Station		\$50,000		\$0										\$50,000
Waste Water	2	\$1,225,000									\$1,225,000			
Combination Jet/Vac Truck Replacement		\$500,000									\$500,000			
Sanitary Sewer System Rehabilitation / Replacement		\$725,000									\$725,000			
Water- Distribution	4	\$930,500										\$930,500		
Air Compressor/Hydraulic Unit replacement		\$17,000										\$17,000		
Dump Truck Replacement		\$88,500										\$88,500		
Water Distribution Replacement / Rehabilitation		\$755,000										\$755,000		
Water Service Trencher & Trailer Replacement		\$70,000										\$70,000		
Water- Filtration	3	\$358,000										\$358,000		
Boiler Replacement: Main Plant		\$50,000										\$50,000		
Chlorine Analyzer Replacement		\$30,000										\$30,000		
South Custer Booster Station (SCBS) Service Area Upgrade-Phase 2		\$278,000										\$278,000		
Water Partnership	2	\$139,600											\$139,600	

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Chlorine Analyzer Replacement		\$10,000											\$10,000	
PAP: Motor and VFD Upgrades		\$129,600											\$129,600	
Grand Total	39	\$7,636,600	\$675,000	\$1,343,500	\$230,000	\$65,000	\$1,500,000	\$400,000	\$200,000	\$15,000	\$1,225,000	\$1,288,500	\$139,600	\$1,230,000

Department	Requests	Current FY Request	Prior Year	General	CDBG	DDA	Major Street	Local Street	Store/ Equipment	IT	Waste Water	Water	Raw Water	Other
ALCC	2	\$230,000			\$230,000									
City Manager	1	\$75,000		\$75,000										
Economic Development	3	\$40,000				\$40,000								
Engineering- Streets	11	\$3,390,000		\$390,000			\$1,500,000	\$400,000						\$1,120,000
Engineering-Infrastructure	5	\$1,130,000	\$675,000	\$845,000		\$25,000			\$200,000					\$30,000
Information Technology	1	\$15,000								\$15,000				
Parks & Recreation	3	\$53,500		\$53,500										
Police	1	\$50,000		\$0										\$50,000
Waste Water	2	\$1,225,000									\$1,225,000			
Water- Distribution	4	\$930,500										\$930,500		
Water- Filtration	3	\$358,000										\$358,000		
Water Partnership	2	\$139,600											\$139,600	
Total	38	\$7,636,600	\$675,000	\$1,363,500	\$230,000	\$65,000	\$1,500,000	\$400,000	\$200,000	\$15,000	\$1,225,000	\$1,288,500	\$139,600	\$1,200,000