



CITY OF
MONROE
Michigan

2018 – 2019 Budget

Adopted April 16, 2018

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

2018 - 2019 BUDGET

Adopted April 16, 2018

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
2018-2019
ANNUAL BUDGET
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BUDGET ORDINANCE

ORDINANCE 18-003

Budget Appropriation Act
July 1, 2018- June 30, 2019

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2019, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2018 and ending June 30, 2019 are hereby appropriated on a departmental and activity total basis as follows:

GENERAL GOVERNMENT

City Council	\$133,489
City Manager	280,859
Communications, Culture, Promotions	132,567
Assessor	371,852
Attorney	321,150
Clerk-Treasurer	497,988
Finance	458,837
Human Resources	277,755
Engineering	181,768
City Hall Grounds	259,836

TOTAL GENERAL GOVERNMENT **\$2,916,101**

PUBLIC SAFETY

Public Safety Division Personnel	7,234,226
Police Operating Cost	670,751
Fire Operating Cost	304,564
Zoning/Code Enforcement	252,094

TOTAL PUBLIC SAFETY **\$8,461,635**

PUBLIC WORKS **\$2,297,087**

COMMUNITY AND ECONOMIC DEVELOPMENT **\$470,672**

CULTURAL-RECREATION

Library	\$57,500
Social Services	140,000
Public Access TV	158,000
Parks and Recreation	1,496,263

TOTAL CULTURAL-RECREATION **\$1,851,763**

CONTINGENCIES **\$1,617,500**

DEBT SERVICE **\$1,809,346**

TRANSFERS OUT **\$861,643**

TOTAL EXPENDITURES **\$20,285,747**

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

GENERAL FUND

General Revenue	\$18,670,545
Service Revenue	1,458,134
Operating Grants and Contributions	66,000

TOTAL REVENUES

\$20,194,679

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2018 through June 30, 2019 for the following funds in the amounts set forth below:

SUMMARY OF EXPENDITURES BY FUND

Major Street Fund	\$1,312,582
Local Street Fund	3,741,618
Refuse Fund	1,716,783
Parking Fund	178,025
Economic Development Fund	52,000
Building Safety Fund	661,499
Budget Stabilization Fund	0
Drug Forfeiture Fund	32,250
Grant Fund	552,000
Airport Fund	254,636
Expendable Trust Fund	54,000
Debt Service	698,641
Capital Project Fund	1,989,100
Wastewater Department	8,122,066
Water Department	8,058,255
Raw Water Partnership Fund	419,230
Information Systems	602,341
Stores & Equipment Fund	1,060,560
Employment Benefit Fund	2,534,525
Post-Retirement Health Care Fund	4,466,823
Insurance Fund	380,534
Cemetery Fund	44,239
Downtown Development Authority	349,305
Brownfield Redevelopment Authority	614,976
Port of Monroe	933,000

TOTAL

\$38,828,988

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2018 through June 30, 2019 for the following enterprise and internal service type funds in the amounts set forth below:

SUMMARY OF CAPITAL EXPENDITURES BY FUND

Wastewater Department	\$875,000
Water Department	1,699,050
Raw Water Partnership Fund	142,000
Information Systems	139,000
Stores & Equipment Fund	309,000
Port of Monroe	250,000
TOTAL	\$3,414,050

Section 5. The City Council does hereby levy a tax of 14.6644 mills for the period of July 1, 2018 through June 30, 2019 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, 2018 through June 30, 2019 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 1.632 mills for the period of July 1, 2018 through June 30, 2019 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 0.0508 mills for the period of July 1, 2018 through June 30, 2019 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, 2018 through June 30, 2019 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 .6723 mills for the period of July 1, 2018 through June 30, 2019 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, 2018, to support the budget for the period July 1, 2018 through June 30, 2019. The rates will be implemented and charged for all services provided as may be

reflected in bills or statements generated after July 1, 2018.

Section 13. The City Council does hereby amend the budget for the period of July 1, 2017 through June 30, 2018 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 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 16. 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 17. 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, 2018 through June 30, 2019, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 18. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2018 through June 30, 2019 and all sums be paid into the several funds to which they belong and any ordinance or parts of ordinance in conflict with this ordinance are hereby repealed.

First Reading	April 2, 2018
Public Hearing	April 16, 2018
Second Reading	April 16, 2018
Adoption	April 16, 2018
Publication	April 21, 2018




Michelle J. LaVoy
Clerk-Treasurer

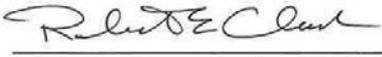

Robert E. Clark
Mayor

EXHIBIT 1

SERVICE	CURRENT	NEW FEE
	FEE	JULY 1, 2018
Wastewater Commodity Rate	\$ 3.81	\$ 4.00
Wastewater Administration Fee	\$ 13.59	\$ 13.59
Wastewater Bond Recovery Charge		
Church, Government, Residential, & Commercial	\$ 3.38	\$ 5.95
School	\$ 26.70	\$ 47.01
Miscellaneous & Mutli-Residential	\$ 37.38	\$ 65.81
Industrial	\$ 112.15	\$ 197.42
Wastewater Septic Dumping Rate/Gallon	\$ 0.07	\$ 0.07
Wastewater BOD Surcharge Rate>200mg/l per lb.	\$ 0.34	\$ 0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	\$ 0.22	\$ 0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	\$ 0.95	\$ 0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,000.00	\$ 1,000.00
Tenant Responsibility Security Deposit - Water Only	\$ 500.00	\$ 500.00
Rental Inspection Fee - inspected every three years	\$ 75.00	\$ 110.00
Rental Inspection Reinspection Fee	\$ 50.00	\$ 75.00
Rental Inspection Missed Inspection Fee	\$ 50.00	\$ 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.

WATER RATES AND FEES		
Quarterly Debt Service Charge**		
Meter Size		
5/8"	\$ 5.91	\$ 6.62
3/4"	\$ 8.89	\$ 9.96
1"	\$ 14.81	\$ 16.59
1 1/4"	\$ 20.73	\$ 23.22
1 1/2"	\$ 29.61	\$ 33.16
2"	\$ 47.38	\$ 53.07
2 1/2"	\$ 74.03	\$ 82.91
3"	\$ 103.64	\$ 116.08
4"	\$ 177.67	\$ 198.99
6"	\$ 370.15	\$ 414.57
8"	\$ 533.00	\$ 596.96
10"	\$ 858.72	\$ 961.77
12"	\$ 1,273.28	\$ 1,426.07
Quarterly Fire Line Rates Inside City Limits		
Meter Size		
5/8"	\$ 0.53	\$ 0.53
3/4"	\$ 0.85	\$ 0.85
1"	\$ 1.82	\$ 1.82
1 1/4"	\$ 3.27	\$ 3.27
1 1/2"	\$ 5.29	\$ 5.29
2"	\$ 11.27	\$ 11.27
2 1/2"	\$ 20.26	\$ 20.26
3"	\$ 32.73	\$ 32.73
4"	\$ 69.74	\$ 69.74
6"	\$ 202.59	\$ 202.59
8"	\$ 431.72	\$ 431.72
10"	\$ 776.37	\$ 776.37
12"	\$ 1,254.06	\$ 1,254.06
Quarterly Fire Line Rates Outside City Limits		
Meter Size		
5/8"	\$ 1.06	\$ 1.06
3/4"	\$ 1.70	\$ 1.70
1"	\$ 3.64	\$ 3.64
1 1/4"	\$ 6.54	\$ 6.54
1 1/2"	\$ 10.58	\$ 10.58
2"	\$ 22.54	\$ 22.54
2 1/2"	\$ 40.52	\$ 40.52
3"	\$ 65.46	\$ 65.46
4"	\$ 139.48	\$ 139.48
6"	\$ 405.18	\$ 405.18
8"	\$ 863.44	\$ 863.44
10"	\$ 1,552.74	\$ 1,552.74
12"	\$ 2,508.12	\$ 2,508.12
Water Commodity Rate**	\$ 1.80	\$ 1.96
**-Rates Doubled Outside City Limits		
Water Administrative Fee	\$ 4.50	\$ 5.50
Quarterly Pump Surcharge Rate	\$ 0.15	\$ 0.16
Penalty - 28 Days or more delinquent	5.00%	5.00%



INTRODUCTION



April 16, 2018

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2018-19 operating budget for the City of Monroe was adopted by the City Council on April 16, 2018. This budget was prepared in accordance with State of Michigan statutes and Monroe City Charter requirements. It conforms to generally accepted accounting and budgeting principles. We believe that the information provided for each department along with goals, performance measures and accomplishments allows the reader to better understand the operations of the various City departments, which must be coordinated to provide a high level of service to City residents, businesses, institutions and visitors. The budget which is presented here includes the year-end projected budget for fiscal year 2017-2018 and the operating and capital budget for fiscal year 2018-2019 that was approved with the adoption of the budget ordinance. The budget ordinance also includes an exhibit that displays new fees and utility rates that will be effective on July 1, 2018.

The budget process for the 2019 fiscal year followed the City's first step into multi-year budgeting with the 2018 budget process. The 2018 budget process included projecting the 2019 budget, which is a two year budget process. For the 2019 budget process, an additional year was added and the budget was projected for the 2020 and 2021 fiscal year, a three year budget process. That budget projection is included in the supporting reports and departmental budget narratives.

A major focus of the 2019 budget process was the potential for a large property tax appeal by DTE Energy related to the coal plant, which represents 48% of the City's taxable value. DTE paid \$8.4 million to the City in taxes and fees for the 2018 fiscal year. In the short term, we must manage through the potential tax appeal and provide organizational stability during that time period. In the long term of 20-25 years, we know that the coal plant will be decommissioned and we must start planning for that eventuality now. Prior to the plant's decommissioning the City will want to take the following steps:

- Address infrastructure deficiencies
- Address services to be operationally and financially sustainable
- Create a long term sustainable plan for public safety services
- Maintain economic development momentum

The budget was adopted to set aside approximately 22% of the projected tax revenue for a contingency reserve. Funds have been budgeted for legal and other consulting services related to the appeal.

The budget was developed to meet the City Council's goals and objectives. Some of the items that are funded in the budget in that regard include the following:

- Improved customer service
- Continued phased roll out of the branding project
- Economic and neighborhood development
- Development of the national battlefield park
- Implementation of the neighborhood enterprise zone
- Orchard East Improvements
- Citizen's Academy Initiation
- Committee/Commission Service Recognition Program
- Continued effort to convert the non-ice side of the Multi-Sports Complex to a battlefield visitors center
- Three year budget forecast initiated
- Public Safety Operational Plan
- Expansion of infrastructure investment

The General Fund budget as adopted has expenditures exceeding budgeted revenue by \$91,068. This is primarily due to budgeting \$175,000 for defense costs related to a potential property tax appeal.

Total revenue in the General Fund is budgeted at \$20,194,679 for the 2018-19 fiscal year. This represents a 1.3% increase over the prior year adopted budget. The percentage increase is somewhat misleading because the prior year budget included revenue of \$310,582 related to the Multi-Sports Complex. Ice operations at the facility were ended in June 2017. With that taken into account, budgeted revenue actually increased by 2.9%. In total, taxable value increased by 2.01%.

The adopted budget for the General Fund for fiscal year 2018-19 includes expenditures in the amount of \$20,285,747 which is \$202,425, or 1.0%, higher than the fiscal year 2018 budget expenditures as originally adopted. Many changes were made throughout the budget to fund plans in place for the future. The increase in budgetary expenditures is primarily due to funds budgeted for costs related to the City's defense in a potential property tax appeal.

Personnel costs are the largest part of the budgeted expenditures and they continue to rise. The budget allowed for all full-time and regular part-time employees to receive at least a 2% increase in their wage compensation effective July 1, 2018.

Pension costs were budgeted with the assumption that the Pension Board of Trustees would reallocate the assets of the pension system to allow for full use of the systems assets in

determining the City's annual contributions. With that assumption in mind, pension costs actually declined slightly for the 2018-19 fiscal year from \$1.83 million to \$1.803 million. If the assets of the pension system are not reallocated, the City's contribution would be \$2.25 million. Of the \$1.803 million contribution budgeted for fiscal year 18-19, \$1.531 million is funded by the General Fund.

The retiree-health care contribution recommended by the plan's actuary decreased from \$3.927 million to \$1.337 million. This substantial reduction was due to the bond issue that was completed in 2016 to fund approximately 82% of the unfunded actuarial accrued liability (UAAL). To help to set aside some funding for the potential property tax appeal, the City has budgeted \$1.117 million in contributions for the 2018-19 fiscal year. \$657,215 of that amount is from the General Fund and from estimated medicare prescription refunds. A new actuarial study will be completed as of December 31, 2018 for the system to determine the City's contribution for the 2020-21 and 2021-22 fiscal years. While this budget proposes to fund 178.98 full-time and regular part-time public service employees, there are now over 280 former city employees receiving pension benefits and 253 receiving health-care benefits, for themselves and/or their eligible dependents.

The total number of full-time and regular part-time employees budgeted will decrease by 2.0 FTE to 178.98 full-time equivalent employees (FTE). This number does not include seasonal or temporary employees. The 2.0 FTE decrease is detailed in the following table.

Department	Classification	FTE +/-
Information Technology	Business Intelligence and Data Coordinator	1.000
Information Technology	GIS Asset Management Specialist	1.000
Public Services	Forestry Maintenance Worker	(1.000)
Engineering	CAD-GIS Section Leader	(1.000)
Parks and Recreation	Multi-Sports Complex General Manager	(1.000)
Parks and Recreation	Multi-Sports Complex Assistant Manager	(1.000)
	Total FTE Change	(2.000)

The average cost of a full-time employee is \$101,036, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$105,815. If funding for the underfunded retiree health care liability (which also includes liabilities incurred for current retirees) is removed the average cost is reduced to \$97,707 for all full-time employees, and \$103,722 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

	2018-19	2017-18	2016-17	2015-16
Average Cost of Full-time Employee				
All Funds	\$ 101,036	\$ 98,880	\$ 114,042	\$ 94,399
General Fund Only	105,815	105,760	122,708	100,843
Average Cost of Full-time Employee minus Retiree Health UAAL Funding				
All Funds	\$ 97,707	\$ 95,290	\$ 93,596	\$ 92,345
General Fund Only	105,722	102,917	101,407	99,979

Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$982,627,025. This represents a 2.01% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2018. Due to the implementation of legislation that has begun to exempt commercial and industrial personal property from property taxes, our personal property taxable value continues to decline. For the 2017-18 fiscal year, personal property represents 6.75% of the total equivalent taxable value, including taxable value subject to industrial facilities tax exemptions. 3.0% of that personal property taxable value is related to utilities, which at this point is not subject to exemption. The City does receive reimbursement for its personal property tax losses under the statute. Originally, it was thought that the reimbursement formula would cause the City to have a loss in revenue. To date, this loss has not happened due to surplus funding available to the program. The 2018-19 budget is set at the statutory formula.

Residential taxable value increased again this year by 3.12% after increasing by 2.97% last year. Total ad valorem real property taxable value increased by 2.38% due to increases in both residential and industrial taxable values.

Millage Levies

The budget, as adopted for fiscal year 2018-19 recommends that the total City Charter authorized general millage of 14.6644 mills be levied (i.e. 15 mills less Headlee roll-backs), which is the same as the prior fiscal year.

The fire station millage, authorized by voters in November 2016, will be levied in the full amount of .47 mill and will be used for the costs of designing and constructing a new central fire station.

A millage in the amount of .0508 mill will 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 Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, will continue at the full millage authorized by voters of 0.52 mill for fiscal year 2018-19. With the completion of the Winchester Street bridge deck replacement, all projects able to be funded by the millage have been completed. The millage rate will be monitored over the remaining life of the bonds used to finance the projects to determine if it can be reduced from the full level. The potential for a large property tax appeal will affect this decision. Reimbursements of lost personal property tax values due to exemption of those items by the recently enacted legislation will only be reimbursed at .42 mill. Legislation is currently being considered that could change that to allow for the full .52 mill.

The Refuse Fund millage will be levied at 1.632 mills, which is an increase from the 1.564 mills that has been levied the last three years. The Refuse Fund balance is estimated to be less

than 5% of expenditures by the end of the 2020-21 fiscal year based on current projections. The goal for the fund is to maintain a minimum of 5% of expenditures in fund balance. The projection will be reviewed again with the preparation of the 2019-20 budget to determine if additional millage rate increases are necessary.

The City Council also approves the millage rate to be levied for the Lake Erie Transit Commission (LETC). The rate approved for 2018-19 is .6723 mill. The total of all of the City millage levies for the 2018-19 fiscal year is 18.0095, including LETC. This is an increase of .0308 over the fiscal year 2017-18 levies, primarily due to the refuse millage increase. The property tax administration fee of 1.0%, charged on all millages collected by the City, will also continue.

Special Revenue Funds

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

The *Major Street Fund* is focused on high traffic volume streets. This fund's primary source of revenue is the State of Michigan Gas and Weight Tax, which has been flat or saw very small increases for many years. Due to new road funding legislation, road funding started to increase in fiscal year 2017. The revenue will continue to increase through the City's 2021-22 fiscal year. In anticipation of this increased revenue, the City issued a Michigan Transportation Bond in February 2017 to begin to fund needed street repairs and improvements. Those funds will be fully expended by the end of the 2019 fiscal year.

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

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

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

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

Battlefield environmental response activities where federal or state funds have been received to fund those activities. The fund will also pick up some of the costs associated with purchasing properties to expand the National Battlefield Park that are not eligible to be covered by the Michigan Natural Resources Trust Fund grant.

The *Building Safety Fund* was created as required by Public 230 of 1972, as amended by Public Act 245 of 1999. The statute requires that fees generated by the operation of the Building Department for construction code enforcement activities be used only for the operation of that department and should be accounted for in a separate fund. Fees charged for construction code activities have not been increased since 2007. An increase will be presented to the City Council for adoption in 2018 to provide for adequate funding of the operations.

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

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

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

The *Airport Fund* is the mechanism by which we track the operation of the airport, including work accomplished by DPS personnel such as snow-plowing and contracted services for grass mowing. We also use these funds as match money for state and federal grants for Airport Capital Improvement Projects. In recent years, the General Fund has had to provide an operational subsidy to the Fund. Operations will be reviewed to determine if this can be eliminated in the future.

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

Enterprise Funds

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

In the *Wastewater Fund* we will continue working on last year's capital projects and an additional \$875,000 in projects this year. New investments in updated equipment and technology along with some reshaping of the organizational structure and responsibilities will result in long term cost reductions and enhanced operational efficiencies. An average 6.8% increase in wastewater system user fees will be implemented July 1, 2018.

The *Water Fund* continues to maintain a healthy financial position. The Water Fund's capital improvements for fiscal year 2019 amount to \$1.699 million. Efficiencies, updates and re-investments developed and implemented in Water Department operations over the past few years have resulted in long-term cost reductions. Fees and charges that support the Water system's operation will see increases that will be implemented July 1, 2018. The average increase to the City of Monroe customer will be 10.7%. The changes are further explained in the Water Department budget narrative that appears in the Enterprise Fund section of the document.

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

Internal Service Funds

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

The *Stores and Equipment Fund* rents and maintains cars, trucks and other equipment for the use of departments within the City. Revenue to operate this fund comes from equipment rental rates. For fiscal year 2010, the Police Department's vehicles came under the management of the Stores and Equipment operation. General use vehicles of all departments will be managed by this department in the future. The fund has the need to replace many large pieces of equipment in the future and rental rates charged by the fund or supplemental funding will be needed to keep the fund financially healthy. Past uses of this funds equity to fund non-motor pool activities have hurt the financial capacity of the fund.

The *Information Systems Fund* ensures that all computer equipment purchased is compatible and that staff is properly trained. Revenue from this fund comes from rental rates and user fees from various departments based upon various cost allocation methods. The IT function is supervised by the Assistant City Manager/Finance Director and the staffing of the function is provided by Monroe County through a contractual agreement. For fiscal year 2018-19, the fund will be adding two new positions to expand the City's use of GIS and to better manage the City's data with technology.

The *Employee Benefit Fund* handles all of the City's employment related insurance requirements including health care, workers compensation, life insurance, and long term disability, as well as termination pay. Departments are charged for their costs based upon their number of personnel and premiums charged per employee. The fund then bids out the insurance for the

entire city and covers all of the associated costs. Termination pay is a long-term liability that is fully funded. The termination pay benefit has been eliminated for all current employees. The only liability that remains is for terminated employees that have deferred their vested benefit in the retirement system.

The *Insurance Fund* is used to account for general property and liability insurance costs. Each fund contributes to the Insurance Fund based upon an allocation of the insurance premium costs and the Insurance Fund secures coverage for the entire city. Insurance deductible payments related to claims against the City are also paid from this fund.

Debt Service Fund

The *Debt Service Fund* is used to account for the retirement of various bond issues. The statutory debt limit by law is 10% of our State Equalized Value. The principal and interest payments on the bonds to be issued for the rehabilitation of the City bridges and the bonds issued for the DDA parking project will be paid from this fund. When bonds are issued to finance the construction of a new central fire station, the debt payments will be accounted for in this fund. The property tax millage approved for the bridge rehabilitation will be deposited into this fund for payment of the debt service installments related to the bridges.

Capital Project Fund

The *Capital Project Fund* is used to account for capital projects, which are large ticket items (at least \$10,000) and have a useful life of five years or more. The Capital Improvement Project budget was adopted in February as a planning tool. Funding for Capital Projects come from a variety of sources including the General Fund, Major and Local Street Funds, Water and Wastewater Funds and State and Federal grants. The Capital Project budget, as adopted by the City Council in February, is included in this budget recommendation. As you will recall, the Council adopted a fiscal year 2019 General Fund capital project budget of \$969,100. With the new Central Fire Station included, non-enterprise fund capital projects will exceed \$11.0 million.

Cemetery Fund

The *Cemetery Fund* was established to account for the Woodland Cemetery and allows us to record the revenue and expenditures associated with the contractual arrangement with Roselawn Cemetery to maintain Woodland Cemetery. The fund also accounts for the perpetual care funds that have been set aside for the cemetery.

Component Units

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

Trust Funds

The Post-Retirement Health Care Fund was established to fund future and present retiree health care costs. In 2012, the City Council created a trust to hold and invest funds to be set-aside and the funds already set-aside, to secure them from creditors and protect them from being used for other City purposes. The trust was also set up to protect the employee contributions that began to be made to the fund in 2013. The funding included in this budget for retiree health care costs is based on a per employee amount for each city employee. While the City had historically failed to adequately fund this liability, beginning in fiscal year 2013 the City Council began to fully fund the actuarially required contribution, using the revenue derived from the levy of the remaining Charter authorized millage. This funding has continued to be allocated through fiscal year 2016-17. As previously mentioned, the City issued bonds in June 2016 to fund approximately 82% of the unfunded liability. The Retiree Healthcare Trust was 84.7% funded as determined by the December 31, 2016 actuarial valuation.

Conclusion

The combination of Monroe being a mature, “built-out” community along with the statutory limitations on property tax growth and reductions in revenue sharing from the State of Michigan make revenue growth the number one issue for the City of Monroe to deal with. Certain expenditures increase at a greater percentage than our revenue. Infrastructure funding could be much higher than what we are able to budget.

Taxable values have seen some growth in recent years. State revenue sharing increases have been small and the revenue is still substantially less than what had been received about fifteen years ago. In addition to those concerns, we must now prepare ourselves for a possible property taxable value appeal from our top taxpayer. Fiscal caution and planning for our fiscal future will be important to keep the City’s budget picture fiscally sustainable.

Despite slow revenue growth, the City of Monroe has been able to maintain services and service quality at a relatively high level by developing and implementing more productive and lean service delivery methods and practices and implementing more innovative and progressive operational procedures. In partnership with the Mayor and Council and the members of our City workforce, we will continue to search for ways to implement additional efficiencies and improvements, as we continue to provide Monroe City residents, businesses and visitors with quality public services in the coming years.

It is with pride that I mention below the following awards the City has received. This recognition is something we can all be proud of and are clear indications of the teamwork and commitment to excellence exhibited by the staff.

- The Government Finance Officers Association of the United States and Canada (GFOA) has presented a “Certificate of Achievement for Excellence in Financial Reporting.” This is the seventeenth consecutive time the City of Monroe has received this prestigious award. The

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

- In 2017, the City of Monroe was recognized as one of 2017's best-performing small cities by the Milken Institute, an objective and nonpartisan research institute. Monroe was listed as #55 out of 201 chosen communities.
- The City of Monroe has been recognized by the Arbor Day Foundation as a 2017 Tree City USA in honor of its commitment to effective urban forest management.

Department Heads are to be congratulated for the continued initiative and the extra effort they have contributed while helping to develop this budget. Monroe City employees as a whole are also to be congratulated for their continued efforts to provide Monroe residents with high quality public services, especially during such challenging times and in the course of exceptionally dynamic organizational changes.

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

Sincerely,

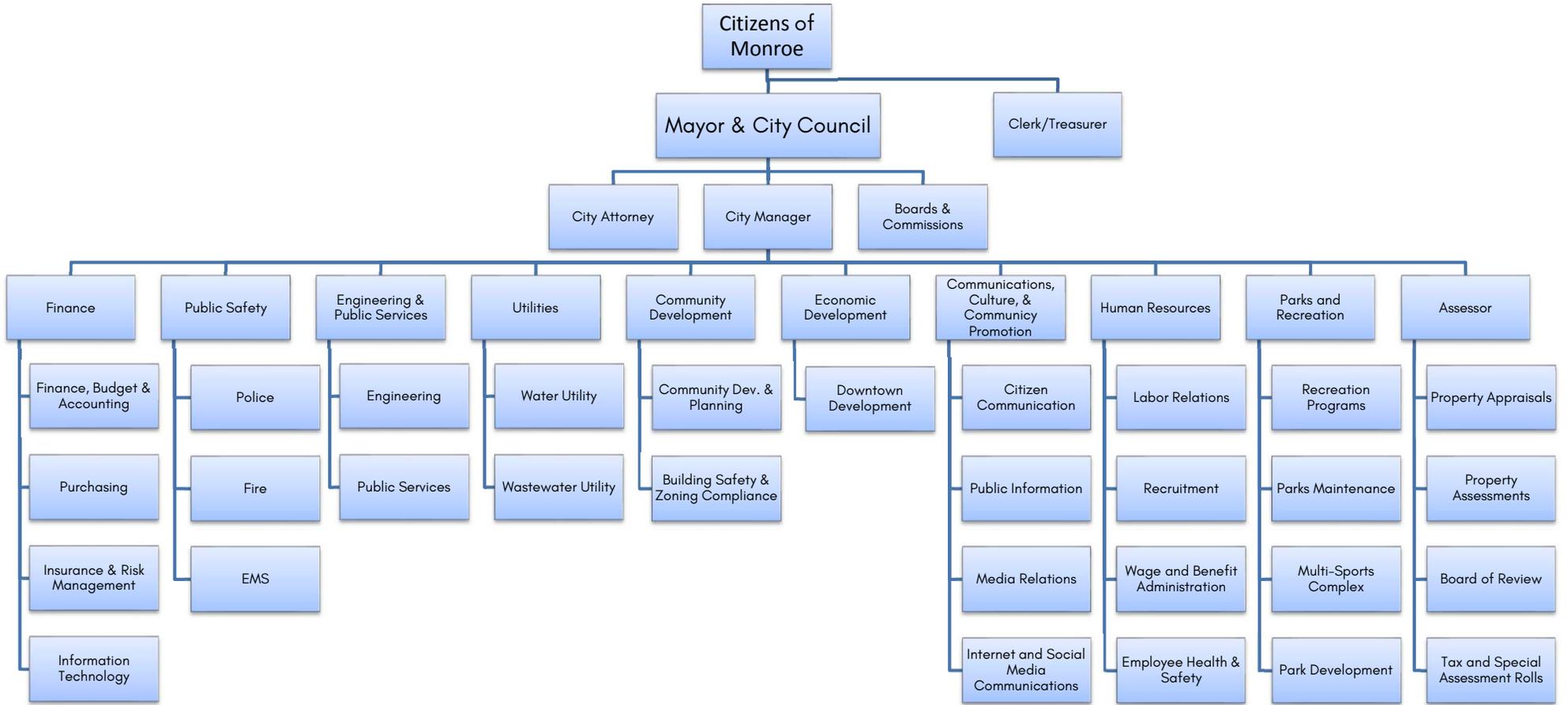


Vincent Pastue
City Manager



Organizational Chart

CITY OF MONROE ORGANIZATIONAL CHART





Financial Policies

City of Monroe
Financial Policies
Adopted January 12, 2004

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

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

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



CITY OF
MONROE
Michigan

GENERAL FUND

**GENERAL FUND
FUND BALANCE TREND**

	Actual FY14-15	Actual FY15-16	Actual FY16-17	Amended Budget FY17-18	Projected Budget FY17-18	Budget Request FY18-19	Projected Budget FY19-20	Projected Budget FY20-21
REVENUE:								
General Revenue:								
General Government	\$15,968,508	\$ 41,133,117	\$ 17,491,563	\$ 18,823,687	\$ 18,795,562	\$ 18,670,545	\$ 19,054,242	\$ 19,409,503
Service Revenue:								
General Government	937,804	990,761	948,744	943,516	948,316	956,636	978,068	1,014,068
Public Safety	316,646	274,692	299,459	303,312	310,312	328,216	333,061	337,984
Public Works	74,463	71,104	79,225	71,000	76,500	76,500	76,500	76,500
Recreation & Culture	464,198	415,427	306,197	85,582	94,467	96,782	96,782	96,782
Operating Grants:								
Public Safety	47,418	65,388	18,470	16,000	16,000	16,000	16,000	16,000
Public Works	-	-	-	-	5,000	-	-	-
Economic Development	8	-	10,000	225,050	224,300	50,000	50,000	50,000
Capital Grants								
Public Safety	-	17,000	-	2,000	2,000	-	-	-
Economic Development	-	-	-	4,986,200	4,986,200	-	-	-
Total Revenue	17,809,045	42,967,489	19,153,658	25,456,347	25,458,657	20,194,679	20,604,653	21,000,837
Total Expenditures	17,506,908	18,594,878	43,528,757	25,456,347	25,458,657	20,285,747	20,729,941	21,040,571
Excess (Deficiency) of Revenues over Expenditures	302,137	24,372,611	(24,375,099)	-	-	(91,068)	(125,288)	(39,734)
Beginning Fund Balance	3,790,217	4,092,354	4,054,164	4,089,879	4,089,879	4,089,879	3,998,811	3,873,523
Restricted Fund Balance	-	(24,410,801)	24,410,801	-	-	-	-	-
Ending Fund Balance	\$4,092,354	\$ 4,054,164	\$ 4,089,879	\$ 4,089,879	\$ 4,089,879	\$ 3,998,811	\$ 3,873,523	\$ 3,833,789

**GENERAL FUND
REVENUE DETAIL**

	Actual FY15-16	Actual FY16-17	Amended Budget FY17-18	Projected Actual FY17-18	Adopted Budget FY18-19	Projected Budget FY19-20	Projected Budget FY20-21
General Revenue							
General Government							
Real Property Taxes	11,456,705	11,812,692	12,965,000	12,960,417	13,345,752	13,612,667	13,884,920
Real Property Taxes-Fire Station	-	-	415,675	413,707	427,737	436,292	445,018
Real Property Taxes-Econ Dev	-	-	45,900	45,405	46,232	46,144	46,144
Real Property Taxes - Prhc	470,329	484,922	-	-	-	-	-
Tif Capture Real Property	(281,824)	(286,550)	(266,821)	(268,619)	(277,230)	(282,775)	(288,431)
Personal Property Taxes	1,400,767	863,770	917,000	924,675	940,919	940,919	940,919
Personal Property Taxes-Fire Station	-	-	29,097	29,636	30,157	30,157	30,157
Personal Property Tax-Econ Dev	-	-	3,213	3,273	3,260	3,260	3,260
Personal Property Taxes - Prhc	57,494	35,276	-	74	-	-	-
Tif Capture-Personal Property	(8,233)	(2,875)	2,478	2,187	-	-	-
Industrial Facilities Tax	405,935	192,744	165,421	165,420	122,965	122,965	122,965
Industrial Facilities Tax - Fire Station	-	-	5,301	5,302	3,941	3,941	3,941
Industrial Facilities Tax-Econ Dev	-	-	584	585	426	426	426
Industrial Facilities Tax-Prhc	16,662	7,911	-	-	-	-	-
Payment In Lieu Of Taxes	29,040	30,594	81,000	54,000	55,080	56,182	57,306
Int & Pen Delinquent Taxes	68,275	50,457	60,000	65,000	66,300	67,626	68,979
Property Tax Admin Fee	486,171	484,661	505,570	506,000	513,590	523,862	534,339
Cab Driver Licenses	80	-	-	-	-	-	-
Vendor License	1,420	825	1,000	800	800	800	800
Zoning Permits	7,900	12,550	10,000	11,000	11,000	11,000	11,000
Mobile Food Vending License Fee	-	250	600	600	600	600	600
Other Licenses & Permits	31,985	18,100	20,000	23,000	21,000	21,000	21,000
Lcsa Appropriation/Ppt Exempt Reimb	-	1,192,276	1,211,901	1,211,901	645,000	645,000	645,000
State Rev Share-Sales Tax	1,872,372	1,963,333	1,990,000	1,990,000	2,029,800	2,070,396	2,111,804
State Rev Share-Liquor License	16,112	16,473	16,400	16,400	16,400	16,400	16,400
Interest On Investments	67,104	101,792	150,000	150,000	200,000	250,000	275,000
Rent-Land	9,215	9,090	-	-	6,500	6,500	6,500
Rent-Buildings	52,575	47,010	36,168	36,168	37,116	37,680	38,256
Franchise Fees	336,660	335,704	330,000	320,000	316,000	316,000	316,000
Right Of Way Fee	70,901	69,219	70,000	70,000	70,000	70,000	70,000
Sale Of Assets	-	6,000	38,000	38,431	5,000	5,000	5,000
Contrib From Private Source	-	500	-	-	-	-	-
Reimb-Other	30	40	2,000	2,000	2,000	2,000	2,000
Refunds/Rebates	7,604	8,839	8,000	8,000	10,000	10,000	10,000
Trnsfr In-Grant Fund	-	10,000	-	-	-	-	-
Transfer In-Dda	-	-	10,000	10,000	20,000	30,000	30,000
Miscellaneous Revenue	166	25,960	200	200	200	200	200
Loan Proceeds	24,557,672	-	-	-	-	-	-
Total General Revenue	41,133,117	17,491,563	18,823,687	18,795,562	18,670,545	19,054,242	19,409,503
Service Revenue							
General Government							
Witness Fees	38	-	50	50	50	50	50
Zoning Board Of Appeals Fees	1,250	3,000	2,500	3,000	3,000	3,000	3,000
Plans & Specifications Review	2,131	1,857	2,000	2,000	2,000	2,000	2,000
Enhanced Access Fee	8,399	10,516	10,000	10,000	10,000	10,000	10,000
Admin Services-Water Fund	459,480	459,888	433,403	433,403	457,562	470,629	483,805
Admin Services-Wastewater Fund	351,641	327,049	313,551	313,551	325,132	330,976	349,583
Admin Services - Refuse	59,791	61,504	64,995	64,995	69,283	69,628	71,180
Admin. Svc. - Building Safety	37,005	39,158	42,972	42,972	42,060	43,219	44,495
Admin Service Fee - Stores & Equipment	38,829	36,431	36,845	36,845	37,249	38,166	39,455
Duplicating Charge	42	217	500	500	500	500	500
Sales-Miscellaneous	138	98	300	100	100	100	100
Plans And Specifications Sales	386	380	1,000	1,000	1,000	1,000	1,000
Vending Commissions/Sales	1,101	1,325	1,400	1,400	1,400	1,400	1,400
Other Charges For Services	23,446	1,635	4,000	8,500	1,500	1,500	1,500
Penalties	2,333	9728	1,000	1,000	1,000	1,000	1,000

	Actual	Actual	Amended	Projected	Adopted	Projected	Projected
	FY15-16	FY16-17	Budget	Actual	Budget	Budget	Budget
			FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Miscellaneous Revenue	4,751	4,714	29,000	29,000	4,800	4,900	5,000
Total General Government	990,761	948,744	943,516	948,316	956,636	978,068	1,014,068
Public Safety							
Excavation Permit	5,450	4,850	6,000	6,000	6,000	6,000	6,000
Police Liaison	72,800	101,158	80,000	80,000	90,000	91,800	93,636
Emergency Medical Service Fees	133	933	-	-	-	-	-
Fire Inspection Fees	4,665	1,925	5,000	10,000	10,000	10,000	10,000
Plans & Specifications Review	9,700	10,500	12,000	12,000	12,000	12,000	12,000
Sex Offender Registration Fee	640	120	450	450	450	450	450
Police/Fire Service-Water	97,852	99,803	100,362	100,362	102,266	104,311	106,398
Ouil Fines	934	9,381	5,000	7,000	7,500	8,000	8,500
Penal Fines	62,704	55,801	55,000	55,000	60,000	60,000	60,000
Civil Fines	6,500	1,450	1,500	1,500	1,500	1,500	1,500
Zoning/Blight Fines	2,350	3,250	3,000	3,000	3,000	3,000	3,000
Reimb-Demolitions	85	-	25,000	25,000	25,000	25,000	25,000
Miscellaneous Revenue	10,879	10,288	10,000	10,000	10,500	11,000	11,500
Total Public Safety	274,692	299,459	303,312	310,312	328,216	333,061	337,984
Public Works							
Blight Pickup	16,388	13,610	15,000	20,000	20,000	20,000	20,000
Weed Cutting	35,819	37,394	30,000	30,000	30,000	30,000	30,000
Charges For Services-Banners	750	1,700	1,000	1,500	1,500	1,500	1,500
Miscellaneous Revenue	18,147	26,521	25,000	25,000	25,000	25,000	25,000
Total Public Works	71,104	79,225	71,000	76,500	76,500	76,500	76,500
Recreation & Culture							
Skate Sharpening	2,309	1,554	-	-	-	-	-
Youth Ball Program	19,341	17,197	21,000	21,000	21,000	21,000	21,000
Adult Ball Program	39,910	33,775	42,000	40,000	42,000	42,000	42,000
Adult Volleyball	5,306	5,470	5,200	5,200	5,200	5,200	5,200
Youth Basketball	-	125	500	-	-	-	-
Football Program	40	-	-	865	1,200	1,200	1,200
Track Program	156	1,002	700	700	700	700	700
Tennis Program	159	429	400	400	400	400	400
Skating Lessons	8,041	8,035	-	-	-	-	-
Sales-Concessions	28,456	15,184	-	-	-	-	-
Sales-Pro Shop	2,644	2,612	-	-	-	-	-
Sales-Miscellaneous	238	494	-	20	-	-	-
Admission-Public Skating	18,212	14,491	-	-	-	-	-
Admission-Drop In Hockey	10,801	12,384	-	-	-	-	-
Admission-Sports Camp	60	-	-	-	-	-	-
Admission - Inflatables	34,804	2,825	-	-	-	-	-
Rent-Park Facilities	6,620	6,936	7,282	7,282	7,282	7,282	7,282
Rent-Ice Surface	181,601	160,283	-	-	-	-	-
Rent-Dry Floor	16,844	2,719	-	-	-	-	-
Rent-Meeting Room	16	-	-	-	-	-	-
Rent-Ice Skates	5,124	4,026	-	-	-	-	-
Rent-Lockers	25	-	-	-	-	-	-
Rent-Advertising Space	4,407	1,888	-	-	-	-	-
Commissions-Video Games	1,463	249	-	-	-	-	-
Commissions-Vending Machines	2,678	1,521	-	-	-	-	-
Miscellaneous Revenue	8,618	12,998	8,500	19,000	19,000	19,000	19,000
Mmsc Miscellaneous Revenue	17,554	-	-	-	-	-	-
Total Recreation & Culture	415,427	306,197	85,582	94,467	96,782	96,782	96,782
Total Service Revenue	1,751,984	1,633,625	1,403,410	1,429,595	1,458,134	1,484,411	1,525,334
Operating Grants							
Public Safety							
Miscellaneous Federal Grants	44,528	-	-	-	-	-	-
Police Training-Act 302	10,455	7,939	8,000	8,000	8,000	8,000	8,000
Contrib Monroe County	9,655	10,531	8,000	8,000	8,000	8,000	8,000

	Actual FY15-16	Actual FY16-17	Amended Budget FY17-18	Projected Actual FY17-18	Adopted Budget FY18-19	Projected Budget FY19-20	Projected Budget FY20-21
Contrib From Private Source	750	-	-	-	-	-	-
Total Public Safety	65,388	18,470	16,000	16,000	16,000	16,000	16,000
Public Works							
Contrib From Private Source	-	-	-	5,000	-	-	-
Total Public Works	-	-	-	5,000	-	-	-
Economic Development							
Mshda Blight Elimination Grant		-	174,300	174,300	-	-	-
Miscellaneous State Grants		10,000	-	-	-	-	-
Contribution-Other Government		-	50,000	50,000	50,000	50,000	50,000
Contribution from Private Source	-	-	750	-	-	-	-
Total Economic Development	-	10,000	225,050	224,300	50,000	50,000	50,000
Total Operating Grants	65,388	28,470	241,050	245,300	66,000	66,000	66,000
Capital Grants							
Public Safety							
Equipment Grant	17,000	-	2,000	2,000	-	-	-
Total Public Safety	17,000	-	2,000	2,000	-	-	-
Economic Development							
Dnr Trust Fund Grant	-	-	4,986,200	4,986,200	-	-	-
Total Economic Development	-	-	4,986,200	4,986,200	-	-	-
Total Capital Grants	17,000	-	4,988,200	4,988,200	-	-	-
Total General Fund Revenue	42,967,489	19,153,658	25,456,347	25,458,657	20,194,679	20,604,653	21,000,837

GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY15-16	Actual FY16-17	Amended Budget FY17-18	Projected FY17-18	Adopted Budget FY18-19	Projected Budget FY19-20	Projected Budget FY20-21	Pct of Budget
Mayor And Council	125,351	122,828	126,389	128,519	133,489	134,110	134,361	0.66%
City Manager	326,896	748,851	496,343	489,980	280,859	283,549	284,831	1.38%
Communications, Culture, Promotion	67,675	143,202	156,957	154,207	132,567	133,625	133,535	0.65%
Elections	40,622	27,240	25,083	31,925	35,861	32,861	35,861	0.18%
Clerk/Treasurer	421,821	1,370,063	410,989	400,525	430,985	402,997	413,499	2.12%
Assessor's Office	374,067	1,320,181	327,965	327,864	370,237	377,006	381,090	1.83%
Board Of Review	937	1,335	1,615	1,615	1,615	1,615	1,615	0.01%
Attorney's Office	139,778	209,688	156,722	156,722	321,150	321,150	321,150	1.58%
Audit	44,699	40,475	41,847	41,847	44,857	45,754	46,669	0.22%
Finance	495,141	871,903	379,147	377,641	413,980	430,080	424,256	2.04%
Human Resources	324,402	264,022	284,782	285,097	277,755	287,631	296,082	1.37%
Engineering	336,790	554,883	229,626	247,688	181,768	222,664	232,084	0.90%
Police Operating	563,932	536,353	600,335	600,335	646,351	657,914	670,397	3.19%
Police Training	10,455	9,539	8,000	8,000	8,000	8,000	8,000	0.04%
Liquor Law Enforcement	12,394	12,027	18,721	18,721	16,400	16,400	16,400	0.08%
Public Safety Division Personnel	8,521,580	22,779,048	7,678,606	7,700,526	7,009,226	7,228,143	7,377,384	34.55%
Fire Operating	268,873	350,686	304,312	306,012	304,564	301,303	305,487	1.50%
DPS General Operations	1,344,648	4,659,903	1,294,369	1,259,537	1,401,293	1,434,488	1,475,940	6.91%
Forestry	524,137	627,421	520,085	490,085	495,794	496,202	496,619	2.44%
Parks & Playgrounds	595,576	1,257,489	631,264	605,242	642,549	657,069	666,268	3.17%
Port Of Monroe	-	-	400,000	400,000	400,000	400,000	400,000	1.97%
City Hall/Grounds	261,199	341,354	250,829	258,937	259,836	267,020	274,738	1.28%
Planning Commission	2,098	3,137	4,785	5,065	5,959	5,959	5,959	0.03%
Community Development	232,276	1,201,684	4,853,695	4,920,733	254,884	232,559	240,151	1.26%
Historical District Commission	69	150	3,200	3,200	3,200	3,200	3,200	0.02%
Zoning/Ordinance Enforcement	265,390	251,160	886,919	878,706	252,094	258,069	264,324	1.24%
Economic Development	-	-	-	-	206,629	211,793	214,066	1.02%
Administration & General	193,747	656,458	225,424	254,323	229,508	237,436	244,014	1.13%
Multi-Sports Complex	1,016,716	955,103	603,505	603,505	520,804	524,329	528,183	2.57%
Parks And Rec. Programs	90,791	88,857	112,575	113,025	103,402	103,429	103,457	0.51%
Non-Departmental	1,992,818	4,123,716	4,422,258	4,389,075	4,900,131	5,013,586	5,040,951	24.16%
Total	18,594,878	43,528,756	25,456,347	25,458,657	20,285,747	20,729,941	21,040,571	100.00%

GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION

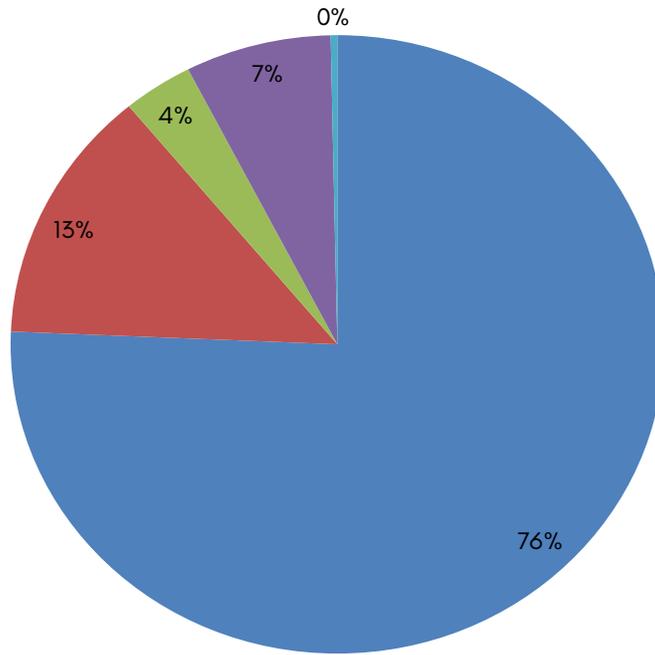
Description	Actual FY15-16	Actual FY16-17	Amended Budget FY17-18	Projected FY17-18	Adopted Budget FY18-19	Projected Budget FY19-20	Projected Budget FY20-21	Pct of Budget
PERSONNEL								
Full Time Salaries & Wages	\$ 6,010,951	\$ 6,363,499	\$ 6,846,504	\$ 6,776,215	\$ 6,896,053	\$ 7,109,600	\$ 7,296,071	33.99
Part Time Salaries & Wages	360,962	367,204	354,699	330,131	338,893	338,893	338,893	1.67
Overtime	565,626	630,427	616,325	659,975	471,516	478,507	472,733	2.32
Overtime-Part-Time	162	-	-	-	-	-	-	0.00
Shift Premium	24,133	23,591	25,000	25,000	25,000	25,000	25,000	0.12
Clothing Allowance	26,459	25,322	25,350	25,350	24,700	24,700	24,700	0.12
Food Allowance	3,687	4,050	4,050	4,050	3,600	3,600	3,600	0.02
Car Allowance	6,000	6,500	8,400	8,400	8,400	8,400	8,400	0.04
Uniform Allowance	29,736	31,594	22,100	22,100	32,600	32,600	32,600	0.16
Longevity	56,582	46,981	45,843	45,559	42,903	44,280	46,573	0.21
Sick Pay Bonus	80,454	78,774	108,919	115,898	106,538	111,606	116,562	0.53
On Call Bonus	2,000	1,500	1,500	1,500	1,500	1,500	1,500	0.01
Team Callout Pay	3,348	2,860	3,120	3,120	2,400	2,400	2,400	0.01
Report Time Pay	9,154	9,898	10,000	10,000	10,000	10,000	10,000	0.05
Holiday Pay	169,400	187,153	199,200	199,200	214,123	222,376	229,885	1.06
Fees & Per Diem	19,405	16,910	14,000	15,000	19,900	19,900	19,900	0.10
Proficiency Pay	192,761	26,897	25,650	25,650	22,100	22,100	22,100	0.11
Waiver-Health Insurance	20,687	19,762	29,000	27,963	29,438	29,438	29,438	0.15
Fica	193,693	202,294	232,497	224,843	230,955	234,074	238,458	1.14
Medicare	104,862	109,561	121,499	120,101	119,239	122,557	125,483	0.59
Life Insurance	26,975	22,641	25,443	25,443	24,864	24,922	25,016	0.12
Disability Insurance	1,891	1,852	2,961	2,961	2,867	2,867	2,867	0.01
Workers' Comp Insurance	130,651	133,369	153,549	153,510	150,802	158,146	165,704	0.74
Unemployment	2,423	-	-	-	-	-	-	0.00
Medical Insurance	834,510	809,291	899,325	1,003,262	991,727	1,035,403	1,085,471	4.89
Flexible Benefit Plan	101	70	-	-	60	60	60	0.00
Prescription Insurance	76,020	78,200	114,192	-	-	-	-	0.00
Dental Insurance	75,083	75,512	90,429	82,119	81,088	81,317	82,135	0.40
Post Retirement Health Care	2,514,938	24,843,759	593,258	593,258	457,216	448,280	448,280	2.25
Retiree Healthcare Savings Plan	50,017	64,921	83,309	78,947	87,278	90,810	92,600	0.43
Pension Contribution	1,626,859	1,776,135	1,765,487	1,766,837	1,510,258	1,541,210	1,570,650	7.44
Deferred Compensation	5,142	14,123	14,627	14,400	15,002	15,002	15,002	0.07
PERSONNEL	13,224,672	35,974,650	12,436,236	12,360,792	11,921,020	12,239,548	12,532,081	58.77
SUPPLIES								
Office Supplies	30,651	33,187	25,575	24,552	25,110	25,135	25,160	0.12
Copies	4,626	4,984	6,210	7,785	7,275	6,675	6,675	0.04
Postage	22,934	19,781	22,735	24,300	25,175	25,275	25,375	0.12
Operating Supplies	182,432	160,727	187,537	203,606	175,800	172,800	175,800	0.87
Operating Supplies - Vehicles	22,624	14,003	13,000	13,000	13,000	13,000	13,000	0.06
Ammunition	10,412	9,684	8,500	8,500	9,000	9,000	9,000	0.04
Uniforms/Clothing	48,295	37,768	38,437	38,437	33,787	33,787	33,787	0.17
Quarters Supplies	3,288	5,496	5,000	6,000	5,000	5,000	5,000	0.02
Safety Equipment	4,291	7,642	5,000	5,000	5,000	5,000	5,000	0.02
Fire Prevention Supplies	3,824	4,394	4,500	4,500	4,500	4,500	4,500	0.02
Medical Supplies	7,969	13,667	9,500	9,500	9,500	9,500	9,500	0.05
De-Icing Agent	2,451	2,401	2,500	2,500	2,500	2,500	2,500	0.01
Crime Prevention Supplies	-	377	1,200	1,200	6,800	7,000	7,000	0.03
SUPPLIES	343,797	314,111	329,694	348,880	322,447	319,172	322,297	1.59
OTHER OPERATING								
Mileage	370	393	700	700	700	700	700	0.00
Planting Materials	2,067	5,066	7,000	7,000	6,000	6,000	6,000	0.03
Vending Supplies	1,012	1,306	1,400	1,400	1,400	1,400	1,400	0.01
Uniform/Clothing Allowance	-	-	12,350	12,350	10,400	10,400	10,400	0.05
Repair & Maint Supplies	29,044	63,184	52,500	52,500	52,500	52,500	52,500	0.26
Resale Merch - Pro Shop	1,823	8,775	-	-	-	-	-	0.00
Resale Merch - Concessions	20,779	32,786	-	-	-	-	-	0.00
Info Sys User Fee	172,129	178,484	206,854	207,054	319,611	334,309	334,569	1.58
Legal Services	211,697	240,064	116,000	116,000	118,000	118,000	118,000	0.58
Actuarial Services	3,000	13,000	7,500	7,500	6,000	6,000	6,000	0.03

Description	Actual FY15-16	Actual FY16-17	Budget FY17-18	Projected FY17-18	Budget FY18-19	Budget FY19-20	Budget FY20-21	Pct of Budget
Audit Services	44,699	40,475	41,847	41,847	44,857	45,754	46,669	0.22
General Contract Services	373,005	825,355	5,071,461	5,175,890	316,997	267,797	222,610	1.56
Demolition Service	131,993	17,493	724,300	724,300	75,000	75,000	75,000	0.37
Personnel	165,121	130,920	1,532	1,532	-	-	-	0.00
Employee Physicals	8,625	11,837	10,000	10,000	10,000	10,000	10,000	0.05
Contractual - Ptax Sharing	5,454	5,454	5,754	5,754	6,142	6,265	6,390	0.03
Transaction Processing Costs	3,000	-	-	-	-	-	-	0.00
City Property Grass Mowing Services	112,217	122,705	125,000	125,000	114,000	118,000	120,000	0.56
High Grass/Weed Mowing Services	24,120	21,658	25,000	20,000	25,000	25,000	25,000	0.12
Bond Issue Costs	146,871	317	-	-	-	-	-	0.00
Legal Services-Outside Counsel	-	-	30,000	30,000	195,000	195,000	195,000	0.96
Legal Services-Prosecution	-	-	45,000	45,000	45,000	45,000	45,000	0.22
Witness Fees	138	79	150	150	100	100	100	0.00
Legal Services-Civil Service Commission	-	1,037	2,000	2,000	2,000	2,000	2,000	0.01
Telephone	62,111	58,158	52,870	53,370	49,843	49,843	49,843	0.25
Training & Travel	64,671	78,615	101,558	95,358	91,383	91,383	90,683	0.45
Prisoner Transfer	-	-	100	100	-	-	-	0.00
Recruiting	3,809	62	1,100	1,100	700	700	700	0.00
Community Promotion	26,058	38,570	46,345	45,352	49,750	49,750	49,750	0.25
Awards & Gifts	324	110	500	500	500	500	500	0.00
Publishing/Advertising	22,218	33,955	24,295	24,875	25,870	25,880	25,890	0.13
Insurance Premium	121,561	12,082	35,356	35,356	53,527	81,083	109,190	0.26
Electric	200,511	177,554	132,010	132,010	116,200	117,750	119,300	0.57
Street Lighting	418,036	451,612	450,000	450,000	455,000	460,000	465,000	2.24
Natural Gas	71,842	62,913	41,700	41,700	38,400	39,450	40,500	0.19
Water & Wastewater	24,108	25,458	24,500	23,500	19,350	19,600	19,850	0.10
Maintenance - Buildings	88,116	97,044	114,003	117,574	99,500	99,500	99,500	0.49
Maintenance - Equipment	60,414	42,239	19,650	19,650	12,800	12,800	12,800	0.06
Maintenance - Vehicles	33,359	56,936	24,000	24,000	25,000	15,000	15,000	0.12
Maintenance - Radios	5,247	6,987	7,000	7,000	7,000	7,000	7,000	0.03
Maintenance - Office Equipment	6,558	6,415	8,285	8,285	8,290	8,090	8,090	0.04
Rental-Vehicle	330,195	358,139	387,000	387,000	400,767	400,767	400,767	1.98
Rental-Building	478,856	483,988	486,682	486,682	486,241	487,655	488,847	2.40
Rental-Equipment	297,177	286,560	241,459	251,950	252,878	240,039	236,899	1.25
Miscellaneous Expense	(6)	1	-	-	-	-	-	0.00
Property Taxes	3,364	2,322	4,087	4,087	1,300	1,300	1,300	0.01
Port Of Monroe Operations	-	-	400,000	400,000	400,000	400,000	400,000	1.97
Licenses, Fees & Permits	16,809	14,752	24,823	33,598	25,575	25,275	25,475	0.13
Fiscal Agent Fee	-	-	-	700	-	-	-	0.00
Reference Material	7,217	6,750	9,042	11,115	10,465	10,740	10,765	0.05
Memberships & Dues	34,381	23,771	29,901	23,680	22,545	23,370	23,395	0.11
Michigan Municipal League	6,927	6,948	7,000	7,000	7,100	7,150	7,200	0.03
SEMCOG	1,351	1,341	1,400	1,400	1,400	1,400	1,400	0.01
TMACOG	4,603	4,689	5,263	5,263	4,400	4,500	4,600	0.02
City Share SAD	138,727	134,402	132,213	128,870	130,000	130,000	130,000	0.64
Refund - Bor Settlement	28,424	18,904	25,000	25,000	25,000	25,000	25,000	0.12
Program Exp-Sports Complex	680	23	-	-	-	-	-	0.00
Program Exp-Hockey	725	2,699	-	-	-	-	-	0.00
Program Exp-Inflatables	10,380	828	4	4	-	-	-	0.00
Grant-Lesow Comm Ctr	140,000	140,000	140,000	140,000	70,000	70,000	70,000	0.35
Grant-Mpact	168,330	167,852	165,000	165,000	158,000	158,000	158,000	0.78
Grant-Monroe Cnty Library Sys	57,500	57,500	57,500	57,500	57,500	57,500	57,500	0.28
Loss in fair value of land inventory	384,138	-	-	-	-	-	-	0.00
Cash (Over)/Short	-	(20)	-	-	-	-	-	0.00
Contingencies	-	-	137,580	50,040	1,912,500	1,912,500	1,912,500	9.43
OTHER OPERATING	4,775,885	4,580,547	9,823,574	9,844,596	6,367,491	6,352,750	6,344,582	31.39
CAPITAL OUTLAY								
Operating Equipment	42,149	132,937	79,019	83,019	65,000	65,000	65,000	0.32
Office Equipment & Furniture	-	-	200	8,200	-	-	-	0.00
CAPITAL OUTLAY	42,149	132,937	79,219	91,219	65,000	65,000	65,000	0.32
FORCE LABOR & EXPENDITURE CREDITS								
F/L Engineering	-	-	-	8,000	10,000	10,000	10,000	0.05
F/L Construction	485,848	471,336	393,084	312,500	333,000	333,000	333,000	1.64
Exp Cr-General Fund Departments	(457,810)	(471,336)	(393,084)	(319,500)	(337,000)	(333,000)	(333,000)	(1.66)
Exp Cr-Major Street Fund	(235,752)	(260,566)	(254,100)	(223,289)	(187,400)	(197,400)	(197,400)	(0.92)

Description	Actual FY15-16	Actual FY16-17	Budget FY17-18	Projected FY17-18	Budget FY18-19	Budget FY19-20	Budget FY20-21	Pct of Budget
Exp Cr-Local Street Fund	(241,114)	(302,521)	(221,000)	(255,129)	(265,000)	(236,000)	(236,000)	(1.31)
Exp Cr-Refuse Fund	(128,088)	(141,063)	(188,000)	(194,249)	(196,500)	(200,500)	(204,500)	(0.97)
Exp Cr-Parking Fund	(14,215)	(26,156)	(20,000)	(19,500)	(20,000)	(20,000)	(20,000)	(0.10)
Exp Cr-Grant Fund	(74,541)	(65,249)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(0.37)
Exp Cr-Airport Fund	(18,966)	(14,086)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(0.09)
Exp Cr-Capital Project Fund	(41,133)	(27,743)	(34,000)	(24,000)	(20,000)	(20,000)	(20,000)	(0.10)
Exp Cr-Wastewater Fund	(13,332)	(10,645)	(13,000)	(27,880)	(15,000)	(10,000)	(10,000)	(0.07)
Exp Cr-Water Fund	(116,643)	(201,020)	(130,000)	(131,007)	(117,000)	(110,000)	(110,000)	(0.58)
Exp Cr-Stores & Equipment Fund	-	(15,040)	(8,000)	(25,000)	(15,500)	(16,000)	(16,000)	(0.08)
Exp Cr-Expendable Trust Fund	(4,530)	(2,720)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(0.01)
Expenditure Credit - DDA	-	-	-	-	-	-	-	-
Expenditure Credit - BRA	(6,094)	(6,284)	(5,700)	(6,200)	(5,800)	(5,950)	(6,050)	(0.03)
Expenditue Credit-Chargeback	4,500	-	-	-	-	-	-	0.00
FORCE LABOR & EXP. CREDITS	(861,870)	(1,073,093)	(968,800)	(1,000,254)	(931,200)	(900,850)	(904,950)	(4.59)
DEBT SERVICE								
Principal-City Hall	25,570	115,296	-	-	-	-	-	0.00
Principal-Fire	-	-	-	-	-	62,468	64,967	0.00
Principal-OPEB Bond	-	978,756	871,542	871,542	881,918	895,752	909,586	4.35
Interest-Adv From Other Funds	8,160	7,154	7,154	7,154	7,154	7,154	7,154	0.04
Interest - City Hall	6,832	7,916	-	-	-	-	-	0.00
Interest-Fire	-	-	-	-	-	30,000	27,501	0.00
Interest-OPEB Bond	-	625,321	733,364	733,364	722,644	709,945	695,523	3.56
DEBT SERVICE	40,562	1,734,443	1,612,060	1,612,060	1,611,716	1,705,319	1,704,731	7.95
OPERATING TRANSFERS								
Transfer Out-Major St	46,800	192,000	-	-	-	-	-	0.00
Transfer Out-Local St	288,200	178,000	-	-	390,000	-	-	1.92
Transfer Out-Airport	18,966	36,200	28,041	60,041	40,000	40,000	40,000	0.20
Transfer Out-Debt Service	23,080	22,660	67,187	67,187	67,630	66,668	70,653	0.33
Transfer Out-Capital Project	585,500	1,349,301	1,954,136	1,979,136	401,643	812,334	836,177	1.98
Transfers Out - Info. Systems Fund	38,137	-	-	-	-	-	-	0.00
Transfer Out - Stores & Equipment	-	57,000	65,000	65,000	-	-	-	0.00
Transfer Out-Cemetery	29,000	30,000	30,000	30,000	30,000	30,000	30,000	0.15
OPERATING TRANSFERS	1,029,683	1,865,161	2,144,364	2,201,364	929,273	949,002	976,830	4.58
TOTAL APPROPRIATIONS	\$ 18,594,878	\$ 43,528,756	\$ 25,456,347	\$ 25,458,657	\$ 20,285,747	\$ 20,729,941	\$ 21,040,571	100.00

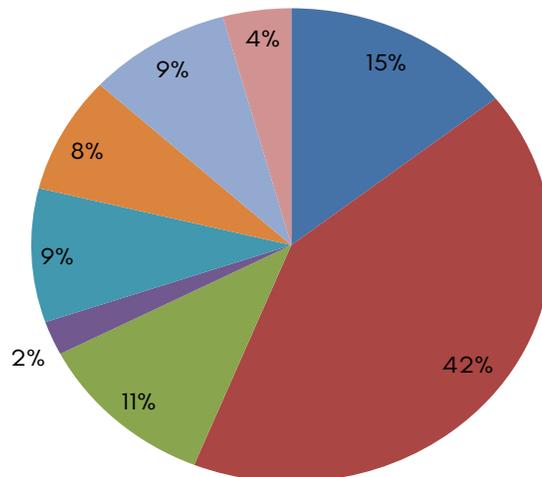
General Fund Revenue Sources

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

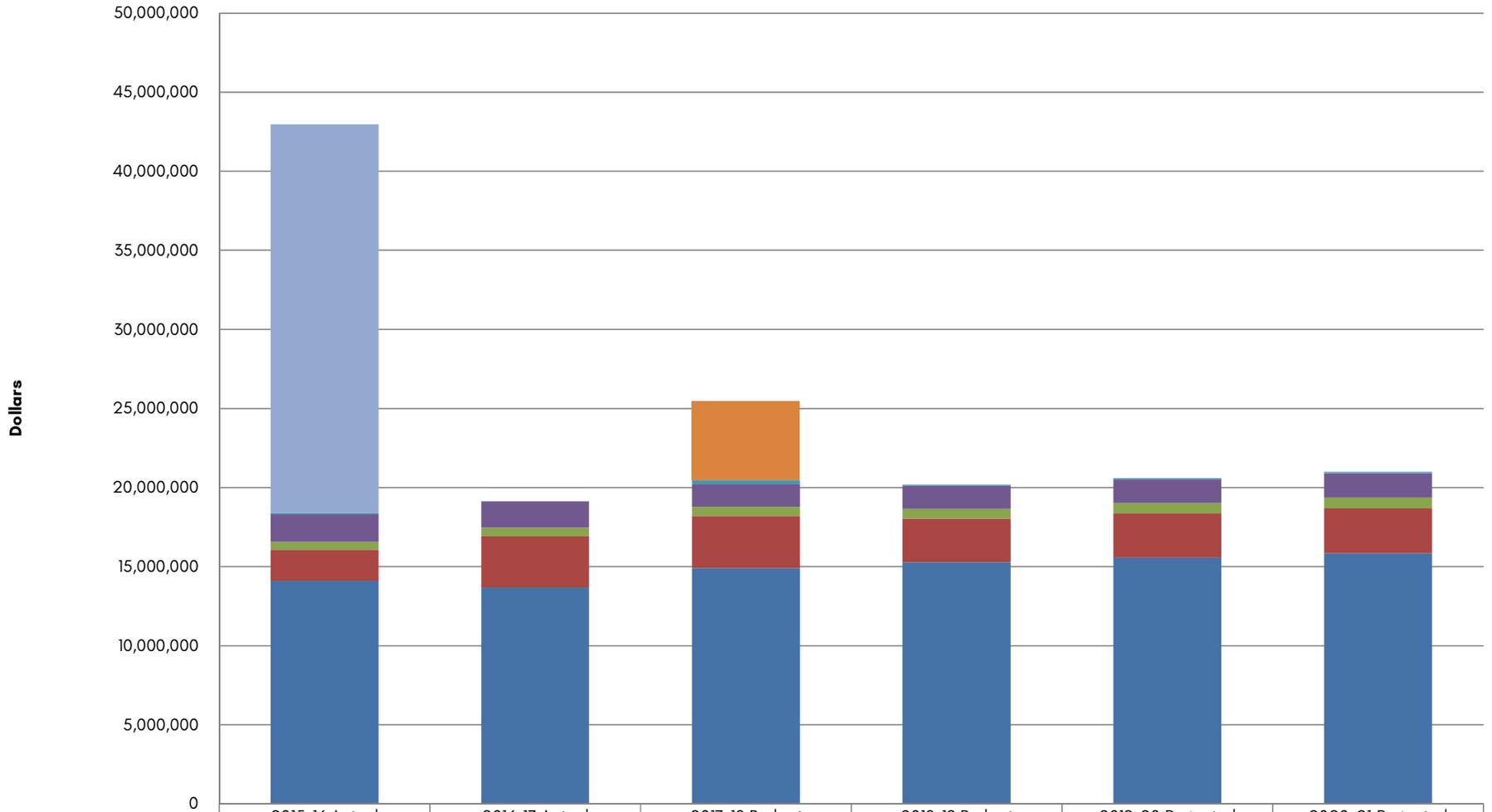


General Fund Expenditures by Function

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

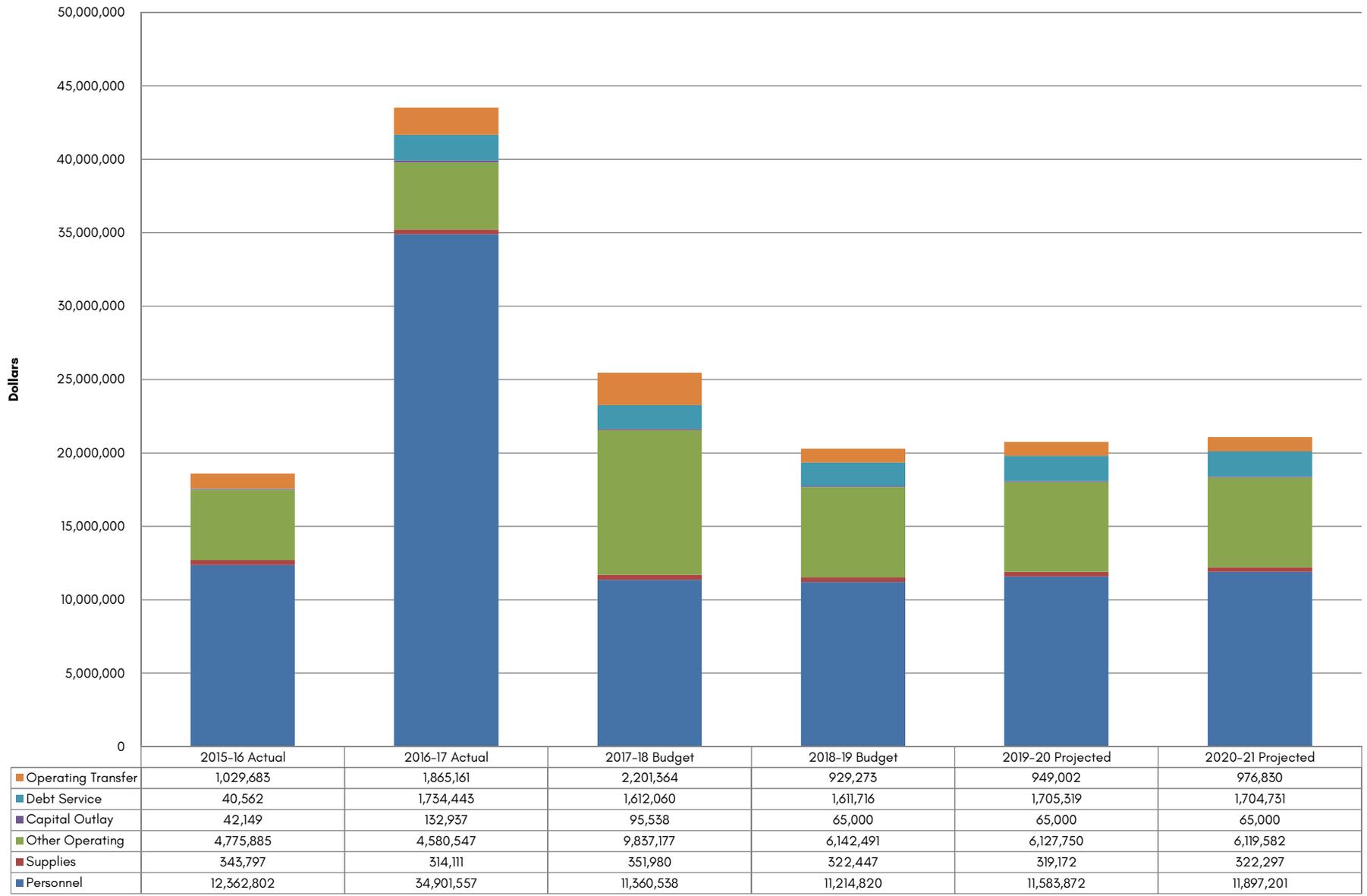


General Fund Revenue Source Trend



	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	2019-20 Projected	2020-21 Projected
Other Financing Sources	24,557,672	10,000	10,000	20,000	30,000	30,000
Capital Grants	0	0	4,986,200	0	0	0
Operating Grants	82,388	28,470	247,300	66,000	66,000	66,000
Charges for Services	1,751,984	1,633,625	1,429,595	1,458,134	1,484,411	1,525,334
Other General Revenue	514,739	566,660	590,199	610,216	660,780	686,356
State Revenue Sharing	1,959,385	3,241,301	3,288,301	2,761,200	2,801,796	2,843,204
Property Taxes	14,101,321	13,673,602	14,907,062	15,279,129	15,561,666	15,849,943

General Fund Expenditure Trend by Classification





GENERAL FUND EXPENDITURES

MAYOR AND COUNCIL

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

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

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

FUNDING LEVEL SUMMARY

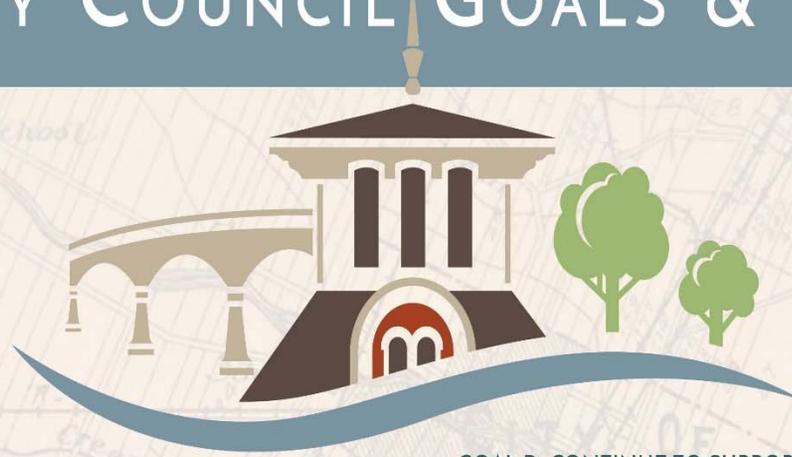
	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Personnel Services	\$ 65,846	\$ 65,765	\$ 65,445	\$ 67,324	\$ 67,324	\$ 67,324
Supplies	1,859	1,400	1,400	1,400	1,400	1,400
Other Operating	55,123	59,224	61,674	64,765	65,386	65,637
Total	<u>\$ 122,828</u>	<u>\$ 126,389</u>	<u>\$ 128,519</u>	<u>\$ 133,489</u>	<u>\$ 134,110</u>	<u>\$ 134,361</u>

Expenditures as a % of
the General Fund

0.28%	0.50%	0.50%	0.66%	0.65%	0.64%
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CITY COUNCIL ACTIVITY MEASURES					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Est.	F19 Est.
Regular City Council Meetings	24	25	24	24	24
Special City Council Meetings	7	7	9	7	7
Council Work Sessions	25	29	20	22	22
Education & Training Sessions Attended	5	5	5	5	5
Ordinances & Amendments Adopted	7	7	12	8	8
Public Hearings Held	24	8	32	12	12
Agenda Items Reviewed & Acted Upon	248	245	285	265	265
National and State Conferences Attended	4	4	5	5	5

2018/19 CITY COUNCIL GOALS & OBJECTIVES



MAYOR - Robert E. Clark

CITY COUNCIL

Paula L. Whitman, John Iacoangeli,
Kellie M. Vining, Michelle Germani,
Brian Lamour, and Andrew B. Felder

CLERK-TREASURER - Michelle J. LaVoy

GOAL A: REVITALIZE NEIGHBORHOODS

- Objectives:**
1. Develop communication plan for Neighborhood Enterprise Zone and implement point of sale inspections
 2. Enhance blight remediation program to include direct citizen/customer electronic reporting methods
 3. Implement recommendations from 2017 housing study
 4. Revamp rental inspection program policies and procedures
 5. Continue to seek state and federal funding for neighborhood revitalization and explore expanded use of CDBG funds in the Orchard East neighborhood

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

- Objectives:**
1. Enhance forestry asset management plan
 2. Develop strategy to capitalize on the River Raisin and other natural assets
 3. Implement recommendations of the Multi-Sports Complex Space Analysis
 4. Increase community utilization and initiate partnerships at the Arthur Lesow Community Center
 5. Develop plan to extend the river walk to Winchester and explore improvement opportunities for the River Raisin Heritage Trail

GOAL C: ECONOMIC DEVELOPMENT

- Objectives:**
1. Implement economic development strategies for the commercial corridors
 2. Establish River Raisin Heritage Corridor - East Master Plan Advisory Team
 3. Continue to seek state and federal support funding
 4. Pursue partnerships in developing comprehensive commercial and residential reuse of legacy properties: IHM, MAECO, La-Z-Boy, Mason Run, Hy Property

GOAL D: CONTINUE TO SUPPORT REVITALIZATION OF DOWNTOWN

- Objectives:**
1. Complete and implement recommendations of the Downtown Master Plan
 2. Evaluate Downtown parking needs and develop long-term strategy including building a public-private shared parking facility
 3. Evaluate a Principal Shopping District (PSD) to improve Downtown maintenance and marketing
 4. Establish aggressive downtown maintenance plan

GOAL E: PROMOTE COMMUNITY ENGAGEMENT PROGRAMS

- Objectives:**
1. Develop Public Art Initiative and consider a broad based Arts & Culture Committee
 2. Develop Committee/Commission Service Recognition Program
 3. Initiate Citizen's Academy with focus toward Committee/Commission recruitment

GOAL F: PROVIDE FISCAL RESPONSIBILITY WHILE MAINTAINING QUALITY OF LIFE

- Objectives:**
1. Initiate three-year budget forecast given current property value uncertainty with largest property owner (DTE)
 2. Conduct public safety operational plan of short-term and long-term (20 years) financially sustainable alternatives
 3. Champion public-private and jurisdictional partnerships
 4. Enhance service delivery through customer experience improvements
 5. Continue phased implementation of brand rollout
 6. Embrace the responsibility of environmental and public health stewardship by complying with state and federal regulations along with promoting and participating in environmental cleanup and awareness programs
 7. Complete City Council Chamber improvement plan while continuing with Capital Improvements funding

CITY MANAGER

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

Objectives

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

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

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

CITY MANAGER PERFORMANCE INDICATORS					
	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Est.	FY19 Est.
Agenda Items Reviewed & Processed	248	245	285	275	275
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	5	4	2	3	3
Intergovernmental Relation Contacts	50	45	75	75	75

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
City Manager's Office						
Personnel	\$ 730,244	\$ 448,246	\$ 441,883	\$ 257,832	\$ 262,070	\$ 263,134
Supplies	2,298	2,250	2,250	2,250	2,250	2,250
Other Operating	16,309	45,847	45,847	20,777	19,229	19,447
Total	\$ 748,851	\$ 496,343	\$ 489,980	\$ 280,859	\$ 283,549	\$ 284,831
Expenditures as a % of the General Fund	1.72%	1.95%	1.92%	1.38%	1.37%	1.35%

Communications, Culture and Community Promotion

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

Objectives

1. Provide effective communication with citizens, staff and council.
2. Oversees the development and updating of the City's print and other media communications including information and marketing materials and electronic.
3. Increase the understanding of and support for city programs, policies and projects.
4. Develop positive media relations that provide balanced coverage of city issues.
5. Ensure timely and accurate public information of city operations, projects and policies, council action, crisis/disaster communications, economic vitality initiatives, and awareness campaigns through traditional media, social media and the internet.
6. Oversee Internet content standards and social media guidelines to inform community members about city services and programs and to provide additional engagement opportunities outside of scheduled public activities.
7. Manage marketing partnerships with other community organizations and relationships with associated consultants and vendors.
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 2017/2018

- Launch of the new City brand
- Implementation of brand letterhead, business cards, etc., in conjunction with the second phase of the brand roll out.
- Implementation of the official Brand Style Guide, which includes specifications for brand application.
- Conducted staff Brand Ambassador trainings, which included the creation and distribution of a Brand Ambassador Guide.
- Created a Brand Resources page on the staff intranet for employee access to Style Guides, vendor guidelines, etc.
- City Web Site Redesign – launch of the City of Monroe official web site
 - Daily administration of the site, serving as the primary web master.
- City of Monroe Web Policy – development and implementation.
- Launch of the City Sourced Citizen Reporting System app as it pertains to the new web site in collaboration with other city/county departments.
- Digital message boards installation in the first floor lobby and second floor of City Hall.
 - Design and maintain all display material in a timely and relevant manner.
- Various marketing and promotional material graphic design, online and print.
- Collaboration with the following City Departments and assistance on:
 - Water Department: *Resident Cross Connection*
 - Fire Department: *Recruitment video*
 - Engineering: *Arbor Day invitation and agenda; new logo placement on DPS vehicle fleet*
 - Mayor's Office: *City Council Goals and Objectives document, Hofu delegation materials, Bicentennial events and related print material, event coordination, etc.*
 - Economic Development: *Re-envisioning of the 3^d Floor conference room space.*
 - IT: *Committee to select new phone system*

- Building: *Assisted with customer service mapping process*
- Interdepartmental: *Fire Steering Committee*
- 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

GOALS FOR FISCAL YEAR 2017/2018

- Expand the City's on line social media presence via Instagram.
- Expand department content on web site
- Implement fillable forms on the City web site, phasing out unfillable pdfs.
- Develop database of citizen user email and sms contacts.
- Implementation of mass messaging system for citizens via new web site interface.
- Continue implementation of the rebranding project.
- Continue to cultivate a repository of photographs representing Monroe for marketing and various media use.
- Develop and pursue grant funding for educational programming in tandem with development of possible new fire station - ie., safety town for youth and outreach.
- Refine city's emergency response plan to include updated communication methods.
- Implementing the Citizen's Academy public service announcement video series.

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Communication, Culture, & Community Promotions						
Personnel	\$ 104,401	\$ 106,635	\$ 106,378	\$ 109,956	\$ 110,755	\$ 111,594
Supplies	1,038	1,350	1,350	1,350	1,350	1,350
Other Operating	37,763	48,972	46,479	21,261	21,520	20,591
Total	\$ 143,202	\$ 156,957	\$ 154,207	\$ 132,567	\$ 133,625	\$ 133,535
 Expenditures as a % of the General Fund	 0.33%	 0.62%	 0.61%	 0.65%	 0.64%	 0.63%

CLERK-TREASURER OFFICE
BUDGET NARRATIVE
2018/2019

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

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

Treasurer Function:

Beginning January 2017 the Treasurer's Office resumed collections of all City payments previously performed by the Monroe County Community Credit Union. This required the hiring of one additional full time employee.

The Treasurer's office functions are conducted by the Clerk-Treasurer, Deputy Treasurer and Cashier. The Election Specialist from the Clerk's office is cross trained and able to assist with coverage on an as needed basis.

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).

Clerk's Function:

The Clerk's office functions are conducted by the Clerk-Treasurer, Deputy Clerk and Election Specialist.

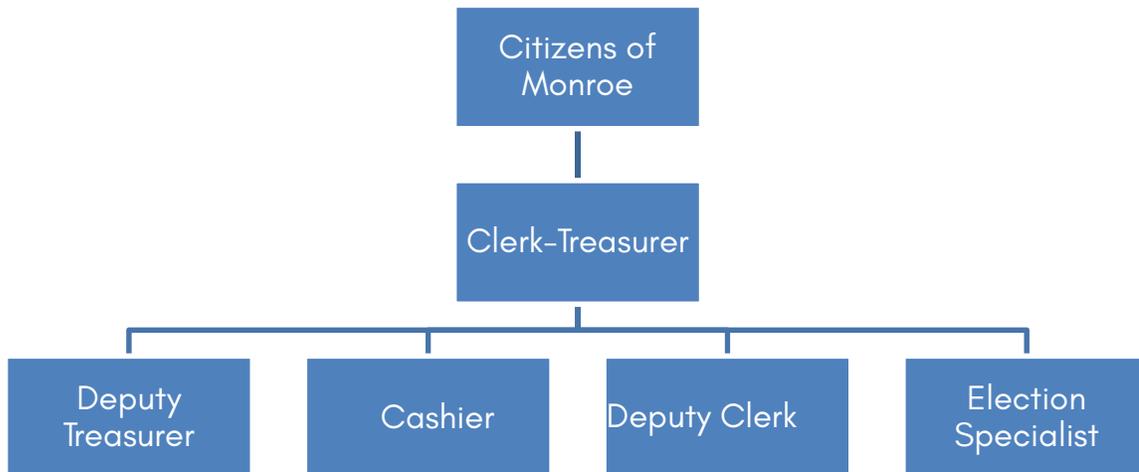
Responsibilities include but are not limited to:

- 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.
- Conduct and compile research for City Council, City departments and the public. Prepare and process correspondence, reports and record document with the County.

GOALS AND OBJECTIVES

- 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.
- Partner with Administration on succession planning for Clerk-Treasurer's office
- Continue implementation of new election equipment and software upgrade in conjunction with State and County officials



FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Elections						
Personnel	\$ 13,733	\$ 12,633	\$ 13,475	\$ 17,586	\$ 17,586	\$ 17,586
Other Operating	5,068	3,300	5,300	4,225	4,225	4,225
Supplies	8,439	9,150	13,150	14,050	11,050	14,050
Elections Total	27,240	25,083	31,925	35,861	32,861	35,861
Clerk/Treasurer's Office						
Personnel	1,329,056	378,789	368,325	393,453	365,998	376,507
Other Operating	30,365	22,500	22,500	27,232	26,599	26,492
Supplies	10,642	9,700	9,700	10,300	10,400	10,500
Clerk/Treasurer's Total	1,370,063	410,989	400,525	430,985	402,997	413,499
City Clk/Treas Dept. Total	\$ 1,397,303	\$ 436,072	\$ 432,450	\$ 466,846	\$ 435,858	\$ 449,360
Expenditures as a % of the Total General Fund	3.21%	1.71%	1.70%	2.30%	2.10%	2.13%

ASSESSOR'S OFFICE

OVERVIEW

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

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

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

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

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

The Assessor's Office monitors real estate market activity throughout the year and makes adjustments for changing market conditions and building permit activity in preparing the assessment roll. Residential sales (i.e., approximately 400 real parcels

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

Commercial and industrial sales (i.e., approximately 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. For approximately 1,200 personal property parcels, approximately 750 returned statements are processed annually to arrive at assessments or exemptions, while the remaining (i.e., unreturned statements) personal property assessments are estimated on a per square foot basis of similar occupancies for which statements were returned.

An ad valorem, or value-based, tax may invite disputes relative to the value of one's property. If a dissatisfied property owner is not relieved by the action taken by the City Board of Review, the Assessor's Office must defend value estimates before the Michigan Tax Tribunal (tax court) when necessary. Approximately 75 assessments are typically appealed to the City March Board of Review annually, and 77 appeals were made to the 2016 March Board of Review. Two assessments are under appeal at the Michigan Tax Tribunal.

The Assessor's Office typically processes approximately 850 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 (9,169 parcels), lessee-user (33 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (3 parcels), Industrial Facilities Tax (31 parcels), Obsolete Properties Tax (50 parcels), Downtown Development Authority (801 parcels), and Brownfield Redevelopment Authority (190 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, 2015 to March, 2017 were performed for all residential neighborhoods for the 2018 assessment roll. 2018 residential assessed values increased from 2017 levels by approximately 3% overall in the 56 residential neighborhoods. However, 14 of the neighborhoods experienced decline typically ranging from approximately .5% to 4%, while all other neighborhoods experienced improvement typically ranging from approximately .25% to 12%.

Based on a sales study utilizing the two-year cycle of sales from April, 2015 to March, 2017, 2018 assessed values in commercial real neighborhoods increased from 2017 levels by approximately .35% overall. About one-half of these neighborhoods experienced decline ranging from approximately .1% to 1.5%, while the other half experienced improvement ranging from approximately .1% to 1%. Based on an appraisal study due to limited industrial sales, 2018 assessed values in the industrial real neighborhood increased from 2017 levels by approximately .5% overall with the exception of the Detroit Edison Power Plant.

Values were changed as necessary for the 2018 roll as a result of building permit work performed during 2017 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2017 and early January, 2018 for the 2018 roll.

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

STAFFING/STRUCTURE

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

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

GOALS AND OBJECTIVES

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

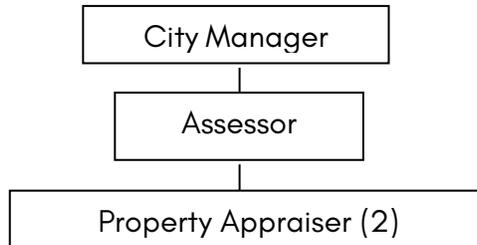
Likely in an effort to ensure that the State of Michigan receives all tax monies it is entitled to, the STC has been performing random 14-point reviews or mini-reviews of assessing practices throughout the state during recent years. The STC performed mini-reviews, and AMAR (Audit of Minimum Assessing 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 10. C-1, C-2, and C-O zoning, and fringe CBD (off-street parking). The Assessor's Office intends to complete field reviews/inspections on the remaining commercial parcels and approximately 95 industrial parcels during 2018.

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

ASSESSOR'S OFFICE ORGANIZATIONAL CHART



FUNDING LEVEL SUMMARY						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Assessor's Office						
Personnel	\$ 1,299,899	\$ 305,382	\$ 304,896	\$ 339,379	\$ 346,019	\$ 350,793
Supplies	5,551	6,200	6,175	6,210	6,235	6,260
Other Operating	14,731	16,383	16,793	24,648	24,752	24,037
Total Assessor's Office	1,320,181	327,965	327,864	370,237	377,006	381,090
Board of Review						
Personnel	1,335	1,615	1,615	1,615	1,615	1,615
Total Board of Review	1,335	1,615	1,615	1,615	1,615	1,615
Total Assessor's Department	\$ 1,321,516	\$ 329,580	\$ 329,479	\$ 371,852	\$ 378,621	\$ 382,705
Expenitures as a % of the General Fund	3.04%	1.29%	1.29%	1.83%	1.82%	1.82%

CALENDAR YEAR	Actual 2015	Actual 2016	Actual 2017	Projected 2018	Projected 2019
Residential sales	387	419	401	410	410
Commercial/industrial sales	34	24	26	30	30
Income/expense statements	338	0	329	0	330
Personal property statements sent, returned	277	242	225	230	230
Personal property statements sent, not returned	570	580	631	620	620
Small business affidavits	494	505	496	500	500
Eligible manufacturing personal property statements	N/A	29	33	35	35
Valuation notices	8,866	8,810	8,819	8,840	8,840
Value-affected building permits	96	96	117	115	115
March BOR appeals	78	70	77	75	75
July BOR changes	119	64	74	70	70
December BOR changes	67	30	39	35	35
Tax court appeals pending	11	6	2	5	5
Tax court appeals decided	7	12	10	10	10
Property owner name changes	848	875	834	850	850
Property ownership changes	478	495	447	460	460
Homestead exemption updates	350	352	328	350	355
Homestead exemption rescissions	269	268	287	270	270
Homestead exemption denials	43	31	35	35	35
Rolls	15	15	13	13	13
Special assessment rolls	1	1	1	2	2
Property splits	2	1	1	2	2
Property combinations	9	8	8	5	5
City property value estimates	3	3	2	3	3
Poverty exemption applications	18	11	15	15	15
Field reviews/inspections	1,142	836	365	400	1,300

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 RCO 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.

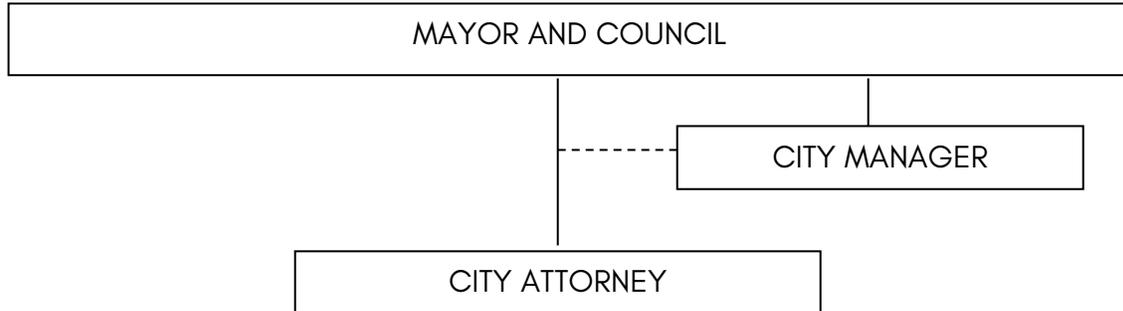
- 14) Providing legal opinions concerning Freedom of Information Act related issues.
- 15) Providing assistance to the various municipal Boards.
- 16) Member of the Board of Review concerning property tax assessments.
- 17) Member of the Monroe Municipal Building Authority.
- 18) Answering inquires from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

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Supplies	214	335	335	250	250	250
Other Operating	209,474	156,387	156,387	320,900	320,900	320,900
Total	\$ 209,688	\$ 156,722	\$ 156,722	\$ 321,150	\$ 321,150	\$ 321,150
 Expenditures as % of General Fund	 0.48%	 0.62%	 0.62%	 1.58%	 1.55%	 1.52%

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.

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 2017 and 2018 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 2016 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year. The 2017 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. The budget process for the 18-19 fiscal year included a three year projection through fiscal year 20-21. This three 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.

Employee historical payroll information was made available to each employee on the internet during fiscal year 16-17. This will give employees access to their records electronically instead of having to contact the Finance Department. In fiscal year 17-18, the employee timesheet process was converted to an electronic and paperless process. In addition to more efficient time processing, the implementation has enhanced the City's ability to allocate labor and equipment use more accurately across the City's funding sources.

Some progress was made in regard to submitting the annual budget for GFOA award certification in 2016. The budget now includes some additional documentation in regard to financial policies, budgeted employment positions, and the capital improvement program. Additional steps will be taken with the creation of the 2019 budget document.

Department FY2019 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 the possibility of using a virtual credit card payment system

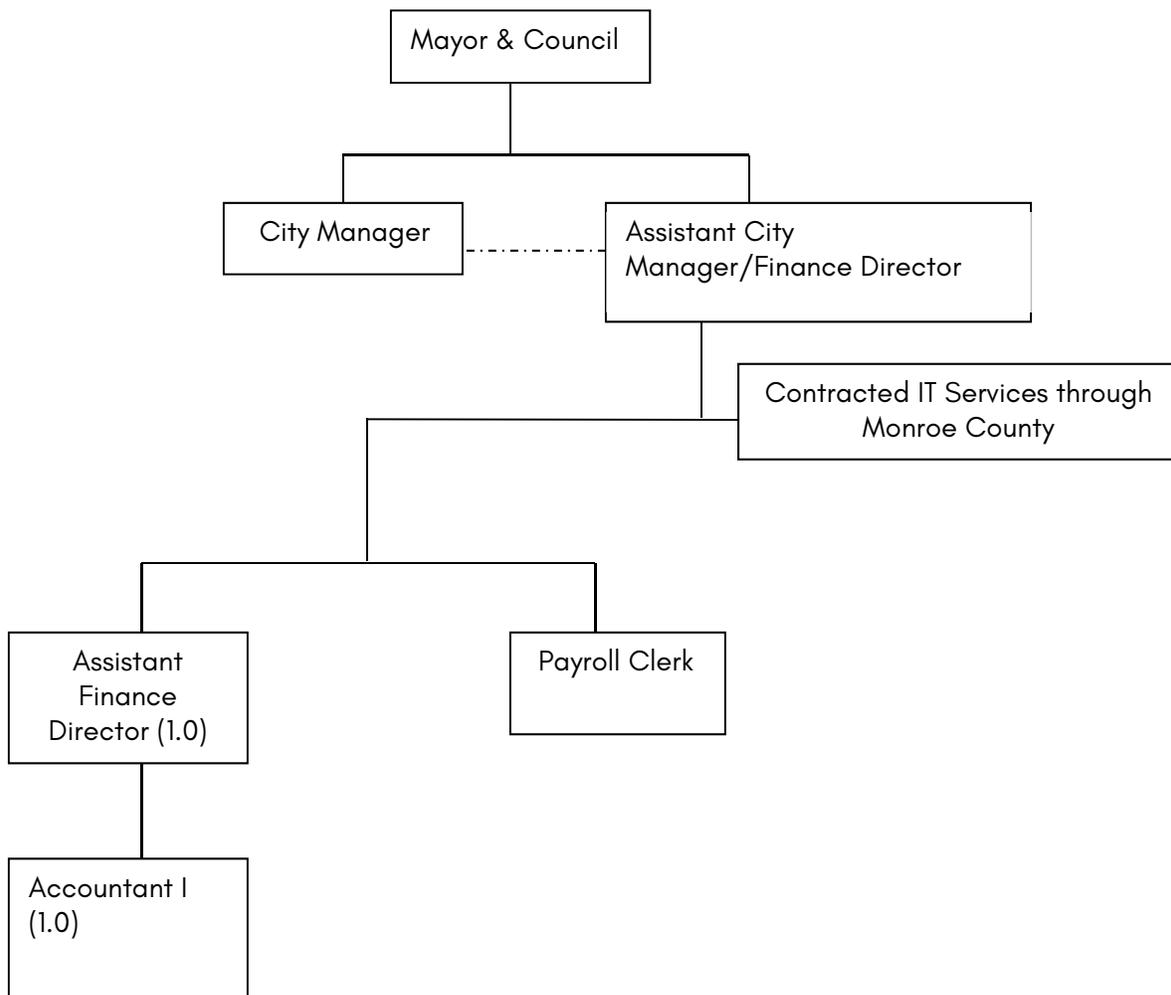
Performance Measures

Measure	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimate	FY2019 Estimate
A/P Invoices Processed Monthly (Avg)	761	803	778	821	825	825
Credit Card Transactions Monthly (Avg)	420	480	515	536	500	500
Non-Payroll Checks Issued Monthly (Avg)	187	175	175	173	165	160
Auditor Review Comments Received/Addressed	0/0	0/0	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0	0	0	0.17	0	0
Paid Overtime Hours	33	21.25	18.5	52.5	30	30
Budget Amendments Prepared	319	272	235	288	250	250
Staff Outside Training Sessions	7	4	8	6	6	7

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Audit						
Other Operating	\$ 40,475	\$ 41,847	\$ 41,847	\$ 44,857	\$ 45,754	\$ 46,669
Total Audit	40,475	41,847	41,847	44,857	45,754	46,669
Finance						
Personnel	853,573	358,318	355,512	385,650	401,981	395,819
Supplies	2,276	4,023	4,100	4,100	4,100	4,100
Other Operating	20,137	19,506	20,729	27,030	26,849	27,187
Expenditure Credits	(4,083)	(2,700)	(2,700)	(2,800)	(2,850)	(2,850)
Total Finance	871,903	379,147	377,641	413,980	430,080	424,256
Finance Dept. Total	\$ 912,378	\$ 420,994	\$ 419,488	\$ 458,837	\$ 475,834	\$ 470,925
Expenditure as a % of Total	2.10%	1.65%	1.65%	2.26%	2.29%	2.23%

Department of Finance Organization Chart



HUMAN RESOURCES DEPARTMENT

Fiscal Year 2018-2019

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, unemployment insurance, workers' compensation, and disability, as well

as meeting with carriers on the more unusual or complex issues and responding to questions regarding employee benefits.

7. Health and Safety – Responsible for overseeing loss control, employee safety and health, accident prevention, wellness programs, counseling and employee assistance programs.
8. Training and Development – Responsible for employee training programs related to human resources, employee relations, and management issues.
9. Agent for the Civil Service Commission as it relates to the employment process.

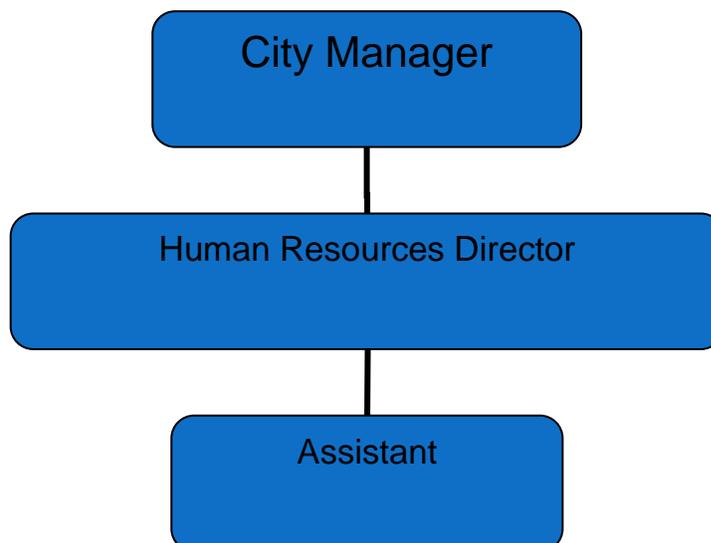
ACCOMPLISHMENTS FOR FY 2017-2018

- Successful development and implementation of the City's Non-Discrimination and Anti-Harassment and Workplace Violence Policy. Coordinated training on Workplace Violence and Active Shooter in the Workplace.
- Successful recruitment, interviewing, testing, and background investigation of eight 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.
- Reviewed, developed, and implemented the City's new employment application, including updating the recruitment procedures.
- 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 2018 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.
- Provided DOT Drug/Alcohol Training for Supervisory staff.
- 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 2018/ 2019

- Successfully negotiate 6 collective bargaining agreements (Police, Command and Fire expire 6/30/2018; Unit I & Teamsters expire 12/31/19, and Unit II expiring on 12/31/20)
- Update City Rules & Regulations in an effort to provide consistent work standards, provide consistent and fair treatment, and to protect the City legally.
- Continue to provide leadership & guidance in the development, implementation and administration of the City's policies & procedures, i.e. Social Media, Communications & Email.
- 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.
- Plan and coordinate an employee recognition luncheon and employee/retiree flu clinic.
- Prepare, disseminate, and transmit 1095C's for the active and retiree groups.
- Complete the City's annual GRS valuation information request.
- Coordination and implementation of the 2018-2020 health care open enrollments
- Complete and approve the City's annual RDS Medicare Subsidy Reimbursement application.
- Complete Medicare Part D/CMS annual notification reminders to all eligible retirees.

ORGANIZATIONAL CHART



ACTIVITY MEASURES - INDICATORS

Performance Indicators	Projected FY 16/17	Actual FY 16/17	Projected FY 17/18	Actual FY 17/18	Projected FY 18/19
<i>Job Openings - Internal/External</i>	6	17	10	10	5
Full Time Employees Hired	6	13	8	10	5
Applications For Open Positions	35	265	60	52	40
Reclassification Requests Received	0	0	0	0	0
Job Descriptions Up-Dated	0	2	3	2	3
Police/Fire Promotional Test	2	1	3	2	0
Labor Contracts Negotiated	0	2	3	6	0
Labor Contracts Negotiated in Act 312	0	0	0	0	0
Labor Grievances Processed	3	3	4	1	3
Grievances Arbitrated	0	0	0	0	0
Employee Turnover % of Total Budgeted Positions	3.5%	6.2%	4.0%	7.8%	7.0%
Retirements % of Total Budgeted Positions	2.9%	2.8%	2.9%	3.9%	6.0%
% Minorities in Work Force	2.5%	1.8%	1.8%	1.7%	1.7%

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Human Resources						
Personnel	\$ 122,701	\$ 148,072	\$ 148,387	\$ 156,260	\$ 160,623	\$ 163,862
Other Operating	136,607	131,360	130,560	118,195	123,708	128,920
Supplies	4,714	5,350	6,150	3,300	3,300	3,300
Total	\$ 264,022	\$ 284,782	\$ 285,097	\$ 277,755	\$ 287,631	\$ 296,082

Expenitures as a % of the General Fund	0.61%	1.12%	1.12%	1.37%	1.39%	1.40%
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ENGINEERING DEPARTMENT

Engineering Department Administration Program

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

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

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

Engineering Department Description

The Engineering Department Director, three Engineering Technicians, and Departmental Aide all have offices or workspaces in the first floor of City Hall. In

2008, the Engineering Department was merged administratively with the Public Services Department, 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. To supplement full-time operations, the Engineering Department has been partnering with the University of Toledo, and has hired an intern many semesters. These part-time staffers are assisting with drawing preparation, contract preparation, and minor project inspection as their skills allow. The Department has reduced its 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. Based on overall City clerical needs, the Departmental Aide has been providing services to other departments from time to time as needed, such as billing and processing high grass violations. Further facilitating clerical redundancy and efficiency, the Public Services Departmental Aide is also located in the same office, and both clerical positions now cover public interface functions for both departments, promoting maximum flexibility and promoting greater customer service. For the 2018 calendar year and possibly beyond, depending on the number of future purchases, 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 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 one are set up as AutoCAD stations to be used for project design purposes and as-built drawing preparation. The Department also has the City's license for ArcGIS, used to edit the City's GIS. A 2009 purchase of a Hewlett-Packard 4520 printer / copier / scanner that will accept up to 42" media has proved very essential for efficient operations, and drawings are scanned in-house for permanent storage, and reproduction is done much quicker than before. A Hewlett-Packard DesignJet 500 plotter is also utilized to provide for backup purposes. The 2018-19 budget includes funding for the replacement of the larger unit due to functional obsolescence. The Department possesses electronic total station surveying equipment, transits, level, level rods, and other miscellaneous equipment to perform field surveying, though since the retirement of the Survey Crew Leader in 2016, most of this is unused at present and may eventually be sold. 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 retrieval system, which is heavily used by the Department. Once completed, the vast majority of older paper files can be discarded, freeing up needed space in City Hall.

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

Engineering Department Goals, Accomplishments, and Shortfalls

Since the Engineering Department's primary mission is to implement the City's funded Capital projects, the Department can said be to successful insofar as it is able to complete all funded projects within the time frame desired by the City Council. It should be recognized, however, that overall City funding constraints do not allow for the maintenance of roadway and storm sewer projects on recommended schedules, so even carrying out all of the projects within a given year is often inadequate for the City's ideal long-term needs. The Water 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 2017, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council. The City also continued its street maintenance program in 2017, which focuses largely on crack sealing and / or slurry sealing all roadways that were last resurfaced in the past twenty (20) years, in order to keep as many roadway

surfaces in good shape as possible. This contract typically also includes some minor patching, including water main and sanitary sewer-related repairs. These maintenance-type activities are all important to prolonging the life span of the City's street system, especially when funding is inadequate to address the full City-wide funding needs for full replacement or resurfacing.

2017 saw the value of City construction contracts of totaling \$6.927 million, up significantly from the 2016 value of \$3.960 million, and up from the value of \$4.750 million in 2015 and \$6.130 million in 2014. Of the 17 contracts with payment activity in 2017, nine (9) of them were essentially roll-overs from 2016 with uncompleted minor work items and / or retainage totaling approximately \$144,000. The remaining eight (8) contracts total approximately \$6,828,000. 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 2017. 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 2017, but in prior years.

2017 Construction Contracts

Contract Name	2017 Work
2017 Concrete Paving Program	\$ 1,992,047.50
Winchester Street Bridge Rehabilitation	\$ 1,436,563.80
2017 Water Main Replacement Program	\$ 1,314,582.27
2016 Curb Replacement & Resurf.	\$ 942,310.31
Custer Airport Hangar Area Paving	\$ 481,549.32
North Macomb Street Resurfacing	\$ 336,020.18
Gateway Beautification Program	\$ 182,492.70
2017 Sanitary Sewer Rehab. Program	\$ 96,897.84
2016 Water Main Replacement Program	\$ 54,509.66
2016 Sanitary Sewer Rehab. Program	\$ 22,543.11
2016 Bituminous Pave. Main. Program	\$ 20,314.67
Winchester Street Resurfacing	\$ 17,647.04
E. Third Resurfacing - Monroe to Scott	\$ 16,101.78
2016 Sidewalk Replacement Program	\$ 8,150.00
Saint Mary's Avenue Storm Sewer	\$ 2,348.64
2015 Water Main Replacement Program	\$ 2,100.00
Exeter Township Water Main Loops	\$ 572.51
Totals	\$ 6,926,751.33

The largest single contract for 2017 was the 2017 Concrete Paving program, which included eight (8) different streets and was designed, managed, and inspected completely by in-house staff. The same was also true for the third-largest contract, the 2017 Water Main Replacement Program contract, which included five (5) locations, and the 2016 Curb Replacement and Resurfacing Program, which was extended into 2017 by a change order and included four (4) new asphalt streets. The second-largest contract, the Winchester Street Bridge Rehabilitation, was

designed and managed by a consulting firm, as was the fifth-largest contract, the Custer Airport Hangar Area Paving contract. The bridge project was funded largely by the City's bridge millage that was passed in 2009, and the Custer Airport work was funded 90% through federal block grant funds and 5% through MDOT contributions. The Winchester Street bridge project completely rehabilitated the entire deck surface, narrowed the roadway to three (3) lanes with a corresponding sidewalk widening, and replaced all railings and lighting with decorative items. The North Macomb Street Resurfacing project was the City's 2017 Federal Aid street project, and was designed and managed by City staff, with daily inspection and testing handled by a consulting firm to meet MDOT requirements. The Gateway Beautification Program involved the planting of over 180 street trees along South Monroe Street and North Dixie Highway, and landscaping work for Mark G. Worrell Park.

2017 was a particularly busy year for street work, due to the City's taking out revenue bonds tied to future increases in our Act 51 monies for our street network. This allowed for the City to group work into larger contracts for cost efficiency and to get ahead of other municipalities, and bid pricing seemed to validate this decision.

As in most years, the City administered a program for sidewalk replacement that was completed in 2017, though this program was limited to complaints only rather than a targeted proactive area and was added to the Concrete Paving Program. The 2016 Bituminous Pavement Maintenance Program was rolled over into 2017 to complete some work activities, which included patching, crack sealing, and microsurfacing of one roadway. The Department also managed the 2017 Sanitary Sewer Rehabilitation Program contract, which lined multiple sewer pipes and rehabilitated several manholes. All in all, the Department was highly successful again in 2017 in continuing to manage a high project loading with a relatively lean in-house staff.

Like the previous few years, the principal shortfall of the Department relates to the ever-increasing numbers of drawings and files that must be added to the City's infrastructure record. Great strides have been made in the permanent record-keeping procedures due to the ongoing development of the GIS and document and drawing scanning projects, although the ongoing challenge will be the ability of the Department to ensure that all documents are added on a yearly basis. Fortunately, clerical staff is now making significant headway with this issue, with hopes that all backlogged work can be completed this year.

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Personnel	\$ 990,344	\$ 468,020	\$ 458,024	\$ 444,383	\$ 449,924	\$ 459,182
Other Operating	54,897	135,006	134,706	47,285	47,640	47,802
Supplies	8,420	11,600	11,100	9,600	9,600	9,600
Capital Outlay			8,000			
Operating Total	1,053,661	614,626	611,830	501,268	507,164	516,584
Expenditure Credits	(498,778)	(385,000)	(364,142)	(319,500)	(284,500)	(284,500)
Total	\$ 554,883	\$ 229,626	\$ 247,688	\$ 181,768	\$ 222,664	\$ 232,084

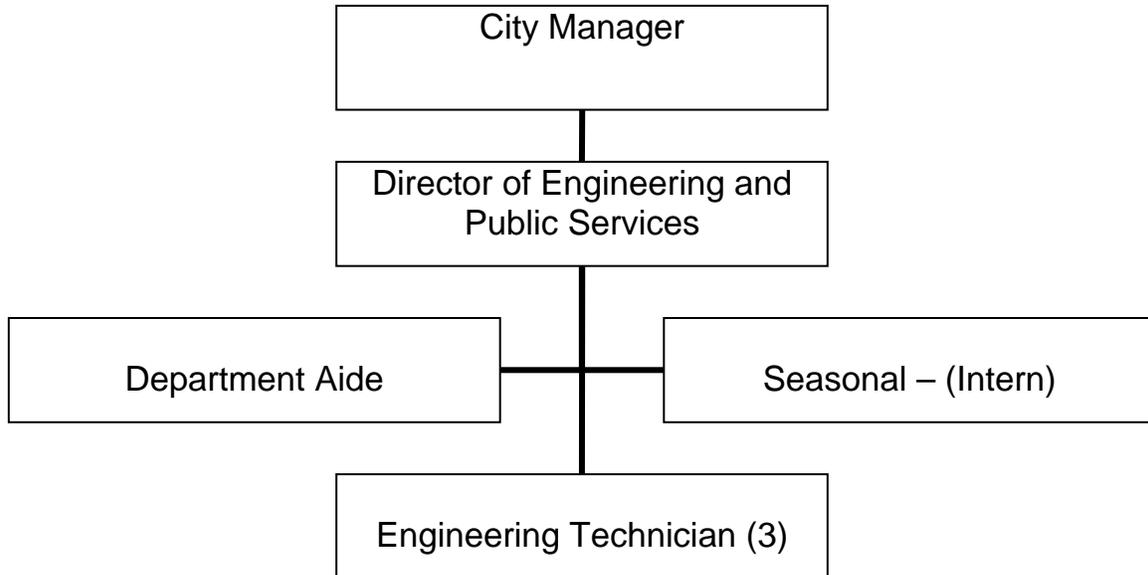
Expenditures as a % of the Total General Fund

	1.27%	0.90%	0.97%	0.90%	1.07%	1.10%
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ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR

Performance Indicator	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Estimate	2019 Estimate
Site Plan Reviews	23	57	41	32	50	50
Contracts Awarded	12	12	11	8	9	10
Contract Value (\$Millions)	\$6.130	\$4.750	\$3.960	\$6.927	\$5.000	\$8.000
Special Assessment Districts	1	1	2	1	1	1
Engineering & Inspection Fees	\$353,094	\$480,878	\$667,013	\$363,804	\$300,000	\$300,000
Private Developments Monitored	0	2	2	1	2	2
Parking Lot Program Projects	0	0	0	0	0	0
Streets Resurf., Curbs Repl.(mi.)	2.89	1.30	1.86	3.20	1.32	1.50
Miles of Streets Crack Sealed	0.00	10.87	4.26	0.00	5.00	5.00
Miles of Streets Slurry Sealed	0.00	0.19	0.00	0.21	0.50	0.50
Miles of New Streets Added	0.02	0.00	0.00	0.00	0.00	0.00
Total City Street Mileage	82.74	82.74	82.74	82.74	82.74	82.74
Water Mains Replaced (miles)	1.35	0.98	0.74	1.21	1.15	1.25
New Water Mains Installed (miles)	0.00	0.77	0.05	0.68	0.00	0.00
Total City Water Mains (miles)	305.24	306.01	306.06	306.74	306.74	306.74
Sanitary Sewer Rehab. (miles)	0.00	0.56	0.38	0.47	0.74	0.50
New Sanitary Sewers (miles)	0.09	1.52	0.00	0.35	0.10	0.10
Total City Sanitary Sewers (miles)	258.64	260.16	260.16	260.51	260.61	260.71
Storm Sewers Replaced (miles)	0.01	0.01	0.02	0.02	0.10	0.10
Storm Sewers Installed (miles)	0.03	0.00	0.05	0.00	0.00	0.25
Total City Storm Sewers (miles)	61.19	61.19	61.24	61.24	61.24	61.49
Squ. Ft. of Sidewalk Replaced	23,704	15,995	34,986	4,167	30,000	30,000
Squ. Ft. of New Sidewalk	3,360	0	1,034	3,610	0	0
Mileage of all City Sidewalks	172.38	172.46	172.50	172.64	172.64	172.64

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 five 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 fourteen marked Ford Explorer patrol units, eight unmarked administrative and investigative cars. The department also has four marked police motorcycles that are used for regular patrol functions. The Department also utilizes a Polaris Ranger 6 person side by side 4x4 for off road, special event and border patrol functions. Located in the combined city/county Law Enforcement Center, the department's Records Bureau hours are weekdays 7:00 AM to 5:00 PM, and Saturdays 6:00 AM to 1:30 P.M. Dispatch services are provided by Monroe County Central Dispatch.

MAJOR CRIME ANALYSIS

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	AVG
Murder	1	0	0	0	1	1	1	0	0	0	0.4
CSC	37	27	40	32	33	36	37	37	41	42	36
Robbery	27	18	33	25	27	24	25	8	21	13	22
Agg. Assault	54	53	69	59	63	57	60	58	72	73	62
Burglary	211	170	231	253	250	171	124	128	113	88	174
Larceny	509	511	413	574	516	441	389	347	288	302	429
Auto Theft	39	28	51	40	34	40	18	20	18	40	33
Arson	10	5	8	5	8	9	5	4	5	2	6

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

PERFORMANCE MEASURES

	Actual	Actual	Actual	Actual	Projected	Projected	Projected
Measure	2013	2014	2015	2016	2017	2018	2019
Original Complaints	20,851	21,389	21,375	20,460	19,067	19,441	19,627
Supplemental Complaints	852	802	707	642	581	608	621
Complaints	21,703	22,105	22,082	21,102	19,653	20,050	20,248
Traffic Citations	2,533	2,304	2,174	1,735	1,959	1,973	1,981
Traffic Warnings	1,815	2,171	2,187	1,719	1,074	1,206	1,277
Traffic Contacts	4,348	4,475	4,361	3,454	3,009	3,179	3,265
Parking Citations	6472	4,736	7,514	9,707	6,411	6,575	6,658
OUIL Arrests	108	101	71	89	102	100	98
All Arrests	1,109	1,054	1,079	885	1,071	1,058	1,052
Roadway Accidents	578	716	680	667	603	615	621
Private Property Accidents	135	92	95	90	165	148	140
Hit & Run Accidents	74	44	117	110	53	59	62
Traffic Accidents	787	852	892	867	813	822	826
Subpoena's Served	1,043	974	603	702	1,201	1,098	1,051
Writs/Transports	41	36	176	74	36	42	45
Gun Permits	521	494	519	489	413	434	445
Miles Patrolled	310,287	286,535	278,139	280,856	281,920	282,394	282,627
Training Hours Per Officer	102	152	94	100	103	104	104

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

ACCOMPLISHMENTS AND SHORTFALLS

A major accomplishment for FY 17/18 was the training of five 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 two. Cross-trained officers (PSO's) are now routinely responding to fire calls and actively participated on the fire ground fighting fires. The PSO'S continue training with officers from the MFD. The Department has also hired an additional three officers, who will also be crossed trained as PSO's and MFR's and will bring a total of 40 cross-trained police and fire officers to the City of Monroe.

FY 2018/19 Goals

A continued goal for the department in FY 18/19 will be to further enhance its accustomed excellent level of service by the continued Public Safety initiative and integration. This will be done by continued education and training of staff and through continued monitoring of operations and adjusting these operations as we move forward to maximize efficiency and our service model to the public. Additionally a concerted effort will be made through "Crime Mapping" software, to reduce crime, and increase our quality of life through personnel and resource management.

FIRE DEPARTMENT

MISSION STATEMENT

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

FIRE ADMINISTRATION

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

The Chief maintains a safe work environment for department employees and a safer community for the citizens of Monroe.

FIRE SUPPRESSION

The primary function of the Fire Suppression Division is to save lives and property and minimize suffering due to fire and environmental emergencies. Suppression personnel function under the National Incident Management System to effectively manage all emergency incidents utilizing available resources. Three shifts operate under the direction of a Shift Commander to perform fire suppression, emergency medical response, and hazardous materials response, rescue operations at vehicle accidents, emergency management of floods, tornadoes and downed wire incidents. Suppression personnel provide mutual aid to surrounding communities upon request. The Suppression Division strives to provide the best protection attainable by reducing hazard risk and fire loss, thus, making our community a safer place for our families, friends, homes and businesses.

EMERGENCY MEDICAL SERVICES

Department personnel provide Paramedic Advanced Life Support services in a non-transport capacity. We have recently added a third Echo ALS vehicle available to respond.

TRAINING

The Training Division is responsible for monitoring all Federal, State and local mandated training requirements. They develop, coordinate, and facilitate all department training which includes disaster planning, fire strategy and tactics, hazardous materials mitigation and State mandated continuing education for division Paramedics, EMT's and MFR's. The department provides training to the 33 Public Safety Officers and 16 paramedics who are responding to fire and other emergency incidents.

INSPECTION DIVISION

The Inspection Division oversees fire prevention, public education, fire code inspection and enforcement. Fire Inspectors interact with the suppression division serving as technical specialists. They review site plans for new and existing buildings and fire control systems. The Inspectors have the responsibility to inspect for and enforce adopted State and local fire codes, standards and ordinances that provide for fire safety in public occupancies located within the City of Monroe. They conduct inspections of high hazard buildings such as schools, public and private, public assemblies and locations where large loss of life and property could occur. They are responsible for the creation, administration and evaluation of all public education activities.

MAINTENANCE DIVISION

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

DEPARTMENTAL ACCOMPLISHMENTS

Emergency Medical Services (EMS) continues to be our largest service to the community. Our EMS call volume accounts for 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 2017-18, 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.

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

To facilitate interoperability with other response agencies such as law enforcement, EMS and Emergency Management the Monroe Fire Department has installed laptop computers with computer aided dispatch (CAD) software. This state of the art equipment allows the responding apparatus to see the location of the incident,

cross streets, and any information Central Dispatch adds to the call in real time. The computers facilitate field viewing of the City's GIS system, hazmat reference guides, hazmat plume mapping and internet access for real time Doppler radar and resource guides for incident management.

Firefighter safety remains the top priority for this department. A replacement program for personal protective equipment has been established with an annual gear inspection program instituted in 2015. We will be replacing 5 sets per year to help keep cost low.

The Department has 3 Thermal Imaging Cameras for use on emergency scenes. The units allow fire crews to "see" through smoke, find the fire and locate victims. These units greatly enhance our safety and ability to find trapped civilians and Firefighters.

DEPARTMENT SHORTFALLS

The Central Fire station issues remain as the number one problem in the department. An aging fleet will soon become a more pressing need. The average age of the current vehicles is 14 years with an elevated platform that continues to have numerous issues. With approval from City Council, the department has begun the process of replacing both the Tower and Engine 1. We have been working with E-One to purchase a new Pumper and 78' Quint and hope to have delivery by October of 2018.

Performance Indicators

	2014	2015	2016	2017
<i>Activities</i>				
Post Incident Contact Activity	20	18	26	27
Staff Meetings	15	12	12	36
SOG's Reviewed	200	200	200	200
Periodicals/Journals Reviewed	20	22	15	12
Incident Reports Reviewed	711	3699	3685	3876
Safety Committee Recommendations/Implemented	4/4	2/2	2/2	3/3
Internal Inspections	12	12	12	12

FIRE ADMINISTRATION & SUPPRESSION

Activities	2014	2015	2016	2017
Total Fire Department Incidents	3556	3699	3685	3876
EMS Related Incidents	2680	2715	2672	2738
Actual Fire Incidents	81	64	94	72
Alarm System Activations	215	277	208	236
Carbon Monoxide Calls	12	10	11	7
Other Incidents	568	633	711	823
Average Service Time per Structure Fire	2.4	3.0	2.0	2.0
Hours on Vehicle Maintenance	208	264	232	324
Hours on Equip. Maintenance	24	28	30	48
Maintenance Recordkeeping/Training	80	120	112	108
EMS Training Hours	288	159	133	531
Hazmat Training Hours	32	85	43	39
Other Training Hours	1693	983	1193	1286

FIRE INSPECTIONS

	2014	2015	2016	2017
Initial Inspections	261	145	23	62
Follow up Inspections	141	121	18	30
Complaint Investigations	5	4	2	1
Fire Investigations	21	24	38	72
Inspector Training	24	20	64	32
Plan Reviews	4	15	20	10
Station Visitor Tours				
Fire Safety Program Reached	2914	5672	3800	4810
Pre- School Program Participants	300	300	250	260

GOALS

Increase public education programs

Objective: The Fire department has recently started a CPR and AED training program and will also begin a Fire extinguisher program to work with community groups and businesses in Monroe. The department will also have 4 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 2015 edition will be instituted in 2018 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 is in the design phase. A construction manager has been selected and construction should get under way in the fall of 2018 with a completion date in 2019.

FUNDING LEVEL SUMMARY						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Police Operating						
Supplies	\$ 60,394	\$ 57,915	\$ 57,915	\$ 59,000	\$ 59,200	\$ 59,200
Other Operating	456,306	495,082	491,082	552,351	563,714	576,197
Capital Outlay	19,653	47,338	51,338	35,000	35,000	35,000
Total Police	536,353	600,335	600,335	646,351	657,914	670,397
Police Training-State Funded						
Other Operating	9,539	8,000	8,000	8,000	8,000	8,000
Liquor Law Enforcement-State Funded						
Supplies	146	4,571	5,121	1,800	1,800	1,800
Other Operating	11,881	14,150	13,600	14,600	14,600	14,600
Total Liquor Law Enforce.	12,027	18,721	18,721	16,400	16,400	16,400
Public Safety Division						
Personnel Services	22,779,048	7,678,606	7,700,526	7,159,226	7,423,317	7,647,454
Other Operating				75,000	50,000	
Total Public Safety Division	22,779,048	7,678,606	7,700,526	7,234,226	7,473,317	7,647,454
Fire Operating						
Supplies	65,396	63,300	64,300	63,500	63,500	63,500
Other Operating	182,894	205,012	205,712	211,064	207,803	211,987
Capital Outlay	102,396	36,000	36,000	30,000	30,000	30,000
Total Fire	350,686	304,312	306,012	304,564	301,303	305,487
Total Public Safety	\$ 23,687,653	\$ 8,609,974	\$ 8,633,594	\$ 8,209,541	\$ 8,456,934	\$ 8,647,738
Expenditures as a % of the Total General Fund	54.42%	33.82%	33.91%	40.47%	40.76%	41.01%

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, and has been responsible for handling over 75 percent of the issues posted since its inception in 2008, roughly 1,300 to 2,400 each year.

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

Department Description

DPS operations are headquartered at 222 Jones Avenue, the former Jones Transfer building. At the present time, the Department Superintendent, Operations Supervisor, and 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. The Departmental Aide is housed at City Hall for the most part, but retains an office near the maintenance garage for fleet tracking and inventory purposes where between 30 and 40 percent of her time is spent. A large amount of cross training with the Engineering Departmental Aide and physical proximity has resulted in significant efficiency and 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.

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 software programs, which will shortly be replaced with an updated module of the BS & A suite of programs. Additionally, the Jones Avenue facility is the site where residents may dispose of certain non-hazardous unwanted items not included as a part of regular refuse collection by appointment for a fee, including construction materials when associated with a City-issued building permit. However, with the new, more comprehensive refuse contract, it is expected that this activity will be 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. 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 2018-19 fiscal year, the full-time DPS staffing is proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Forestry / Grounds Supervisor, and Departmental Aide plus fourteen (14) full-time Teamster personnel, for a total of 18.5 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 down one (1) from the 2017-18 budget, as one (1) of the two (2) Forestry Maintenance Worker positions is being left vacant for the time being. Due to an extremely heavy and steady workload in the forestry sector and the need to reassign heavy equipment operators to create an effective work crew, it is hoped that this position can be reinstated in future years. The 2018-19 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, one (1) highly-skilled recent retiree is willing to return for part-time seasonal work, and can 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 two-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 sweeper 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. Should the position vacancy in the forestry crew last for a significant length of time, contracting of large trees may soon be required to keep ahead of necessary time frames to avoid liability concerns.

DPS Ongoing Goals and Objectives FY 2018-19

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 capital project requests for paving of the Jones Avenue site, and presently the replacement of a large section of the roof in 2018, 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.
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 considering inventories for street lights and electrical facilities in the near future.

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.

FUNDING LEVEL SUMMARY

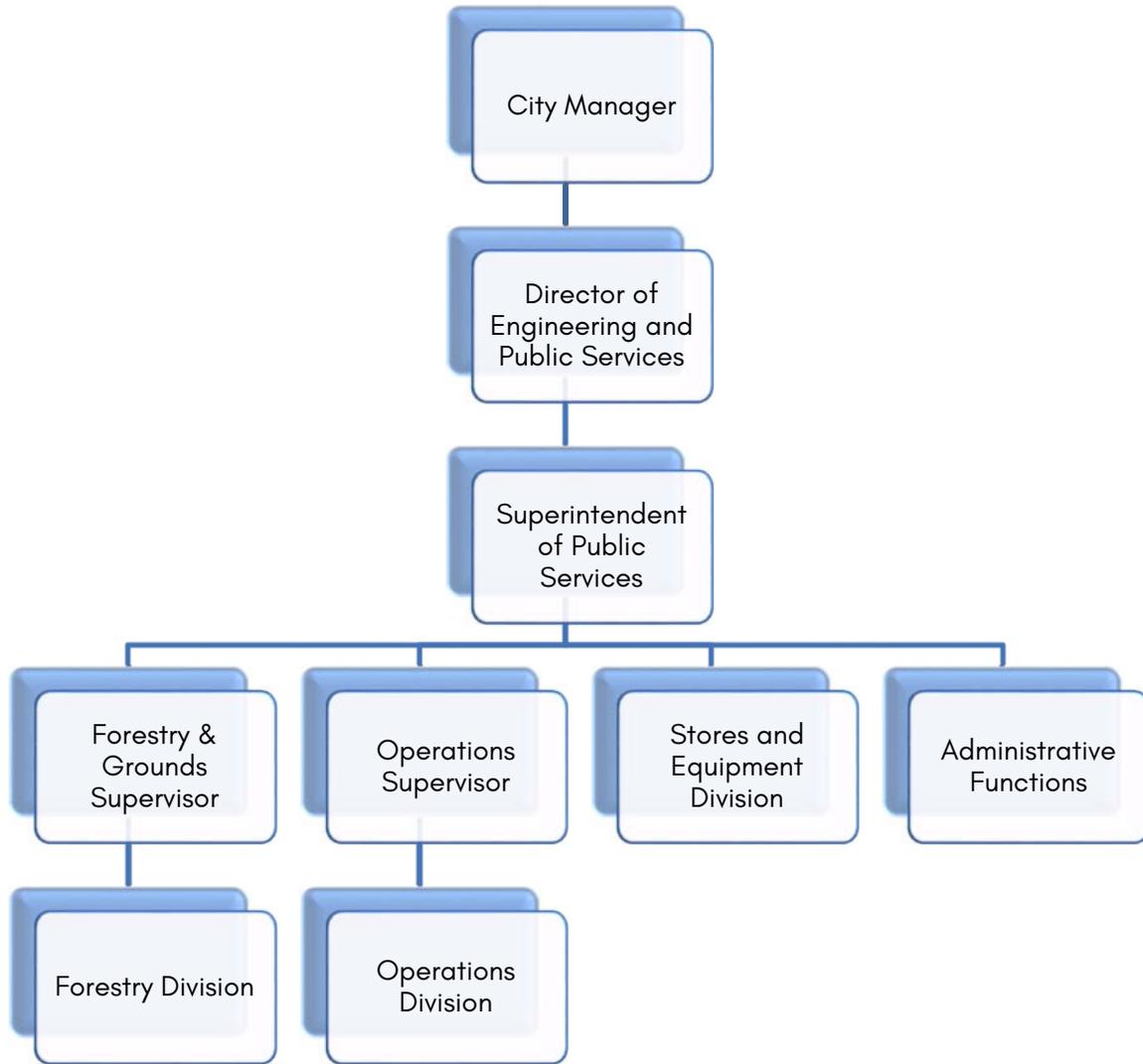
	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Operations						
Personnel	\$ 4,909,880	\$ 1,455,475	\$ 1,401,180	\$ 1,522,953	\$ 1,550,698	\$ 1,589,061
Other Operating	673,637	686,178	685,169	703,340	713,290	720,379
Supplies	50,504	48,900	48,600	48,900	48,900	48,900
Operating Total	5,634,021	2,190,553	2,134,949	2,275,193	2,312,888	2,358,340
Expenditure Credits	(974,118)	(896,184)	(875,412)	(873,900)	(878,400)	(882,400)
Operations Total	\$ 4,659,903	\$ 1,294,369	\$ 1,259,537	\$ 1,401,293	\$ 1,434,488	\$ 1,475,940
Forestry						
Personnel	431,003	350,000	300,000	320,000	320,000	320,000
Other Operating	177,222	135,000	145,000	145,794	146,202	146,619
Supplies	19,196	35,085	45,085	30,000	30,000	30,000
Forestry Total	627,421	520,085	490,085	495,794	496,202	496,619
DPS Total	\$ 5,287,324	\$ 1,814,454	\$ 1,749,622	\$ 1,897,087	\$ 1,930,690	\$ 1,972,559
Expenditures as a % of the Total General Fund	12.15%	7.13%	6.87%	9.35%	9.30%	9.35%

Department of Public Services Functional Organization Chart

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



DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Est.	2019 Est.
Trees Trimmed	525	705	400	1,071	1,000	1,000
Trees Removed	140	185	266	303	250	250
Trees Planted	120	140	55	471	300	300
Sweeping Curb Miles	2,400	2,408	2,408	2,408	2,408	2,408
Miles of Storm Sewers Cleaned	0.5	2	1	6	5	5
City Property Mowing (Person hours)	135	140	135	130	130	130
Lineal Feet of Alleyways Graded	75,000	74,520	74,050	74,050	74,050	74,050
Grass / Weed Action Line Requests Completed	829	1163	919	653	700	700
Forestry Action Line Requests Completed	433	474	360	346	400	400
Pothole / Road Hazard Action Line Requests Completed	398	297	163	161	300	300
Other Action Line Requests Completed	322	276	185	138	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.

PORT OF MONROE APPROPRIATION EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
PUBLIC WORKS						
Port of Monroe Appropriation						
Other Operating	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Port Appropriation Total	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Expenditures as a % of the total						
General Fund	0.00%	1.57%	1.57%	1.97%	1.93%	1.90%

BUILDING DEPARTMENT GENERAL FUND SERVICES

Code Enforcement, Facilities Management

As part of the on-going Community Development Department implementation, the Building Department acting with the Planning Department have been combined to form the newly organized Community Development Department. The intent of this reorganization was to create collaborative service teams that can work more closely together to improve efficiencies and eliminating redundancies. The Building Official/Zoning Administrator, appointed by the City Manager, is responsible for six program areas including Building Safety, Rental Housing, Zoning Enforcement, Property Maintenance/ Blight Enforcement and Facilities Management. General Fund expenditures support the Zoning Enforcement, Property Maintenance/Blight Enforcement, and Facilities Management functions, while the Building Safety and Rental Housing programs are supported by an independent Building Safety Fund.

DEPARTMENT SERVICES

Property Maintenance and Blight Enforcement – The Department continues to monitor streets and public ways to identify and correct issues of deficient property maintenance and blight. Staffing changes in 2017 added rental duties to the property maintenance/blight inspector & changed the duties to a full time position. A part-time property maintenance/blight inspector was hired that will also 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 their time on rental inspections and follow-up.

Rental Housing- the Department administers, inspects and enforces the Rental Properties Ordinance. The Property Maintenance and Zoning Inspectors, together with the building and trades inspectors (as time allows) conduct Rental Housing and Zoning inspections as part of their job duties. A clerical position was added to concentrate on identification, timely processing, scheduling and follow-up on rental property inspections.

Zoning Enforcement – the Building Official acts as the Zoning Administrator for the City. The Zoning Administrator or his or her designee shall have the power to 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 Ordinance evaluations are also being conducted for trends that arise as the city's various uses and needs change. Alterations and changes are then presented to address the evolving needs.

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

ordinance.

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

Facility Management - The Building Department provides full-time custodial services for City Hall, as well as, performing maintenance and management on projects for City Hall, Arthur Lesow Community Center, the former Monroe Multi Sports Complex, the Dorsch and Navarre Branch Libraries, and other City-owned properties. The Department also manages the service contracts for HVAC systems, phone systems, emergency generators, smoke/fire alarm systems, and elevators.

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

- Zoning Board Of Appeals
- Administrative Site Plan Review Committee

Goals and Objectives for FY 2018-19

Facilities Maintenance

1. The Building Department staff continues to upgrade the existing City Hall lighting to energy saving and low maintenance LED lighting.
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.
3. Work with the City Manager and the Finance Director to review potential upgrades and repairs to both City-owned and City-maintained properties. Review the need for a building maintenance position to create a pro-active maintenance plan of the many city owned facilities 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 Department has increased identification of dangerous and substandard structures and continues to develop a consistent method for moving these properties through the demolition process.
2. The current members of the Construction Board of Appeals are to be utilized to perform the duties of a Demolition Board of Appeals, working with the Building

Department and the City Attorney to reduce the volume of blighted and substandard buildings located in the city.

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 upgrading the existing inspector to full-time 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 compliance with the International Code Council requirements and standards.
3. Continue to maintain staffing levels. The projected retirement of two inspectors in the Building Department in 2018 will result in additions and modifications of duties to the existing staff. Pro-active planning and training will help to maintain the levels of inspections, plan reviews, and rental certifications during our peak season.

Blight

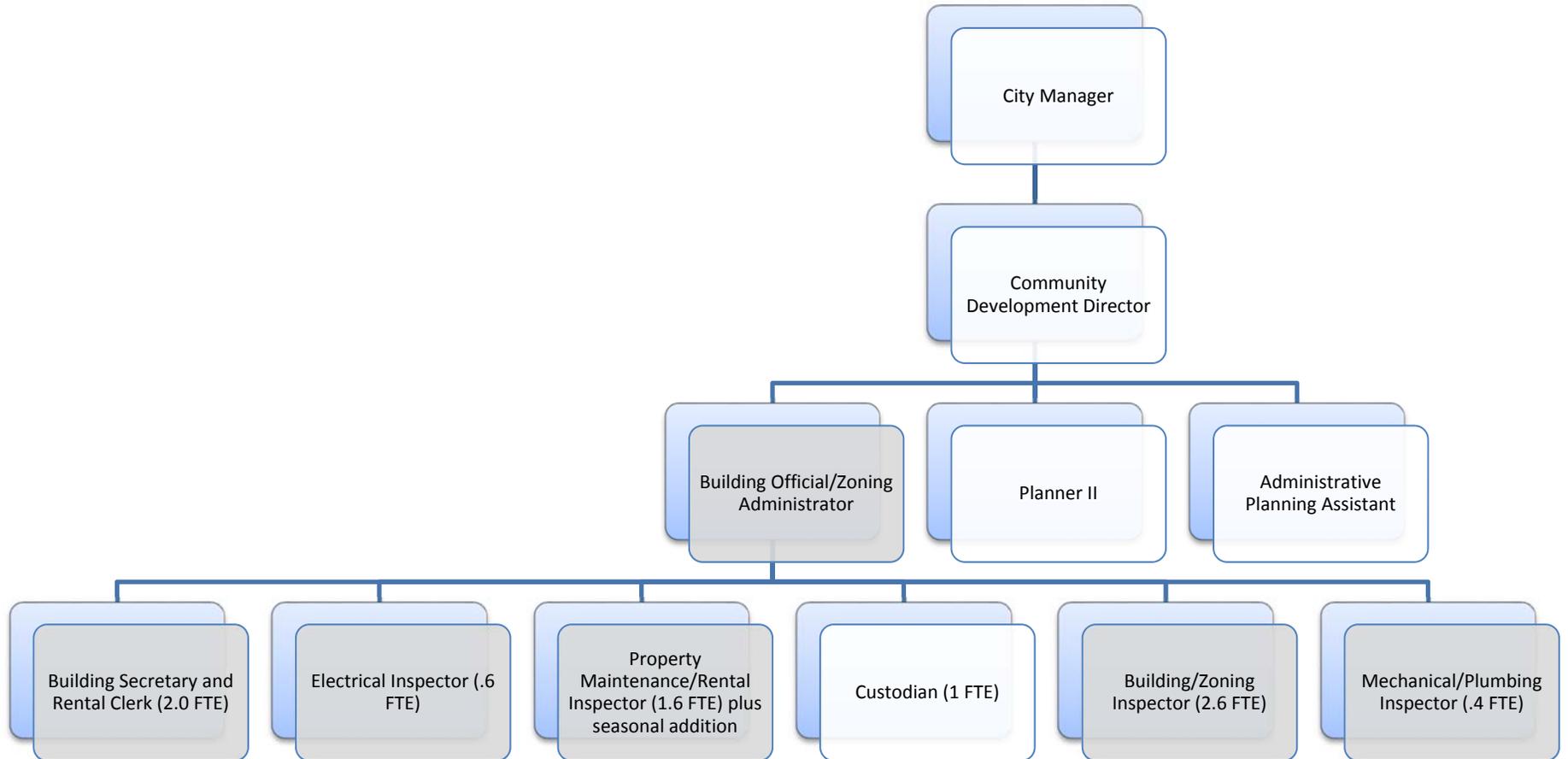
1. Continue to reduce the number of city contracted grass cuttings by posing courtesy door hangers to notify property owners of tall grass violations. These notifications will provide property owners the opportunity to correct violations prior to grass cutting by the City grass contractor and avoid the associated fees.

Rental

1. Complete evaluation and review of the Rental 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 yearly renewal, and monitor unregistered rental properties to ensure compliance.

ORGANIZATIONAL CHART

Positions highlighted in gray are fully or partially funded by the Building Safety Fund.



PERFORMANCE MEASURES

ITEM	14-15 Actual	15-16 Actual	17-18 Actual	17-18 Actual	18-19 Estimate
Blight Complaints	150*	150*	194*	109*	135
Blight Inspections	1500**	1500**	2534	2633	2600
Zoning Complaints	30	230	64	97	95
Zoning Inspections	220	240	385	617	610
Zoning Permits	110	120	146	219	210
Special Use Permits	5	4	8	22	20
Zoning Board of Appeals	15	12	8	9	10

*Action Line Records Only

** Includes Tall Grass

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
City Hall						
Personnel	\$ 169,752	\$ 86,019	\$ 87,627	\$ 90,537	\$ 92,057	\$ 94,296
Supplies	3,775	278	3,207	4,207	4,207	4,207
Other Operating	167,827	164,532	168,103	165,092	170,756	176,235
City Hall Total	\$ 341,354	250,829	258,937	259,836	267,020	274,738
Zoning/Ordinance Enforcement						
Personnel	\$ 226,738	\$ 159,032	\$ 150,819	\$ 167,942	\$ 173,355	\$ 179,351
Supplies	1,892	1,665	1,665	2,630	2,630	2,630
Other Operating	34,901	741,222	741,222	96,522	97,084	97,343
Subtotal	263,531	901,919	893,706	267,094	273,069	279,324
Expenditure Credits	(12,371)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Zoning/Ord. Enf. Total	\$ 251,160	\$ 886,919	\$ 878,706	\$ 252,094	\$ 258,069	\$ 264,324
Building Services Total	\$ 592,514	\$ 1,137,748	\$ 1,137,643	\$ 511,930	\$ 525,089	\$ 539,062
Expenditures as a % of the Total General Fund	1.36%	4.47%	4.47%	2.52%	2.53%	2.56%

COMMUNITY DEVELOPMENT DEPARTMENT

Planning Department • Building Department

Introduction

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/Zoning Administrator, three full-time building/trade inspectors, a full-time blight inspector, a part-time electrical inspector, a part-time plan reviewer, a part-time blight inspector, and two administrative support positions.

Planning Department

The Planning Department staff is composed of the Director of Community Development, who holds concurrent titles as City Planner and Historic Preservation Officer; a Planner II position; and a part-time Administrative / Planning Assistant position. The department utilizes planning 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 the Planner II carry out professional planning assignments within primary areas of responsibility that include historic preservation, land use, housing rehabilitation, economic development and incentives, grant writing and administration, and coordination of the City's Community Development Block Grant (CDBG) funds and projects. While responsibilities are often addressed individually by each position, respective of their areas of specialization, many of the Department's activities are also accomplished as joint projects capitalizing on individual strengths and areas of expertise, as well as promoting cross-training within the Department. 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 2018- 2019

Zoning Ordinance Amendments and Updates

In 2017, the Planning Department coordinated adoption of the updated official Zoning Map, the City's Master Plan, and initiated the Zoning Ordinance update, which is anticipated for completion in 2018.

Economic Development

Through the addition of two positions within the City organization and the assistance of the Monroe Business Development Corporation (BDC), the City has increased its efforts at economic development and has shifted from a single department or person to a "team-oriented" approach. As a result, Community Development (Planning) continues to staff the Economic Development Review Committee (EDRC), process brownfield applications, provide City representation to the Downriver Community Conference Brownfield Consortium, and provide assistance, as needed, to the Economic Development Team.

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 the retention of businesses already located here. 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 in order 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 no longer represent the primary incentives available to communities or attractive to potential developers. 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.

Community Revitalization

Housing - The Department provides housing rehabilitation assistance through The FIX Program, which is funded by Community Development Block Grant monies. The FIX Program is to assist income-qualified residents in addressing specific 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 a qualified applicant. The intent is to effect greater impact on individual homes, as well as the neighborhoods in which these homes are located. The Department continually reevaluates the types of services offered and their modes of delivery to ensure the Program is responsive to the needs of residents. During this same period, the Building Department has shifted greater focus 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 catalyze private reinvestment in the designated neighborhoods

and areas. The program was expected to be fully-operational by the end of 2017, and while components are in place the department has been cautious on actively marketing the program given current staffing levels. The point-of-sale inspection required for the NEZ program has been the other challenge to making the program fully- operational. Another tool related to housing, which is being considered by the Department is modifying and enhancing the current rental inspection 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 will continue to have an integral role, as part of the larger economic development team, by assisting business owners wishing to use these incentives. To date, the City has completed 26 brownfield plans since the inception of the City's Brownfield Redevelopment Authority (BRA).

The Community Development Department also coordinates the City's application for certification in the Redevelopment Ready Communities program sponsored by the Michigan Economic Development Corporation (MEDC). Remaining tasks include updates to the City's website, which are currently underway; and revisions to the Zoning Code, which are 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. We continue to explore opportunities to work with the Land Bank to address vacant 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; cemetery preservation; grant writing and administration; preservation legislation; and Section 106 reviews and administration to City departments. Community Development and the Preservation Office have also 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.

Affiliated Committees & Commissions

Citizen Planning Commission (CPC) - A Council-appointed citizen board created by local ordinance and authorized by state enabling legislation. The Commission formulates and administers the City's development regulations and reviews and makes recommendations on all zoning map and 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 Department provides direct support as administrative staff to the Commission; which includes coordinating and reviewing applications, establishing monthly meeting agendas, providing and/or reviewing staff analyses, preparing minutes, effectuating actions taken by the commission, directing consultants, and coordinating training programs for commissioners. The Department also coordinates and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for projects that meet ASPR criteria.

Downtown Development Authority (DDA) - Technical support and assistance are provided to the DDA by Planning staff, as needed. The Department recently coordinated the residential target market analysis on behalf of the City of Monroe, and a retail target market analysis on behalf of the Downtown Development Authority. The residential component was funded in-part through a grant from the Michigan Economic Development Corporation (MEDC), while the retail study was funded by the DDA.

Historic District Commission (HDC) - A Council-appointed 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, 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 with applications for funding through the Downtown Development Authority's Façade Grant Program. The Commission reviews projects as to compliance with the Secretary of the Interior's Standards for Rehabilitation. The Commission also provides assistance in obtaining state and federal tax credits to encourage preservation activities throughout the community, and advocates on behalf of preserving the built environment.

The Community Development Department through the Planning Department provides direct support to the Commission, which includes coordinating and reviewing applications, establishing meeting agendas, providing staff analyses, preparing minutes, effectuating actions taken by the Commission, and coordinating training workshops and sessions for commissioners.

Brownfield Redevelopment Authority (BRA) - The Department provides support as liaison 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, are 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 on 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 Plan Information - The Department and Citizens Planning Commission have developed comprehensive and district plans which describe present and future land uses, housing, transportation, recreation, community facilities, and historic preservation policies and projects. The most recent Master Plan was adopted in 2017.

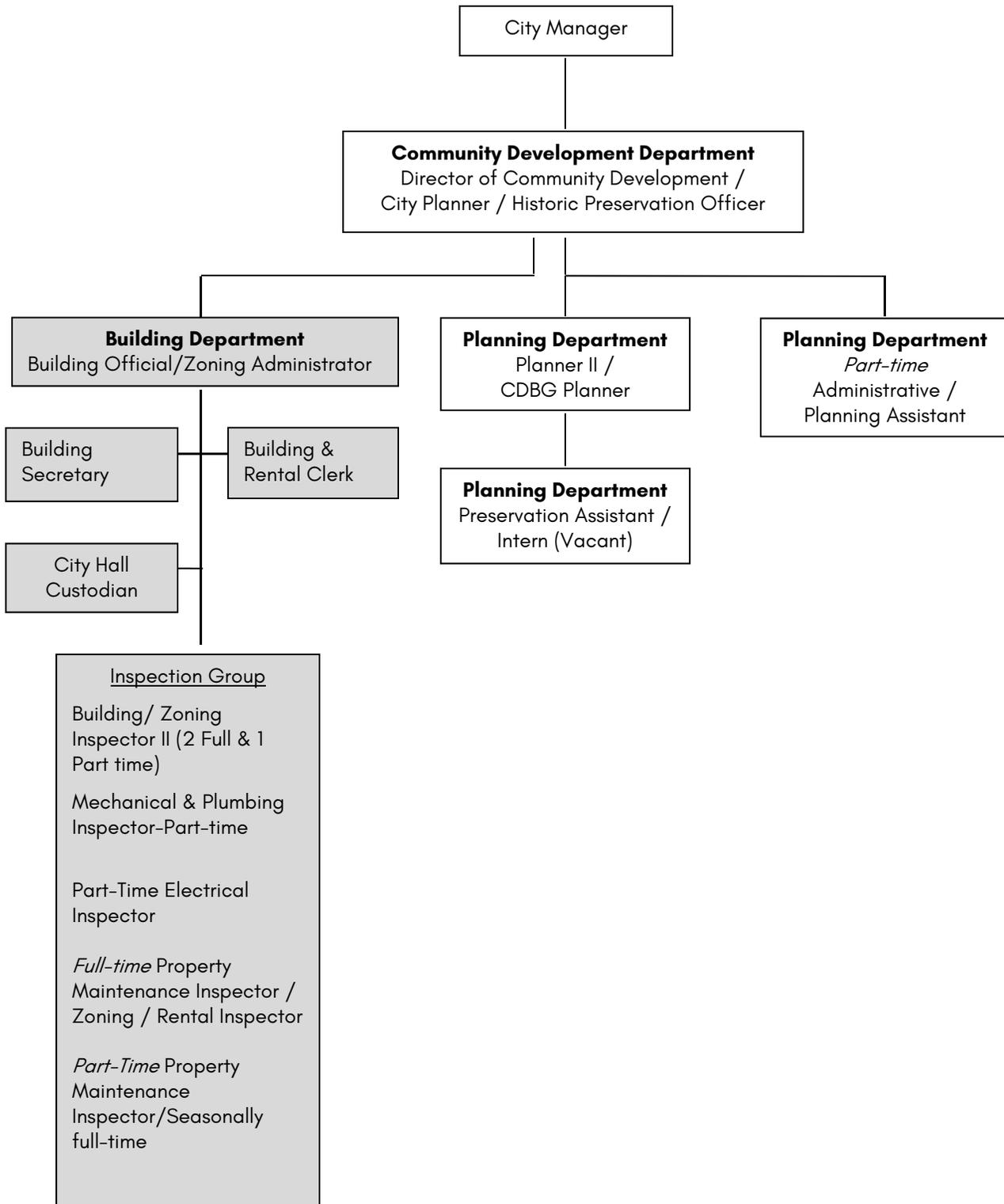
Capital Improvements Program (CIP) - The Department is responsible for compiling and coordinating the annual City of Monroe Capital Improvements Program (CIP) Budget and shepherding it through the approval process. Planning staff are members of the CIP Budget Team, which meets with various departments and agencies seeking funding in the upcoming fiscal year. The Team reviews proposals, and makes recommendations for the capital budget and the five-year capital improvements program. The CIP Budget process is slated to begin in late summer / early fall of 2018. 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 coordinated the City's 2010 Census and Complete Count Committee efforts.

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 Zoning Administrator. Current membership includes representation from: the Building, Planning, Engineering & DPS, and Water & Wastewater Utilities departments, and a representative of the Citizens Planning Commission. The Director of Community Development chairs the committee.

ORGANIZATIONAL STRUCTURE

PROPOSED ORGANIZATIONAL MODEL FY 2018-2019



PERFORMANCE MEASURES

ITEM	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Estimate	FY 18-19 Estimate
CPC Meetings	11	11	15	14	16
CPC Reviews	4	10	4	20	20
Minor / Sign	36	39	22	30	30
Admin Site Plan Review	23	16	15	20	18
Planning Projects/ Workshops	6	2	5	4	4
HDC Meetings	9	5	3	6	6
HDC Reviews	4	10 (Dwtn Façade Grants)	7	10	12
HDC Projects/ Workshops	4	2	0	3	2
Grants	2	3	2	2	2
IFT Applications	4	3	2	3	3
OPT Applications	3	2	3	4	4
Brownfield Plans	2	1	1	2	2
Other Incentives	2	2	2	3	2

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

FUNDING LEVEL SUMMARY

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Planning Commission						
Personnel	\$ 1,830	\$ 1,615	\$ 1,615	\$ 2,584	\$ 2,584	\$ 2,584
Other Operating	1,069	3,025	3,215	3,100	3,100	3,100
Supplies	238	145	235	275	275	275
Planning Commission Total	\$ 3,137.00	\$ 4,785.00	\$ 5,065.00	\$ 5,959.00	\$ 5,959.00	\$ 5,959.00
Community Development						
Personnel	742,992	200,000	197,687	221,164	228,599	236,565
Other Operating	511,349	4,713,868	4,783,154	93,120	64,060	63,786
Supplies	2,422	2,827	3,392	3,600	3,000	3,000
Comm. Develop. Subtotal	\$ 1,256,763.00	\$ 4,916,695.00	\$ 4,984,233.00	\$ 317,884.00	\$ 295,659.00	\$ 303,351.00
Expenditure Credits	(55,079)	(63,000)	(63,500)	(63,000)	(63,100)	(63,200)
Comm. Develop. Total	\$ 1,201,684.00	\$ 4,853,695.00	\$ 4,920,733.00	\$ 254,884.00	\$ 232,559.00	\$ 240,151.00
Historic District Commission						
Other Operating	150	3,200	3,200	3,200	3,200	3,200
Historic District Comm. Total	150	3,200	3,200	3,200	3,200	3,200
Department Total	\$ 1,204,971	\$ 4,861,680	\$ 4,928,998	\$ 264,043	\$ 241,718	\$ 249,310
Expenditures as a % of the						
Total General Fund	2.77%	19.10%	19.36%	1.30%	1.16%	1.18%

OFFICE OF ECONOMIC DEVELOPMENT

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 placemaking, 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.

2017-18 Accomplishments

- Established a new Economic Development Strategy for the City.
- Completed and adopted a new strategic plan for the Arthur Lesow Community Center.
- Successfully acquired 22 properties totaling over 40 acres toward the development of the River Raisin Heritage Corridor Master Plan through the DNR Trust Fund grant.
- Convened community stakeholders and completed Phase I of the I-75 Interchange Modification Study to explore design alternatives of the Front and Elm interchanges.
- Completed a space analysis of the former Multi-Sports Complex for an adaptive reuse as an education and visitor center for the River Raisin National Battlefield Park and Parks & Recreation offices and program space.

- Completed a three-part customer experience improvement training program involving over 100 employees from all city departments.
- Created a Student Advisory Council in partnership with Monroe Public Schools to encourage greater youth participation in local government planning and decision-making.
- Worked with the Communications Department to revamp the Economic Development section of the new website.
- Organized several community engagement listening sessions to review results of the retail and residential target market analysis reports with potential development partners.

2018-19 Department Goals

- Champion partnerships to implement recommendations of the studies commissioned by the City, including:
 - ALCC Strategic Plan
 - I-75 Interchange Modification Study
 - Multi-Sports Complex Space Analysis
 - Retail and Residential Target Market Analysis
 - La-Z-Boy subarea plan
 - Downtown Master Plan
- Continue the implementation of grants secured and explore additional state and federal grants.
- Complete the Battlefield Cooperative Land Management Plan and close out the 2014 American Battlefield Protection Program grant.
- Establish and execute strategies to redevelop key heritage sites in the City, including the former La-Z-Boy Headquarters, St. Mary's Center, former MAECO site, Hy Property,
- Partner with the Monroe County Business Development Corporation to establish a multi-jurisdictional Telegraph Road Improvement Task Force.
- Continue to work 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.

FUNDING LEVEL SUMMARY

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Economic Development						
Personnel	\$ -	\$ -	\$ -	\$ 190,395	\$ 195,088	\$ 197,191
Supplies	-	-	-	1,425	1,425	1,425
Other Operating	-	-	-	14,809	15,280	15,450
Economic Development Total	\$ -	\$ -	\$ -	\$ 206,629	\$ 211,793	\$ 214,066
Expenditures as a % of the						
Total General Fund	0.00%	0.00%	0.00%	1.02%	1.02%	1.02%

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 Parks and Recreation Director, two full time Parks staff, and one full time Recreation 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 programs for youth and adults include: Adult Softball, Indoor Adult Volleyball, Adult Sand Volleyball, Free Drop in Pickleball, Youth Sand Volleyball, Boys Flag Football, AKC Canine Classes, Youth Tee Ball, Softball, Baseball, Track and Field, Indoor and outdoor Youth Basketball Camp, Tennis, Summer Playground Program (Tot Lot), Free Guided Bike Tours of the River Raisin Heritage Trail, individual skill classes, Nordic Walking, Art Appreciation, Concerts in the Park, Court Dances, Nature programs, Birding programs, Tiny Tikes Triathlon, Free Fishing Derby, Community Garden Plots, and Walk Monroe. Free exercise in the park, including Yoga, Tai Chi, Yoga for Kids, and Body Sculpt, has allowed participants to join in a free community venue for health and fitness. Volunteer Instructors are encouraged to bring their knowledge, enthusiasm, and equipment to allow participants to try out new recreational activities for free. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are done in cooperation with Monroe Public Schools. The Monroe County Library System has partnered to offer Family Story Time in the Park. Concerts in the Park have expanded to include a partnership with ProMedica Mercy Memorial Hospital nurses and other professional staff on hand to offer free blood pressure checks and diabetes education. Discount ticket programs through Michigan Recreation and Parks Association include the Detroit Zoo and the Detroit Red Wings. Since 2008, the Recreation Department has offered approximately 50 new programs. These programs have expanded our program and sports offerings to include nature programming, more programs for seniors, additional team sports, and a greater variety of interests and hobbies to better serve a variety of interests.

With the senior population growing, a walkable city like Monroe can become an even greater central location to provide recreational and social opportunities for its residents. "Healthy Aging" is no longer just a concept but is quickly becoming a necessary way of life. As insurance rates skyrocket, individuals are once again 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 was merged back with the Recreation Department in summer, 2015. The Parks Maintenance Supervisor and crew are responsible to ensure that all City parks are safe, clean, and up to date.

The parks maintenance crew consists of two full time workers; one Parks Maintenance Supervisor and one Maintenance Worker. Several seasonal parks maintenance staff work spring through summer. 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, roller sport courts, basketball courts, boat launch facilities, walking/bike path, tennis courts, Pickleball 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 seven member Parks and Recreation Advisory Commission (PRAC) appointed by the Mayor and City Council. The PRAC works with Recreation Department staff to create recommendations for review by the City Manager and to the Mayor and Council regarding the provision of parks and recreation needs and services. The Parks and Recreation Advisory Commission played an integral role in updating the 2014 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 2014-2018

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 recreation goals and objectives with an action plan. These goals and objectives are listed as Cornerstones, Building Blocks' and an Action Plan for programs and parks. The master plan will be updated for implementation in 2019.

Cornerstones:

1. Provide safe, high quality recreational experiences that increase the quality of life in Monroe. This can be accomplished by evaluating current park usage, improving park maintenance, and making our parks more accessible. To fully utilize the parks for optimum usage, master plans will be undertaken for larger parks. Increasing the level of maintenance in the parks will attract more park visitors and provide for safer visits. Expanding pedestrian and non-motorized connectivity between parks was high on the list of public comments. Taking a close look at all city parks to determine whether they should be upgraded, maintained at the current level,

developed, repurposed, or decommissioned will be a top priority for the Recreation Advisory commission, along with program evaluation.

2. Fully leverage Monroe's recreational waterfront assets.

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

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

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

As written in the master plan, "Over time, the implementation of these action plan items will help Monroe reach the goals of providing safe, high quality recreational experiences, fully leveraging Monroe's waterfront assets, and fully leveraging the historic assets within Monroe's recreational system."

2018-2019 Parks and Recreation Dept. Goals and Objectives

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

Objectives:

1. To continue the implementation of the building blocks, action plan, and park strategy as outlined in the Parks and Recreation Master Plan.
2. Move the newly finished master plans for Munson Park, Manor Park, St. Mary's Park, Labor Park, Father Cairns Park, and Mill Race Park forward by investigating funding opportunities.
3. Update and assess all parks for safety and further develop maintenance schedules.
4. Prepare written Parks Maintenance manual, including forms, schedules, and maintenance plans.
5. To encourage growth in 'Stewardship Monroe'; a structured volunteer program promoting stewardship, providing programming, and encouraging community involvement.
6. To work with Monroe Public Schools to pursue the development of the Christiancy School property into a neighborhood park.

Goal 2: To expand opportunities for passive recreation

Objectives:

1. Develop and print recreational (walking, fishing, birding) maps for routes throughout the city, listing points of interest and specific areas for the best recreational activities
2. Continue to partner with other community health agencies to develop a community wide health and wellness programs.
3. Encourage volunteers to share their knowledge of basic recreational activities to empowering residents to learn new skills and participate on their own.

4. Partner with the River Raisin National Battlefield to unify and expand programming and park facilities. Attractive programs, restrooms, and picnic areas will encourage tourists to expand their visit to include the City of Monroe.

Goal 3: To target need and at risk youth and their families

Objectives:

1. Develop a scholarship fund
2. Provide programming with CDBG funds to low income areas.
3. Explore locations for community gardens in low income neighborhoods
4. Increase the number of tot lots to provide positive social and play opportunities for youth

Michigan Municipal League's Hierarchy of Municipal Needs



The League's Hierarchy of Municipal Needs

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

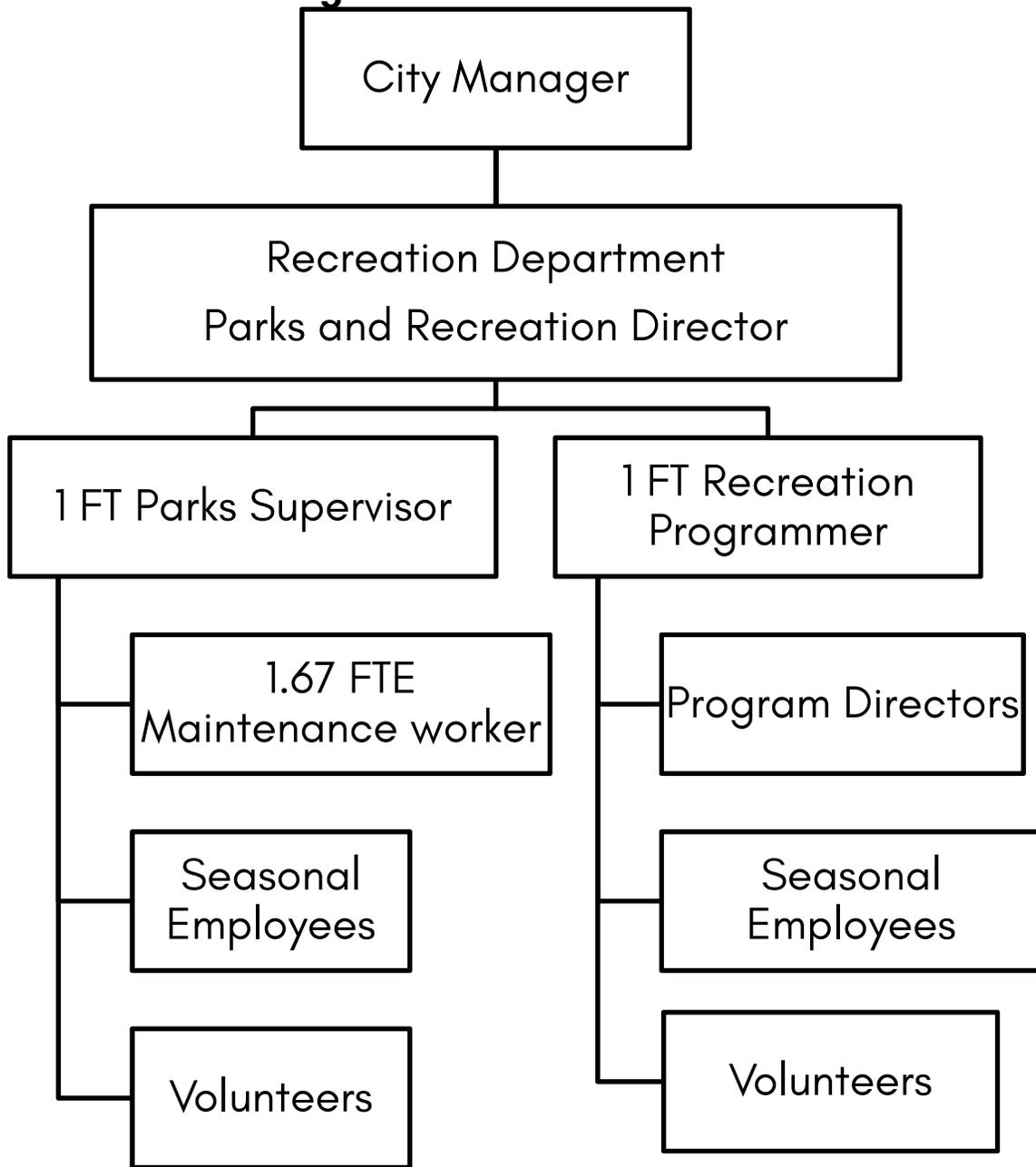
MONROE PUBLIC SCHOOLS

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

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
General Administration						
Personnel	\$ 605,753	\$ 180,889	\$ 179,711	\$ 196,627	\$ 203,929	\$ 210,206
Other Operating	47,810	41,185	71,262	30,081	30,707	31,008
Supplies	2,895	3,150	3,150	2,800	2,800	2,800
Capital Outlay	-	200	200	-	-	-
Total General Admin.	\$ 656,458	\$ 225,424	\$ 254,323	\$ 229,508	\$ 237,436	\$ 244,014
Parks Maintenance						
Personnel	\$ 1,012,873	\$ 356,478	\$ 330,456	\$ 376,256	\$ 386,273	\$ 393,071
Other Operating	203,769	239,286	239,286	234,793	239,296	241,697
Supplies	29,959	35,500	35,500	31,500	31,500	31,500
Capital Outlay	10,888	-	-	-	-	-
Total Parks Maintenance	\$ 1,257,489	\$ 631,264	\$ 605,242	\$ 642,549	\$ 657,069	\$ 666,268
Multi-Sports Complex						
Personnel	\$ -	\$ 7,756	\$ 7,756	\$ 7,896	\$ 7,898	\$ 7,899
Other Operating	938,919	590,649	590,649	511,908	515,431	519,284
Supplies	16,184	5,100	5,100	1,000	1,000	1,000
Total Multi-Sprts Cmplx	\$ 955,103	\$ 603,505	\$ 603,505	\$ 520,804	\$ 524,329	\$ 528,183
Recreation Programs						
Personnel	\$ 54,985	\$ 59,975	\$ 59,975	\$ 60,002	\$ 60,029	\$ 60,057
Other Operating	18,213	29,600	30,050	24,400	24,400	24,400
Supplies	15,659	23,000	23,000	19,000	19,000	19,000
Total Rec. Programs	\$ 88,857	\$ 112,575	\$ 113,025	\$ 103,402	\$ 103,429	\$ 103,457
Recreation Dept. Total	\$ 2,957,907	\$ 1,572,768	\$ 1,576,095	\$ 1,496,263	\$ 1,522,263	\$ 1,541,922
Expenditures as a % of the Total General Fund	6.80%	6.18%	6.19%	7.38%	7.34%	7.31%

Organizational Chart



Program	2015 Resident Participants	2015 Non-Resident Participants	2015 Total Participants	2016 Resident Participants	2016 Non-Resident Participants	2016 Total Participants	2017 Resident Participants	2017 Non-Resident Participants	2017 Total Participants	Projected 2018	Projected 2019
Local Tournaments										1	1
Number of Adult Summer Softball Teams			74			66			58	66	66
Summer Adult Softball Individual Participants	257	955	1,212	246	871	1,117	167	778	945	1,000	1,000
Number of Fall Adult Softball Teams			32			29			19	29	30
Fall Adult Softball Individual Participants	122	345	467	102	329	431	68	207	275	430	430
Number of Adult Indoor Volleyball Teams			7			7			7	7	8
Adult Volleyball Individual Participants	10	53	63	18	53	71	20	85	105	100	100
Summer Youth Ball	294	225	519	259	209	468	226	221	447	450	460
Indoor Basketball Camp	37	69	106								
Daddy Daughter Dance			423			413	166	261	427	425	425
Garden Plots	18	7	25	14	7	21	12	8	20	25	25
Mother Son Bowling			104			96	29	59	88	95	96
Family Story Time w/ Monroe County Library			28			62			30	40	50
Boys Flag Football	11	9	20								
Adult Sand Volleyball teams			9			11			9	10	10
Adult Sand Volleyball	36	69	105	27	60	87	19	56	75	80	80
Tennis	2	7	9			0	5	6	11	13	13
Track	11	9	20	13	6	19	4	7	11	15	20
Park Rentals	63	30	93	62	28	90	58	31	89	90	90
Tot Lot			2,085			1842			2,649	2,000	2,000
Walk Monroe	8	22	30	1	24	25					
Concerts in the Park			9,289			13,538			18,912	19,000	19,000
Historic Monroe	29	62	91			176			77	185	185
Adult Yoga			278			313			389	335	335
Kids Free Yoga			77			34		13	13	35	35
Free Fishing Derby	9	9	18	4	3	7	7	2	9	20	20
Bus Travel Trips	5	11	16		2	2					
AKC Canine Classes	7	9	16			0	6	16	22	20	20

Program	2015 Resident Participants	2015 Non- Resident Participants	2015 Total Participants	2016 Resident Participants	2016 Non- Resident Participants	2016 Total Participants	2017 Resident Participants	2017 Non- Resident Participants	2017 Total Participants	Projected 2018	Projected 2019
Guided Bike Tours										5	5
Pickleball	52	59	111			221	84	152	236	250	250
Body Sculpt in the Park			42			117	34	35	69	75	75
Tai Chi in the Park			43			49	21	26	47	50	50
Birding Groups	4	14	18	4	21	25				20	20
Court Dance			1,331			960			766	950	950
Tiny Tikes Triathlon	3	9	12	7	4	11				10	10
Art in the Park	2	3	5	7	2	9					
Girls Indoor Volleyball Camp	5	12	17	5	6	11					
Adult Flag Football teams									3	4	4
Adult Flag Football							5	27	32	40	40
Adult Soccer Spring teams									4	4	4
Adult Soccer Spring							10	38	48	50	50
Adult Soccer Summer teams									5	5	5
Adult Soccer Summer							15	41	56	56	56
Adult Soccer Fall teams									5	5	5
Adult Soccer Fall							14	48	62	62	62
Totals	984	1,987	16,682	763	1,623	20,125	970	2117	26,020	26,112	26,140

NON - DEPARTMENTAL

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

NON - DEPARTMENTAL						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Property Taxes	\$ -	\$ 2,787	\$ 2,787	\$ -	\$ -	\$ -
Special Assessments	134,402	132,213	128,870	130,000	130,000	130,000
Interest - Interfund Loans	7,154	7,154	7,154	7,154	7,154	7,154
Tax Sharing Agreement	5,454	5,754	5,754	6,142	6,265	6,390
Refunds - BOR Settlements	18,904	25,000	25,000	25,000	25,000	25,000
Grant-Lesow Comm. Center	140,000	140,000	140,000	140,000	140,000	140,000
Franchise Fee Transfer-MPACT	167,852	165,000	165,000	158,000	158,000	158,000
Library Appropriation	57,500	57,500	57,500	57,500	57,500	57,500
Contingencies	-	137,580	50,040	1,617,500	1,617,500	1,617,500
Debt Administration	1,749,949	1,672,093	1,672,793	1,672,192	1,764,833	1,768,230
Operating Transfers	1,842,501	2,077,177	2,134,177	861,643	882,334	906,177
Loss in Fair Value of Land	-	-	-	-	-	-
Non-Departmental Total	\$ 4,123,716	\$ 4,422,258	\$ 4,389,075	\$ 4,675,131	\$ 4,788,586	\$ 4,815,951
Expenditures as a % of the						
Total General Fund	9.47%	17.37%	17.24%	23.05%	23.08%	22.84%



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 is being 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 \$225,000 for fiscal year 18-19, and they funnel through the Major Street fund as well. In 2017, these funds were used to replace curbs and resurface North Macomb Street from East Elm Avenue to East Grove Street, and in 2018, they will be 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.

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 2017-18 CAPITAL PROJECTS

Conant Avenue Resurfacing - Wood to Third
West First Reconstruction - Harrison to Monroe (Federal Aid - design only in 17-18)
Kentucky Avenue Reconstruction - First to Fourth
Lemerand Street Resurfacing - Monroe to Macomb
West Lorain Street Reconstruction - John Rolfe to Telegraph
North Macomb Street Resurfacing - Elm to Grove (Federal Aid)
South Macomb Reconstruction - First to Front (west half)
Union Street Resurfacing - Eighth to Third

MAJOR STREET FUND FY 2018-19 CAPITAL PROJECTS

West First Reconstruction - Harrison to Monroe (Federal Aid)
West Front Street Resurfacing - Telegraph to First (Federal Aid - design only in 18-19)

MAJOR STREET FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Revenue:						
General Revenue:						
General Government	\$ 1,301,788	\$ 3,000	\$ 12,057	\$ 13,000	\$ 13,000	\$ 13,000
Public Works	1,270,987	1,437,132	1,473,000	1,477,553	1,598,537	1,756,294
Program Services Revenue						
Public Works	26,955	35,395	35,395	37,800	37,800	37,800
Operating Grants						
Public Works	-	-	107,250	-	-	-
Capital Grants						
Public Works	649,163	917,501	895,539	225,000	235,000	240,000
Total Revenue	3,248,893	2,393,028	2,523,241	1,753,353	1,884,337	2,047,094
Total Expenditures	2,410,578	3,813,769	3,208,575	1,312,582	2,621,160	2,068,552
Excess (Deficiency) of Revenues over Expenditures	838,315	(1,420,741)	(685,334)	440,771	(736,823)	(21,458)
Beginning Fund Balance	944,048	1,782,366	1,782,366	1,097,032	1,537,803	800,980
Ending Fund Balance	\$ 1,782,363	\$ 361,625	\$ 1,097,032	\$ 1,537,803	\$ 800,980	\$ 779,522

**MAJOR STREET FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Major Street Operations						
Construction	\$ 1,423,397	\$ 2,662,191	\$ 2,157,656	\$ 486,500	\$ 1,062,500	\$ 1,062,500
Surface Maintenance	175,217	183,494	91,000	141,000	141,000	141,000
Guard Rails & Posts	-	800	800	800	800	800
Drain Structures	37,692	77,500	68,750	54,000	54,000	54,000
Grass & Weed Control	9,219	7,500	7,500	7,500	7,500	7,500
Bridge Maintenance	3,700	-	-	10,000	-	10,000
RR Crossing Maintenance	15,622	15,000	16,000	16,500	17,000	17,500
Sign Maintenance	9,410	20,000	20,000	20,000	20,000	20,000
Signal Maintenance	21,328	22,000	23,500	23,500	23,500	23,500
Pavement Marking	13,655	40,000	40,000	50,000	50,000	50,000
Winter Maintenance	101,260	120,000	129,000	118,000	118,000	118,000
Administration	-	3,000	3,000	3,000	3,000	3,000
Transfers Out	574,197	518,713	518,713	248,000	890,000	276,000
Major St Operations Total	2,384,697	3,670,198	3,075,919	1,178,800	2,387,300	1,783,800
M-125						
Surface Maintenance	1,674	1,200	2,100	2,800	2,800	2,800
Sweeping	-	2,500	3,100	3,100	3,100	3,100
Forestry	6,585	4,000	4,000	4,000	4,000	4,000
Drain Structures	-	1,800	1,800	1,800	1,800	1,800
Sign Maintenance	-	-	400	400	400	400
Signal Maintenance	-	-	400	-	-	-
Winter Maintenance	17,622	21,100	20,900	23,000	23,000	23,000
M-125 Total	25,881	30,600	32,700	35,100	35,100	35,100
M-50						
Surface Maintenance	-	700	700	700	700	700
Sweeping	-	2,800	1,000	1,000	1,000	1,000
Forestry	-	1,300	1,000	1,000	1,000	1,000
Winter Maintenance	-	-	-	-	-	-
M-50 Total	-	4,800	2,700	2,700	2,700	2,700
DEBT ADMINISTRATION						
Principal and Interest	-	108,171	97,256	95,982	196,060	246,952
Major Street Fund Total	\$ 2,410,578	\$ 3,813,769	\$ 3,208,575	\$ 1,312,582	\$ 2,621,160	\$ 2,068,552

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 is being 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 2017-18 CAPITAL PROJECTS

Avenue de Lafayette Reconstruction - north of N. Custer to Francis
Cranbrook Boulevard Reconstruction - Armitage to Payson
Jerome Street Reconstruction - Woodland Cemetery to East Fourth
John Rolfe Drive Reconstruction - West Lorain to Donnalee
West Lorain Street Reconstruction - West End to John Rolfe
Stone Street Resurfacing - Telegraph to Front
Ternes Drive Reconstruction - North Dixie to 1000 feet south

LOCAL STREET FUND FY 2018-19 CAPITAL PROJECTS

Maple Boulevard West Resurfacing - Linwood to north end (Marquette)
Parkwood Avenue Resurfacing - Hollywood to Maple
Scottwood Avenue Resurfacing - Hollywood to Maple
Stockton Drive Resurfacing - Borgess to Monroe
Sylvan Drive Resurfacing - Borgess to Monroe

LOCAL STREET FUND FUND BALANCE TREND

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 1,276,029	\$ 100	\$ 4,847	\$ 4,500	\$ 5,000	\$ 5,000
Public Works	678,150	620,675	627,000	740,518	1,422,846	861,431
Operating Grants						
Public Works	-	-	35,750	-	-	-
Capital Grants						
Public Works	500,558	375,000	375,000	2,440,000	500,000	500,000
Total Revenue	2,454,737	995,775	1,042,597	3,185,018	1,927,846	1,366,431
Total Expenditures	2,097,929	944,382	825,164	3,741,618	1,939,989	1,360,013
Excess (Deficiency of Revenues) over Expenditures						
	356,808	51,393	217,433	(556,600)	(12,143)	6,418
Beginning Fund Balance	153,796	510,604	510,604	728,037	171,437	159,294
Ending Fund Balance	\$ 510,604	\$ 561,997	\$ 728,037	\$ 171,437	\$ 159,294	\$ 165,712

LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Local Street Operations						
Construction	\$ 1,708,187	\$ 497,340	\$ 396,566	\$ 3,298,900	\$ 1,398,900	\$ 768,900
Surface Maintenance	118,860	123,060	64,000	104,000	104,000	104,000
Guard Rails & Posts	-	1,400	21,100	1,400	1,400	1,400
Drain Structures	167,277	75,500	95,000	81,500	81,500	81,500
Grass & Weed Control	8,746	7,000	19,500	13,000	13,000	13,000
Railroad Crossing Maintenance	984	1,000	1,000	1,100	1,100	1,100
Sign Maintenance	19,856	37,000	29,000	29,000	29,000	29,000
Signal Maintenance	1,567	1,400	1,400	1,400	1,400	1,400
Winter Maintenance	72,452	115,000	101,000	116,000	116,000	116,000
Administrative & Engineering	-	1,000	1,000	1,000	1,000	1,000
Debt Administration	-	84,682	95,598	94,318	192,689	242,713
Local Street Fund Total	\$ 2,097,929	\$ 944,382	\$ 825,164	\$ 3,741,618	\$ 1,939,989	\$ 1,360,013

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 1.632 mills for fiscal year 2018-19. The previous curbside collection contract expired on February 28, 2018 and the new 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 new 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 force 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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 1,533,160	\$ 1,540,599	\$ 1,669,225	\$ 1,646,749	\$ 1,676,116	\$ 1,706,070
Program Service Revenue:						
Public Works	5,645	4,500	4,400	4,100	4,100	4,100
Total Revenue	1,538,805	1,545,099	1,673,625	1,650,849	1,680,216	1,710,170
Total Expenditures	1,472,239	1,609,690	1,627,625	1,716,783	1,726,128	1,763,680
Excess (Deficiency of Revenues) over Expenditures	66,566	(64,591)	46,000	(65,934)	(45,912)	(53,510)
Beginning Fund Balance	115,471	182,035	182,035	228,035	162,101	116,189
Ending Fund Balance	\$ 182,037	\$ 117,444	\$ 228,035	\$ 162,101	\$ 116,189	\$ 62,679

**REFUSE FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Department of Public Service						
Street Sweeping						
Other Operating	\$ 330,000	\$ 251,920	\$ 279,000	\$ 254,000	\$ 254,000	\$ 254,000
Street Sweeping Total	330,000	251,920	279,000	254,000	254,000	254,000
Drain Structures						
Other Operating		131,175	164,000	139,000	139,000	139,000
Drain Structures Total	-	131,175	164,000	139,000	139,000	139,000
Administration & General						
Other Operating	61,504	64,995	64,995	69,283	69,628	71,180
Admin & General Total	61,504	64,995	64,995	69,283	69,628	71,180
Rubbish Pick-Up						
Other Operating	1,056,734	1,108,600	1,085,000	1,195,000	1,204,000	1,240,000
Rubbish Pick-Up Total	1,056,734	1,108,600	1,085,000	1,195,000	1,204,000	1,240,000
Leaf Collection						
Other Operating	23,665	27,200	32,630	33,500	33,500	33,500
Leaf Collection Total	23,665	27,200	32,630	33,500	33,500	33,500
Clerk/Treasurer						
Other Operating	336	1,000	2,000	1,000	1,000	1,000
Clerk/Treasurer Total	336	1,000	2,000	1,000	1,000	1,000
Contingencies						
Other Operating		24,800		25,000	25,000	25,000
Contingencies Total	-	24,800	-	25,000	25,000	25,000
Refuse Fund Total	\$ 1,472,239	\$ 1,609,690	\$ 1,627,625	\$ 1,716,783	\$ 1,726,128	\$ 1,763,680

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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 693	\$ 500	\$ 1,800	\$ 2,000	\$ 2,000	\$ 2,000
Program Services Revenue:						
Public Safety	214,201	182,000	185,000	190,000	190,000	190,000
Total Revenue	214,894	182,500	186,800	192,000	192,000	192,000
Total Expenditures	205,627	200,717	201,573	178,025	180,837	184,666
Excess (Deficiency of Revenues) over Expenditures	9,267	(18,217)	(14,773)	13,975	11,163	7,334
Beginning Fund Balance	116,170	125,437	125,437	110,664	124,639	135,802
Ending Fund Balance	\$ 125,437	\$ 107,220	\$ 110,664	\$ 124,639	\$ 135,802	\$ 143,136

**PARKING FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Clerk/Treasurer						
Parking Fee/Fine Collections						
Other Operating	\$ 13,742	\$ 13,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Police Department						
Parking Enforcement						
Personnel	\$ 129,495	\$ 95,994	\$ 96,150	\$ 100,920	\$ 103,347	\$ 106,602
Supplies	2,964	5,150	5,150	5,300	5,300	5,550
Other Operating	1,841	1,993	2,693	3,021	3,104	3,129
Capital Outlay	-	7,596	7,596	4,500	4,500	4,500
Parking Enfrcmnt. Total	\$ 134,300	\$ 110,733	\$ 111,589	\$ 113,741	\$ 116,251	\$ 119,781
Department of Public Service						
Parking Maintenance						
Personnel	26,156	20,000	20,000	20,000	20,000	20,000
Supplies	6,532	5,000	6,000	5,000	5,000	5,000
Other Operating	22,113	24,200	22,200	22,500	22,800	23,100
Parking Maintenance Total	\$ 54,801	\$ 49,200	\$ 48,200	\$ 47,500	\$ 47,800	\$ 48,100
Downtown Development Authority						
Downtown Parking Development						
Other Operating	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -
Finance						
Debt Administration						
Bond Issue Costs	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	2,783	2,784	2,784	2,784	2,786	2,785
Parking Maintenance Total	\$ 2,784	\$ 2,784	\$ 2,784	\$ 2,784	\$ 2,786	\$ 2,785
Parking Fund Total	\$ 205,627	\$ 200,717	\$ 201,573	\$ 178,025	\$ 180,837	\$ 184,666

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 2019, 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.

ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 3,465	\$ 3,000	\$ 29,768	\$ 54,000	\$ 2,000	\$ 2,000
Community Development	-	-	-	-	-	-
Operating Grants:						
Community Development	-	70,700	70,700	-	-	-
Capital Grants:						
Community Development	-	-	500	-	-	-
Total Revenue	3,465	73,700	100,968	54,000	2,000	2,000
Total Expenditures	122,482	210,612	220,612	52,000	-	-
Excess (Deficiency) of Revenues over Expenditures	(119,017)	(136,912)	(119,644)	2,000	2,000	2,000
Beginning Fund Balance	241,764	122,747	122,747	3,103	5,103	7,103
Ending Fund Balance	\$ 122,747	\$ (14,165)	\$ 3,103	\$ 5,103	\$ 7,103	\$ 9,103

**ECONOMIC DEVELOPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Community Development Dept.						
Economic Development						
Other Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Economic Development	-	-	-	-	-	-
Battlefield Property Acquisition-Non Grant Funded Costs						
Other Operating	122,482	139,912	149,912	52,000	-	-
Total Rail Grant	122,482	139,912	149,912	52,000	-	-
American Battlefield Protection Program						
Other Operating	-	70,700	70,700	-	-	-
Total Battlefield Grant Writing	-	70,700	70,700	-	-	-
Total Economic Dev. Fund	\$ 122,482	\$ 210,612	\$ 220,612	\$ 52,000	\$ -	\$ -

BUILDING SAFETY FUND

The Building Department is responsible for the administration and enforcement of the Michigan Building Codes. 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 building 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 fund is in compliance with Public Act 245 of 1999 that requires that fees generated by the operation of the Building Safety Fund be used only for building operations in the Department; and a separate special revenue fund be established to account for enforcement activities. In these areas, the department's specific areas of responsibilities include:

Plan Review: The Building Department reviews proposed building, zoning, mechanical, plumbing, and electrical plans utilizing both in-house staff and consultants who assist with large projects or increased volumes of work in order to maintain timely and accurate reviews.

Inspection Service: Building Department 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 both single- and multiple-family rental units throughout the city on a triennial basis to ensure for compliance of minimum building code standards.

Dangerous Buildings: In its efforts to protect the public's health, safety and welfare, the Building Department identifies structures deemed unsafe and takes appropriate actions necessary to address any immediate life or safety issues.

Signs: The Building Department reviews sign permit applications. Upon approval the Department issues permits and inspects signs and sign structures. The Department is also responsible for enforcement of zoning requirements related to signage and works collaboratively with the Planning Department 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 flood conditions.

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

- Dangerous Building Hearings
- Construction Board of Appeals
- Monroe Municipal Building Authority
- Zoning Board of Appeals

GOALS AND OBJECTIVES FY 2017-2018

Building Department

1. Continuation of the electronic scanning program to reduce storage of hard copies. Electronic storage will reduce requirements for storage of hard copies and provide for quicker and easier access to information. All scanning and documentation storage is permitted by the State of Michigan retention guidelines (estimated completion 2019-2020)
2. Increase the number of pre-construction meetings with contractors, sub-contractors, potential business owners, and property owners to review the building and planning processes which include zoning, building requirements, applications, needed 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. Create printable and downloadable handouts for the most common construction projects performed by property owners, including pools, sheds, fences, porches, and decks.
2. Update all building, rental, and plan review forms. 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.

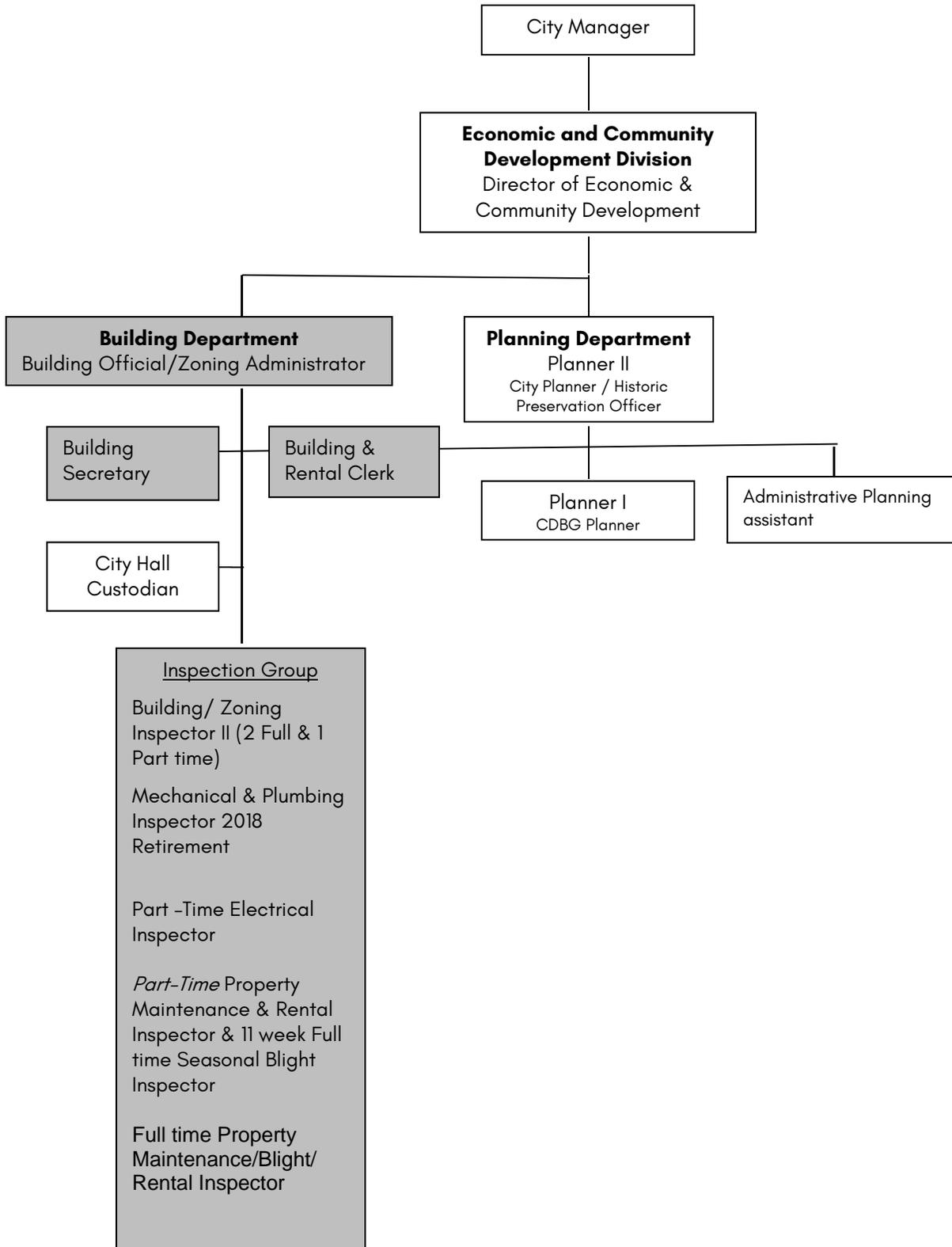
Building Department Fees

1. Review and update existing permit and rental fees relative to cost of delivering services.
2. Research and adopt a construction valuation fee schedule for consistent permit costs.

Permits

1. Develop procedures for immediate permit issuance for projects that do not require detailed plan review.

PROPOSED ORGANIZATIONAL MODEL FY 2018-2019



Performance Indicators

Type of Permit / Inspection	13-14 Actual	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Estimate
Building Permits	899	1676	710	1062	1100
Mechanical Permits	240	438	194	265	265
Plumbing Permits	131	237	169	196	200
Electrical Permits	191	209	286	336	330
Sign Permits	30	40	19	22	25
Total Permits Issued	1491	2600	1378	4487	1920
Building Inspections	3227	5761	5561	3907	4050
Mechanical Inspections	430	442	395	479	480
Plumbing Inspections	248	311	373	419	400
Electrical Inspections	394	404	399	334	335
Rental Inspections	2656	1624	1618	1064	1400
Total Inspections	6955	8542	8346	6203	6665
Building Licenses	88	147	173	274	250
Mechanical Licenses	29	36	73	42	40
Plumbing Licenses	20	15	17	20	20
Electrical Licenses	21	38	3	33	30
Total Licenses	78	236	266	369	340

FUNDING LEVEL SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Personnel Services	\$ 1,217,826	\$ 503,691	\$ 467,094	\$ 493,489	\$ 509,489	\$ 527,869
Supplies	7,145	9,364	12,350	12,350	12,350	12,550
Other Operating	108,816	131,800	118,302	126,270	128,968	130,969
Debt Service	52,874	52,901	52,901	52,890	52,927	52,908
Subtotal	\$ 1,386,661	\$ 697,756	\$ 650,647	\$ 684,999	\$ 703,734	\$ 724,296
Expenditure Credits	(23,409)	(23,000)	(23,000)	(23,500)	(24,000)	(24,500)
Total	\$ 1,363,252	\$ 674,756	\$ 627,647	\$ 661,499	\$ 679,734	\$ 699,796

FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Revenue:						
General Revenue:						
General Government	\$ 2,908	\$ 3,000	\$ 2,250	\$ 2,500	\$ 2,500	\$ 2,500
Program Services Revenue						
Public Safety	402,134	521,150	410,100	631,650	668,950	726,950
Total Revenue	405,042	524,150	412,350	634,150	671,450	729,450
Total Expenditures	1,363,252	674,756	627,647	661,499	679,734	699,796
Excess (Deficiency of Revenues) over Expenditures	(958,210)	(150,606)	(215,297)	(27,349)	(8,284)	29,654
Beginning Fund Balance	1,230,148	271,936	271,936	56,639	29,290	21,006
Ending Fund Balance	\$ 271,938	\$ 121,330	\$ 56,639	\$ 29,290	\$ 21,006	\$ 50,660

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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 449	\$ 350	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Program Services Revenue:						
Public Safety	22,992	15,000	35,000	22,000	22,000	22,000
Capital Grants Revenue:						
Public Safety	6,003	-	-	1,500	1,500	1,500
Total Revenue	29,444	15,350	36,000	24,500	24,500	24,500
Total Expenditures	24,711	33,700	33,700	32,250	34,750	35,000
Excess (Deficiency) of Revenues over Expenditures	4,733	(18,350)	2,300	(7,750)	(10,250)	(10,500)
Beginning Fund Balance	65,386	70,119	70,119	72,419	64,669	54,419
Ending Fund Balance	\$ 70,119	\$ 51,769	\$ 72,419	\$ 64,669	\$ 54,419	\$ 43,919

**DRUG FORFEITURE FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Police Department						
Police Operations						
Supplies	\$ 1,450	\$ 1,500	\$ 1,500	\$ 1,750	\$ 1,750	\$ 2,000
Other Operating	962	7,200	7,200	7,500	7,500	7,500
Capital Outlay	22,299	25,000	25,000	23,000	25,500	25,500
Drug Forfeiture Fund Total	\$ 24,711	\$ 33,700	\$ 33,700	\$ 32,250	\$ 34,750	\$ 35,000

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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 1,172	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Capital and Operating Grants						
Community Development	425,089	814,911	820,589	500,000	500,000	500,000
Total Revenue	426,261	816,911	823,089	502,500	502,500	502,500
Total Expenditures	430,766	814,911	845,589	552,000	500,000	500,000
Excess (Deficiency of Revenues) over Expenditures	(4,505)	2,000	(22,500)	(49,500)	2,500	2,500
Beginning Fund Balance	206,230	201,725	201,725	179,225	129,725	132,225
Ending Fund Balance	\$ 201,725	\$ 203,725	\$ 179,225	\$ 129,725	\$ 132,225	\$ 134,725

EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Dept. of Comm. Dev. & Planning						
Comm. Development Block Grant						
Other Operating	430,766	814,911	820,589	500,000	500,000	500,000
Comm. Dev. Block Grant Total	430,766	814,911	820,589	500,000	500,000	500,000
Transfers Out						
Operating Transfer	-	-	25,000	52,000	-	-
Target Mkt Analysis Grant Total	-	-	25,000	52,000	-	-
Grant Fund Total	\$ 430,766	\$ 814,911	\$ 845,589	\$ 552,000	\$ 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 will be 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.

**AIRPORT FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Department of Public Service						
Airport Operations						
Personnel	\$ 64,831	\$ 65,263	\$ 65,473	\$ 66,603	\$ 66,628	\$ 66,654
Supplies	1,703	2,250	1,750	1,750	1,750	1,750
Other Operating	162,151	266,491	245,291	186,283	186,283	187,534
Airport Fund Total	\$ 228,685	\$ 334,004	\$ 312,514	\$ 254,636	\$ 254,661	\$ 255,938

AIRPORT FUND FUND BALANCE TREND						
	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 36,227	\$ 31,000	\$ 63,000	\$ 48,000	\$48,000	\$48,000
Program Services Revenue:						
Public Works	210,063	238,265	211,527	209,648	209,648	209,648
Program Revenue:						
Capital Grant		5,041	5,041			
Total Revenue	246,290	274,306	279,568	257,648	257,648	257,648
Total Expenditures	228,685	334,004	312,514	254,636	254,661	255,938
Excess (Deficiency of Revenues) over Expenditures	17,605	(59,698)	(32,946)	3,012	2,987	1,710
Beginning Fund Balance	41,516	59,122	59,122	26,176	29,188	32,175
Ending Fund Balance	\$ 59,121	\$ (576)	\$ 26,176	\$ 29,188	\$ 32,175	\$ 33,885

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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Expendable Trust Fund						
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -
CEWQ-Public Education	85	973	1,173	-	-	-
CEWQ-Pub. Adv. Grant	-	-	-	-	-	-
RR PAC Support Grant	-	12	12	-	-	-
RR 2016 PAC Support Grant	9,068	-	-	-	-	-
RR 2017 PAC Support Grant	-	18,707	18,707	-	-	-
Flowering Rush Grant	1,500	6,000	6,000	-	-	-
Engineering Escrow	2,375	9,046	8,921	5,000	5,000	5,000
Right Tree, Right Place Program	-	5,000	5,000	-	-	-
Cappuccilli Park Improvements	-	1,027	1,027	-	-	-
Civil War Monument	-	10,000	10,000	-	-	-
M. Worrell Memorial/Riverwalk	2,315	-	-	-	-	-
Sawyer House Trust	-	7,500	7,500	5,000	5,000	5,000
Custer Monument	-	7,000	7,000	-	-	-
Park Munition Signs	-	-	-	-	-	-
Children's Concert Donations	-	374	374	-	-	-
PEG Cable Support	93,461	44,878	44,878	44,000	44,000	44,000
Fund Total	\$ 108,804	\$ 113,117	\$ 113,192	\$ 54,000	\$ 54,000	\$ 54,000

EXPENDABLE TRUST FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Revenue:						
General Revenue:						
General Government	\$ 45,961	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000
Public Safety	2,500	5,000	5,000	5,000	5,000	5,000
Community Development	-	5,000	5,000	-	-	-
Operating Grant Revenue:						
Public Works	33	-	200	-	-	-
Community Development	13,300	21,707	21,708	-	-	-
Total Revenue	61,794	80,707	80,908	54,000	54,000	54,000
Total Expenditures	108,804	113,117	113,192	54,000	54,000	54,000
Excess (Deficiency of Revenues) over Expenditures	(47,010)	(32,410)	(32,284)	-	-	-
Beginning Fund Balance	79,294	32,284	32,284	-	-	-
Ending Fund Balance	\$ 32,284	\$ (126)	\$ -	\$ -	\$ -	\$ -



DEBT SERVICE FUNDS

DEBT SERVICE FUND

The Debt Service Fund is used to account for the current principal and interest payments of the City's general obligation debt. The City issued a Recovery Zone Economic Development Bond in 2010 to fund the rehabilitation of the Winchester Street Bridge and repairs to City Hall. This bond was refunded in 2014. In 2012, the City issued a capital improvement bond for the Macomb Street Bridge Rehabilitation and for the Downtown Development Authority's parking project at the Laurel-Finzel parking lot. In May 2015, the City issued a capital improvement bond for the Roessler Street Bridge Rehabilitation. 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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 510,679	\$ 514,413	\$ 563,571	\$ 531,635	\$ 541,520	\$ 551,093
Other Financing Sources						
Transfers from other funds	119,054	159,934	172,681	181,624	188,862	200,747
Total Revenue	629,733	674,347	736,252	713,259	730,382	751,840
Total Expenditures	615,158	683,043	690,273	698,641	708,004	912,049
Excess (Deficiency of Revenues) over Expenditures	14,575	(8,696)	45,979	14,618	22,378	(160,209)
Beginning Fund Balance	435,711	450,286	450,286	496,265	510,883	533,261
Ending Fund Balance	\$ 450,286	\$ 441,590	\$ 496,265	\$ 510,883	\$ 533,261	\$ 373,052

EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Finance Department						
Debt Service						
Debt Service - Bridge Bond	\$ 375,179	\$ 517,809	\$ 514,291	\$ 513,717	\$ 515,842	\$ 513,002
Debt Service - City Hall	22,660	56,440	67,188	67,630	66,668	70,653
Debt Service - DDA	96,394	105,494	105,494	113,994	122,194	130,094
Fiscal Agent Fee	813	1,300	1,300	1,300	1,300	1,300
Dept Service Total	495,046	681,043	688,273	696,641	706,004	715,049
Clerk/Treasurer						
Other Operating	112	2,000	2,000	2,000	2,000	197,000
Total Clerk/Treasurer	112	2,000	2,000	2,000	2,000	197,000
Other Financing Uses						
Transfers to Other Funds	120,000	-	-	-	-	-
Total Clerk/Treasurer	120,000	-	-	-	-	-
Debt Service Fund Total	\$ 615,158	\$ 683,043	\$ 690,273	\$ 698,641	\$ 708,004	\$ 912,049



CAPITAL PROJECT FUND

CAPITAL PROJECT FUND

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

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

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Capital Projects by Department						
Clerk/Treasurer	\$ -	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ -
Engineering	955,385	1,397,493	1,231,700	210,000	530,000	530,000
Building Services	79,009	1,145,669	998,029	25,000	-	-
Public Safety Division	35,518	5,964,482	5,964,482	-	-	-
Fire	7,300	1,267,700	75,000	1,225,000	-	-
Public Services	16,587	-	-	50,000	-	-
Forestry	75,097	67,665	67,665	-	-	-
Community Development	19,300	268,263	268,263	50,000	-	-
Parks and Recreation	259,840	311,723	285,680	429,100	-	-
Multi Sports Complex	-	-	-	-	-	-
Capital Project Fund Total	\$ 1,448,036	\$ 10,440,995	\$ 8,908,819	\$ 1,989,100	\$ 530,000	\$ 530,000

**CAPITAL PROJECT FUND
FUND BALANCE TREND**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 1,537,783	\$ 11,300	\$ 29,328	\$ 29,150	\$ 29,150	\$ 29,150
Public Safety	-	1,025,000	-	1,025,000	-	-
Program Services Revenue						
Public Works	41,987	25,150	25,000	75,000	25,000	25,000
Capital Grants Revenue:						
General Government	1,248,110	415,678	1,672,057	-	68,545	67,353
Public Safety	100,000	6,150,000	6,100,000	-	-	-
Public Works	287,757	75,000	75,000	-	-	-
Community Development	45,000	-	-	-	-	-
Recreation & Culture	237,585	235,730	235,730	205,792	-	-
Total Revenue	3,498,222	7,937,858	8,137,115	1,334,942	122,695	121,503
Total Expenditures	1,448,036	10,440,995	8,908,819	1,989,100	530,000	530,000
Excess (Deficiency of Revenues) over Expenditures	2,050,186	(2,503,137)	(771,704)	(654,158)	(407,305)	(408,497)
Beginning Fund Balance	1,317,952	3,368,138	3,368,138	2,596,434	1,942,276	1,534,971
Ending Fund Balance	\$ 3,368,138	\$ 865,001	\$ 2,596,434	\$ 1,942,276	\$ 1,534,971	\$ 1,126,474



ENTERPRISE FUNDS

WASTEWATER DEPARTMENT FY 2018-19

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 system continues to face challenges again this upcoming fiscal year. The most important item 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 NPDES permit took effect June 1, 2016 and expires on October 1, 2019. The permit includes a Project Performance Certification Evaluation Program to verify that system improvements (Phase 3 Wet Weather Improvements) that were constructed to prevent secondary treatment bypass during wet weather greater than the 25-year/24-hour rain event (3.6” - MDEQ Remedial Design Standard). Data was collected for 1 year and analyzed such that certifying that the improvements meet the remedial design standard is not possible due to a lack of data. Through MDEQ guidance a request was made to the MDEQ to gather additional data so as to certify the improvements. That request was denied by the MDEQ in which a “Yes” or “No” certification of the improvements was required. Since the improvements cannot be certified with a “Yes” the NPDES Permit calls out that a Corrective Action Plan (CAP) needs to be created and approved by the MDEQ. The CAP will be a long term process (~10 years) to study and make improvements to the overall system to ultimately meet the NPDES Permit that the improvements meet the remedial design standard. Another

requirement in the permit is develop of a system wide Asset Management Program (AMP). The MDEQ provided funding via SAW grants to aid communities in completing the AMP. The City of Monroe is a recipient of a SAW grant, completion is expected by November 2018. Another change in the permit is in the phosphorus limit (lowered from 1.0 mg/L to 0.7mg/L with a 0.6mg/L limit from April to September). The new phosphorus limit will begin in March of 2019. An application for the new permit is due April 4, 2019.

Along with all other communities and businesses, we have been operating and completing more activities with fewer staff coupled with increasing expenses & regressive sewer usage. The lowest possible wastewater rates are provided while reducing / maintaining expenses where applicable in all operations at the facility. Proposed FY 2018-2019 staffing full time equivalents (FTE) is 25.1.

Capital Improvement Projects that are scheduled to begin after July 1, 2018 are: Lift Station Truck Replacement, Sanitary Sewer System Rehabilitation / Replacement (~0.9 miles), Detroit Beach Pump Station Barscreen Replacement, and MCC Replacement - Sludge Loading & Lighting Panel. Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2018 are: Roof Replacements, FY 2017-2018 Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), and Pump Station Rehabilitation (Stony Pointe #1).

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 16, 2017 Control Board meeting at 4.17% for FY 2018-2019 using a 5 year 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 MDEQ and NPDES permit. During the process of cleaning wastewater, the facility removes approximately 40 tons of sludge from the community's wastewater every day. This sludge is then

transported by a contractor and disposed of in landfills (Erie, MI – primary and Waste Management Facilities in MI – secondary).

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

In 2017 our Collection System transported approximately 4.5 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), 5,572 manholes (2,013 City of Monroe, 2,079 Frenchtown Twp, 1,385 Monroe Twp, & 95 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 convey the wastewater to the treatment facility for processing. Maintenance and operations of the pump stations are accounted for within this classification. Future system expansions may increase the number of pump stations needed for new customers due to the flat topography of our service area. Our collection crew focuses on maintaining / repairing the system along with discovering and eliminating sources of Inflow & Infiltration (I&I). Several I&I studies have been completed and compiled including the 1979 SSES, 1987 Corrective Action Plan, 2009 Limited SSES, and 2010 SSES to aid our crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2018 – 2019 including rehabilitating approximately 0.9 miles of collection system. By reducing I&I, we lower existing flows / operating costs and keep reserve capacity for new customers by not treating unwanted ground and surface water. Our crew has the capability to TV sewer mains as well as private services / taps of customers. A \$200 service fee is charged to cover the cost of televising private services / taps during normal business hours. Crews are available 24/7 to remedy reported system problems.

SOURCES OF FUNDING:

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

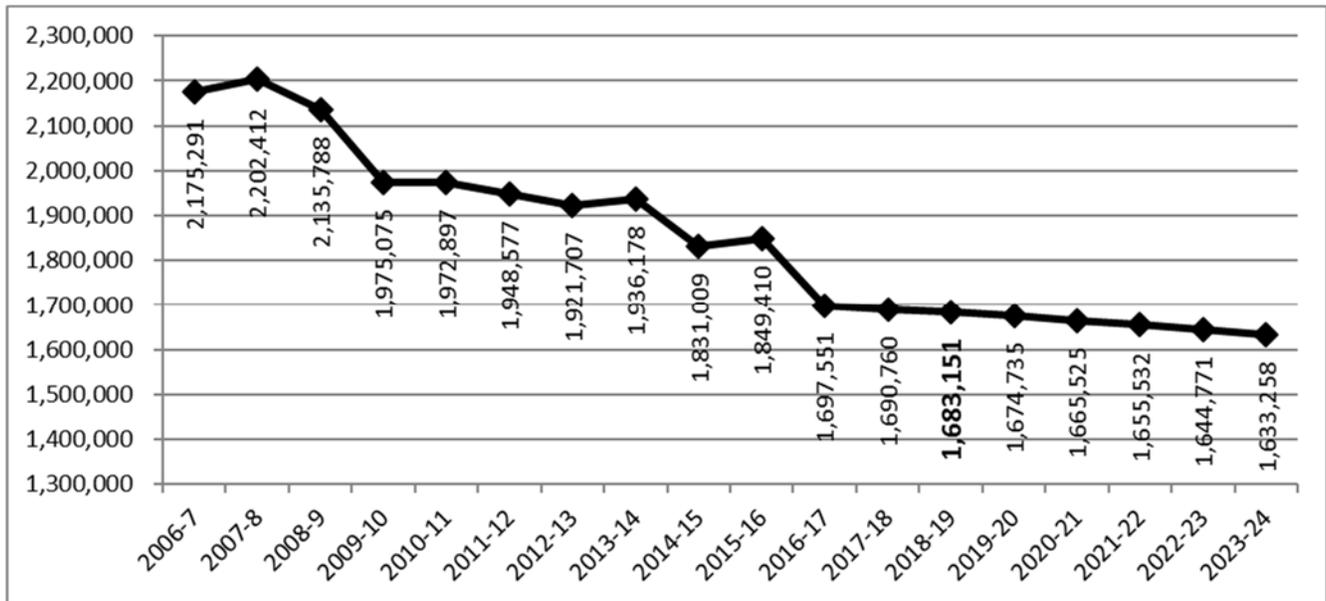
Bond Recovery Charge: *Increase* the Bond Recovery Charge for: Church, Government, Residential, & Commercial accounts to be \$5.95 per read; School accounts at \$47.01 per read; Miscellaneous & Multi-Residential accounts at \$65.81 per read; and Industrial accounts \$197.42 per read. This charge includes funding a portion of the Debt Service based on usage per read; the charge was established in FY 2016-17.

Commodity Charge: This budget we are recommending to *increase* of the commodity charge to \$4.00 per ccf, an increase of 5.00%. 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 *no increase* to the Read

Charge, *increasing* the Bond Recovery Charge by 76.0%, and have a 5.00% *increase* to the Commodity Charge. 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. It is anticipated that smaller rate increases can be expected in the future after the Bond Recovery Charge is established and collecting adequate funding for bond debt payments.

SEWER USAGE (CCF) BY FISCAL YEAR



The net impact to our average customer (Church, Government, Residential, & Commercial) will be an *overall increase* of 6.8% or an estimated \$25.48 per year. We continue to attempt to obtain grants (when available) to help offset new revenue needed for projects. In recent years we have been awarded 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 2017 Maximum Allowable Headworks Loading (MAHL) Analysis and the anticipated expenses to treat the stronger load of sewage. It is recommended to *maintain* the surcharge rates as follows:

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

Revenue Trends: Over the last few years, industrial usage has stabilized / increased, however residential & commercial sewage usage has flattened / decreased. Since 2006 sewer usage has followed a regressive pattern (see above) likely due to a reduction in economic conditions including water conservation practices / more efficient fixtures and appliances. Minimal growth in the residential development has occurred along with commercial & industrial development resulting in the regressive sewer usage pattern. Septic dumping has remained steady primarily due to the MDEQ requiring that if a POTW is within 25 miles of the dump site, the sewage must be dumped at the POTW.

Expenditure Trends: Some increases in costs associated with wage increases, insurances, pension, retiree healthcare, chemicals, sludge disposal, fuel and depreciation are evident. Higher debt service costs are observed from Phases I, II, & III of the Wastewater System Improvement projects, the Energy Performance Contract (Qualified Energy Conservation Bond), and the 2016 OPEB Bond (retiree health care unfunded liability) that are programmed into the financial forecasting tool (rate model). Decreased operational costs as a result of all projects are programmed into the rate model based on current performance.

RATE HISTORY		
Fiscal Year	Commodity Charge (\$/ccf)	Read & Bond Recovery Charge (\$/Bill)
July 2001	\$1.66	\$7.43
July 2002	\$1.66	\$9.99
July 2003	\$1.77	\$10.24
July 2004	\$1.77	\$10.3421
July 2005	\$1.77	\$10.3421
July 2006	\$1.89	\$11.07
July 2007	\$2.04	\$11.96
July 2008	\$2.173	\$12.74
July 2009	\$2.38	\$13.02
July 2010	\$2.57	\$13.59
July 2011	\$2.71	\$13.59
July 2012	\$2.86	\$13.59
July 2013	\$3.04	\$13.59
July 2014	\$3.25	\$13.59
July 2015	\$3.43	\$13.59
July 2016	\$3.62	\$16.59
July 2017	\$3.81	\$16.97
July 2018	\$4.00	\$19.54
July 2019	\$4.00	\$24.06
July 2020	\$4.00	\$32.02
July 2021	\$4.00	\$32.02
July 2022	\$4.00	\$32.02
July 2023	\$4.00	\$32.02

COST TO AVERAGE CONSUMER				
*Based on Residential / 20 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$93.17	\$99.54	\$6.37	6.8%
Annual Cost	\$372.68	\$398.16	\$25.48	6.8%
Annual Sewer Flat (18 CCF/Qtr)	\$342.20	\$366.16	\$23.96	7.0%

SEWAGE RATE COMPARISON*			
LOCATION	ANNUAL COST	\$/CCF	READ COSTS
City of Woodhaven	\$218.73	\$2.68	\$1.13
Village of Maybee	\$231.00	-	\$57.75
City of Flat Rock	\$239.36	\$2.99	\$0.00
London Township	\$249.00	-	\$62.25
YUCA - Township	\$273.92	\$2.46	\$38.16
City of Wyandotte	\$282.00	\$2.53	\$19.83
City of Tecumseh	\$327.23	\$3.40	\$13.74
Ida / Raisinville Twps	\$360.00	-	\$90.00
City of Petersburg	\$360.00	-	\$90.00
City of Howell	\$386.89	\$3.30	\$30.75
Monroe Metropolitan	\$398.16	\$4.00	\$19.54
City of Ann Arbor	\$411.40	\$4.58	\$11.25
City of Saline	\$416.16	\$3.73	\$29.39
City of Adrian	\$424.72	\$3.32	\$39.78
Bedford Township	\$432.99	\$3.79	\$32.40
Village of Blissfield	\$503.89	\$2.74	\$71.22
Berlin Township	\$507.79	\$5.60	\$15.00
Village of South Rockwood	\$549.10	\$3.46	\$68.16
City of Milan	\$597.32	\$2.99	\$89.49
City of Dexter	\$646.51	\$6.95	\$22.65
Ash Township (Village of Carleton)	\$663.60	\$6.55	\$35.00
Village of Dundee	\$676.86	\$6.45	\$40.26
LaSalle Township	\$993.97	\$7.61	\$96.35

*Based on Residential / 20 CCF per bill

**WASTEWATER FUND
NET ASSET TREND**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue						
General Government	\$ 26,728	\$ 21,000	\$ 65,701	\$ 30,000	\$ 30,000	\$ 30,000
Program Services Revenue						
Public Works	9,019,544	9,581,738	9,125,850	9,722,975	10,205,263	11,387,517
Operating Grants						
Public Works	634,747	810,307	810,307	-	-	-
Capital Grants						
Public Works	55,684	-	-	-	-	-
Total Revenue	9,736,703	10,413,045	10,001,858	9,752,975	10,235,263	11,417,517
Total Expenditures	8,841,702	8,883,916	9,070,653	8,122,066	8,268,052	8,732,864
Excess (Deficiency of Revenues) over Expenditures	895,001	1,529,129	931,205	1,630,909	1,967,211	2,684,653
Beg. Net Assets	27,050,786	27,945,791	27,945,791	28,876,996	30,507,905	32,475,116
End. Net Assets	\$ 27,945,787	\$ 29,474,920	\$ 28,876,996	\$ 30,507,905	\$ 32,475,116	\$ 35,159,769

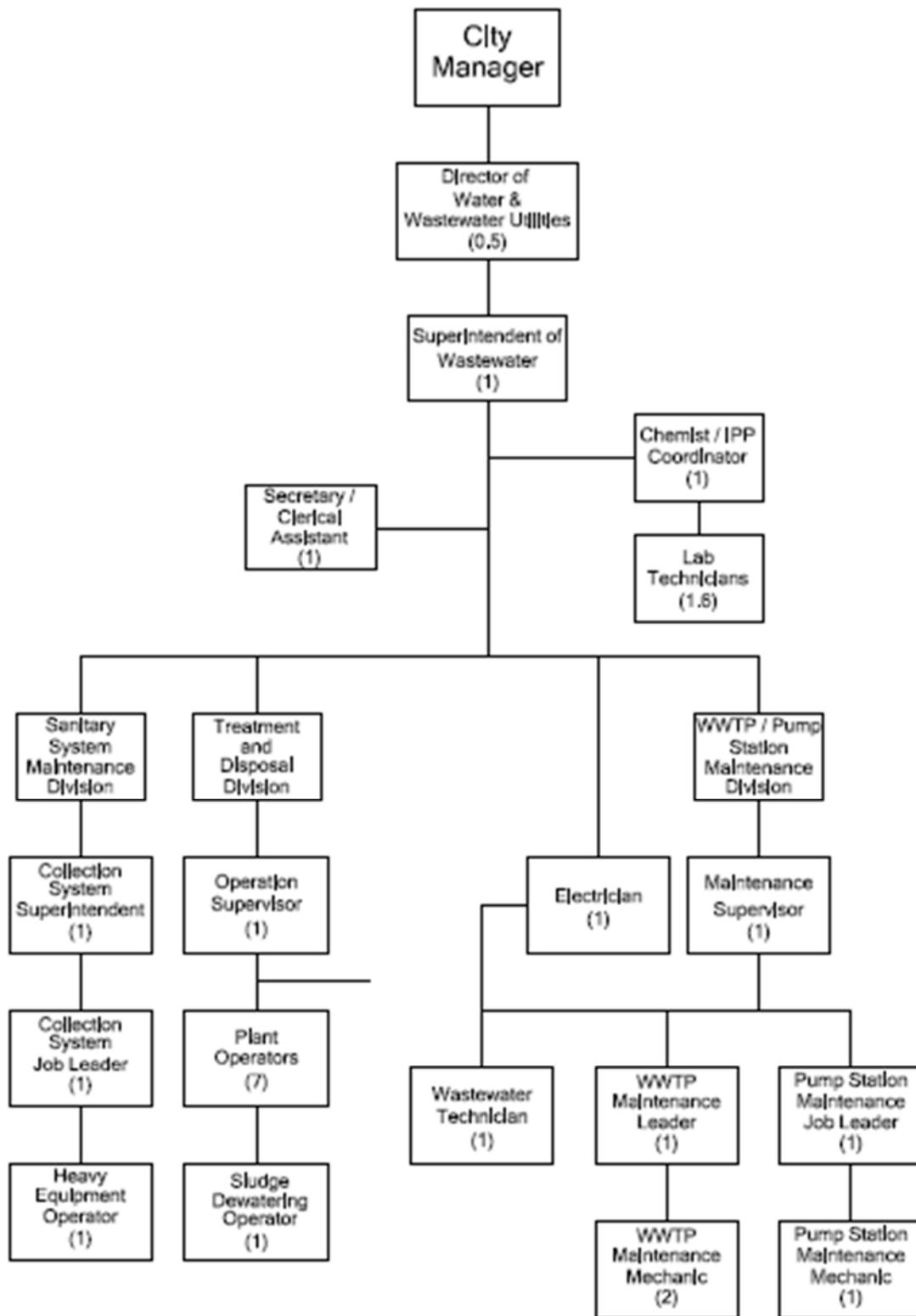
**WASTEWATER FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
General Administration						
Personnel Services	\$ 284,074	\$ 248,493	\$ 251,521	\$ 282,020	\$ 291,526	\$ 300,608
Supplies	24,408	29,055	27,555	28,755	26,035	27,635
Other Operating	3,133,854	3,103,209	3,108,826	3,243,985	3,310,368	3,357,768
General Admin. Total	3,442,336	3,380,757	3,387,902	3,554,760	3,627,929	3,686,011
Treatment & Disposal						
Personnel Services	1,508,358	1,403,715	1,364,529	1,472,130	1,504,460	1,546,386
Supplies	18,295	21,058	21,000	23,800	18,800	18,800
Other Operating	1,930,723	2,257,067	2,275,581	1,200,475	1,211,475	1,179,275
Capital Outlay	-	5,200	-	-	-	-
Treatment & Dspsl. Total	3,457,376	3,687,040	3,661,110	2,696,405	2,734,735	2,744,461
Maint.-Sanitary Sewers						
Personnel Services	353,845	296,493	294,348	334,586	340,621	347,395
Supplies	5,740	6,500	6,500	6,000	6,000	6,000
Other Operating	54,518	61,970	258,850	107,900	178,800	179,925
Capital Outlay	1,842	-	-	-	-	-
Maint.- Sntry. Swrs. Total	415,945	364,963	559,698	448,486	525,421	533,320
Maint.-Pump Stations						
Personnel Services	312,484	259,008	257,999	283,462	287,053	292,268
Supplies	13,296	12,650	16,250	14,250	15,250	20,250
Other Operating	151,826	147,650	155,300	137,750	137,750	137,750
Maint.- Pump Stns. Total	477,606	419,308	429,549	435,462	440,053	450,268
Debt Administration						
Principal	-	-	-	-	-	-
Interest	1,048,440	1,031,848	1,032,394	986,953	939,914	1,318,804
Debt Administration Total	1,048,440	1,031,848	1,032,394	986,953	939,914	1,318,804
Wastewater Fund Total	\$ 8,841,703	\$ 8,883,916	\$ 9,070,653	\$ 8,122,066	\$ 8,268,052	\$ 8,732,864

Wastewater Fund Capital Project Detail

Project	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Boiler Replacement -WWTP 2ndary System	8,660	-	-	-	-	-
Winchester Pump Station Rehab	43	66,512	66,512	-	-	-
Lavender South Pump Station Rehab	-	12,205	20,546	-	-	-
Dartmoor Pump Station Rehab	13,750	2,250	-	-	-	-
San. Sewer SAD 236-900 Block of E. 1st	1,841	-	-	-	-	-
Sludge Mixing Pump 2 Replacement	22,722	-	-	-	-	-
Collection System Camera & Truck	193,443	-	-	-	-	-
San Sewer Rehab- Wolverine-Erie/S. Custer	41,683	-	-	-	-	-
San Sewer Rehab- Wolverine-Godfroy-Monroe	76,511	-	-	-	-	-
San. Sewer Rehab-E.Noble-Michigan to Mason	56,926	-	-	-	-	-
Roof-Chlorine Building & Pump Building(Rear)	-	84,000	84,000	-	-	-
Pump Station Rehab-Ravenwood	-	125,000	125,000	-	-	-
San. Sewer Rehab-Elm Ave. West	15,954	-	-	-	-	-
Interceptor Sewer Wall Replacement	56,066	4,958	-	-	-	-
Sunset Pump Station Switchboard Replacement	16,867	1,133	-	-	-	-
Cartegraph Server	7,497	-	-	-	-	-
Roof Replacement-Equip. Admin & Gallery	-	110,000	110,000	-	-	-
San. Sewer Rehab-Maple to Michigan	227	34,473	35,000	-	-	-
San. Sewer Rehab-Harrison	227	30,073	31,000	-	-	-
San. Sewer Rehab-Borgess/St. Mary's	199	47,901	47,000	-	-	-
San. Sewer Rehab-Lemarand	227	36,973	36,700	-	-	-
San. Sewer Rehab-Navarre Brick Sewer	199	14,501	16,200	-	-	-
Pump Station Rehab-Stoney Pointe #1	-	125,000	125,000	-	-	-
WWTP Tile Flooring Removal/Floor Coating	-	9,000	9,000	-	-	-
Lift Station Truck Replacement	-	-	-	125,000	-	-
San. Sewer Rehab-Parkwood MH328-331	-	-	-	199,400	-	-
San. Sewer Rehab-Parkwood MH331-333	-	-	-	28,400	-	-
San. Sewer Rehab-Bentley& Huber MH21-19	-	-	-	79,000	-	-
San Sewer Rehab-Arbor/Maple-MH924-927	-	-	-	87,400	-	-
San. Sewer Rehab-Smith MH 37-39	-	-	-	35,300	-	-
San. Sewer Rehab-W. Nobile-MH141-141A	-	-	-	19,100	-	-
San. Sewer Rehab-East of Gadroy MH722-204	-	-	-	51,400	-	-
Detroit Beach Barscreen Replacment	-	-	-	100,000	-	-
MCC Replacement-Sludge Load Bay/Light Panel	-	-	-	150,000	-	-
System Infrastructure	-	-	-	-	235,000	130,000
Vehicles	-	-	-	-	-	500,000
Operating Equipment	-	-	-	-	524,800	225,000
	-	-	-	-	-	-
Capital Project Total	\$ 513,043	\$ 703,978	\$ 705,958	\$ 875,000	\$ 759,800	\$ 855,000

PERFORMANCE INDICATORS	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Requested
Commodity Charge (\$/ccf)	\$2.71	\$2.86	\$3.04	\$3.25	\$3.43	\$3.62	\$3.81	\$4.00
Plant Flow (Billion Gallons)	5.67	3.82	4.84	4.4	4	4.5	4.4	4.5
Wet Weather Flows (MG)	40.2	39	3.1	29.9	0	0	0	0
Major Storm	8	1	6	6	2	3	6	4
Major Industrial Customers-IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	11,796	11,628	11865	11,995	11,875	11,843	11,850	11,850
Wet Tons of Sludge	11,106	11,214	10,247	10,060	9,648	9,581	9,600	9,600
Collection System (miles)	303	303	303	303	303	303	303	303
Mini-Camera Jobs	29	51	58	27	12	18	16	15
Root Treatment (LFT)	8,800	11,885	9,700	11,650	10,350	7,750	10,600	11000
Grease Chemical/blocks	4	6	6	2	2	2	2	
Manhole Inspections	2631	189	75	125	123	114	125	125
Sewer Investigations (call-outs)	284	137	145	197	89	89	100	120
Sewer Mains Jetted (LFT)	149,955	206,320	103,798	118,700	124,450	141,950	140,000	15000
Sewer Mains TV'd (LFT)	28,413	21,183	26,632	33,525	33,831	33,220	40,000	50000
Miss Digs	1,560	2,224	3,384	4,366	4,091	2,604	2,500	2500
Work for Other (jobs)	3	5	5	2	2	2	2	2
Pump Stations (#)	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	2,686	2,500	2,513	1,707	1,596	1626	1625	1625
Major Repair Hours	1,565	2,500	1,283	1,680	1,771	1972.5	1950	1750
In House CIP Project Hours	300	225	0	0	200	0	80	50



Wastewater Department FY 18-19 FTE Total = 25.1
 FY 17-18 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

WATER DEPARTMENT – FY 2018-19

MISSION STATEMENT:

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

WATER DEPARTMENT PROGRAM:

Water rates are composed of three (3) separate charges: an administration quarterly charge of \$5.50 per meter, a debt service 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: administration charge, debt service charge for all meter sizes, pump surcharge, commodity charge, and system development fees. ***No changes*** to the fire line charge are recommended for the upcoming fiscal year. See tables below for all changes. With these recommendations we will be able to maintain our current level of service as well as pursue a Capital Improvement Program with the revised rate structure.

Water Rates *INSIDE* the City Limits

\$1.96 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$12.12	1½"	\$38.66	4"	\$204.49	12"	\$1,431.57
3/4"	\$15.46	2"	\$58.57	6"	\$420.07		
1"	\$22.09	2 ½"	\$88.41	8"	\$602.46		
1¼"	\$28.72	3"	\$121.58	10"	\$967.27	**Most Residences	

Water Rates *OUTSIDE* the City Limits

(Townships of Monroe & LaSalle)

\$3.92 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$18.74	1½"	\$71.82	4"	\$403.48	12"	\$2,857.64
3/4"	\$25.42	2"	\$111.64	6"	\$834.64		
1"	\$38.68	2 ½"	\$171.32	8"	\$1,199.42		
1¼"	\$51.94	3"	\$237.66	10"	\$1,929.04	**Most Residences	

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

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

\$4.08 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$18.74	1½"	\$71.82	4"	\$403.48	12"	\$2,857.64
3/4"	\$25.42	2"	\$111.64	6"	\$834.64		
1"	\$38.68	2 ½"	\$171.32	8"	\$1,199.42		
1¼"	\$51.94	3"	\$237.66	10"	\$1,929.04	**Most Residences	

Fire Line Rates *INSIDE* the City Limits

* Quarterly Service Charge*

5/8" **	\$0.53	1½"	\$5.29	4"	\$69.74	12"	\$1,254.06
3/4"	\$0.85	2"	\$11.27	6"	\$202.59		
1"	\$1.82	2 ½"	\$20.26	8"	\$431.72		
1¼"	\$3.27	3"	\$32.73	10"	\$776.37		

Fire Line Rates *OUTSIDE* the City Limits

* Quarterly Service Charge*

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

WATER RATE COMPARISON

JURISTITION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
City of Tecumseh	\$134.84	\$1.65	\$4.09	
City of Wyandotte	\$157.41	\$1.08	\$19.83	
City of Monroe	\$189.60	\$1.96	\$12.12	10.7%
City of Milan	\$197.45	\$1.91	\$15.03	
Frenchtown Township	\$206.28	\$2.34	\$9.45	
City of Flat Rock	\$215.42	\$2.99	\$0.00	
Ash Township	\$251.50	\$3.10	\$48.50	
City of Ann Arbor	\$287.64	\$3.37	\$11.25	
Berlin Charter Township	\$289.89	\$3.19	\$15.00	
City of Dexter	\$293.77	\$2.73	\$24.30	
City of Adrian	\$297.72	\$2.55	\$28.53	
YUCA-Township	\$306.18	\$3.15	\$44.55	
Village of Dundee	\$322.21	\$3.92	\$10.00	
Monroe & LaSalle Township- Monroe System	\$357.20	\$3.92	\$18.74	10.1%
City of Howell	\$357.39	\$3.57	\$25.13	
City of Woodhaven	\$363.72	\$4.99	\$1.13	
City of Saline	\$368.22	\$3.93	\$21.37	
Raisinville, Ida, London, Exeter Townships & Village of Maybee - Monroe System	\$368.72	\$4.08	\$18.74	10.0%
Village of Blissfield	\$481.99	\$2.74	\$71.22	
Village of South Rockwood	\$518.43	\$2.66	\$81.81	
City of Petersburg	\$538.65	\$4.11	\$60.61	
South County Water	\$611.03	\$6.93	\$28.08	
<i>*Annual cost based 72 CCF</i>				
Dundee-Wholesale (6")	\$653,662.96	\$2.12	\$420.07	8.7%
Petersburg-Wholesale (2~4")	\$108,261.32	\$2.12	\$408.98	8.8%

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES**	
Meter Size	Fee	Jurisdiction	Fee
5/8"***	\$2,000	South County Water	\$0
1"	\$5,000	City of Flat Rock	\$720
1-1/2"	\$10,000	Village of Dundee	\$960
2"	\$16,000	YCUA	\$1,440
3"	\$35,000	City of Saline	\$2,318
4"	\$60,000	City of Wyandotte	\$2,000
6"	\$125,000	City of Milan	\$2,100
8"	\$180,000	Ash Township	\$2,450
10"	\$290,000	Berlin Township	\$2,500
12"	\$430,000	Frenchtown Township	\$2,500
		City of Tecumseh	\$2,500
		City of Ann Arbor	\$5,274
		City of Howell	\$3,000
		City of Petersburg	\$2,800
		Village of Dexter	\$3,000

** Most common meter installation

Call-Out and Turn-On Fees FY 2018-2019

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

DEPARTMENT OVERVIEW

The Water Department consists of three (3) divisions: Administration, Water Filtration and Transmission / Distribution. The Administration Division works to provide for orderly and proper water bill collection in order to generate sufficient revenues to insure operation and maintenance, development, perpetuation of the water system and our financial integrity. The division strives to provide for orderly managed growth of the water system to maintain a customer base sufficient to stabilize / maintain rates by distributing costs over a wider customer base. The division also is the primary information source for the customers. Information includes water quality and availability, administering water agreements, rate structure, service inquiries, billing records, infrastructure, as-builts, service records, customer accounts, system operations, etc.

The Water Filtration Plant Division provides the community with safe, reliable, and aesthetically pleasing water. The water produced by our plant has never been in violation of any Federal or State drinking water standard, with the exception of the Total Coliform Rule in 2011 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 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 to these areas except where water is sold wholesale. All customers consumption of water is measured by a meter (100 cubic feet or CCF) installed within the service line.

WATER DEPARTMENT DIVISIONS

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

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

Water Filtration Plant Division - Maintains the Raw Water Intake facilities which include two offshore intake structures and pipelines that routes raw water via gravity to four (4) on-shore wetwells with a pumping facility. Raw water is then pumped with low-pressure / partially treated (seasonally) water to the Monroe Water Filtration Plant and the Filtration Plant of Frenchtown Charter Township. At the Monroe Water Filtration Plant, the water receives a variety of physical and chemical treatments to prepare it for distribution throughout the service area via two on-site high-service pump stations, and is re-pumped at the South Custer Pump Station located near Raisinville Road to maintain flow & pressure to the western system customers. Quality control is closely regulated through extensive testing in the bacteriological state certified in-house laboratory. The Water Filtration Plant is connected to the City network and includes a security system. Operations are accomplished by a staff including one Water Treatment Superintendent, one Water Treatment Operations Supervisor, six certified plant operators, two plant mechanics, and one electrician. The Water Treatment Superintendent reports to the Director.

Water Transmission / Distribution Division - The division is comprised of two sections (Construction and Service) where the *Construction Section* includes ½ Water Distribution Supervisor, one Assistant Water Distribution Supervisor, ½ Distribution Technician, two Job Leaders, two Heavy Equipment Operators, and two Maintenance Workers II. Their function is to install, repair, and maintain water services, repair and/or replace water mains, valves, and fire hydrants so as to maintain uninterrupted flow of potable water. An ongoing Preventive Maintenance Program is completed to assess designated fire hydrants and valves within the water system's service area to verify, repair/replace, and document the elements of the water system. Fire Departments within the system (City of Monroe, Monroe Charter Township, LMR, Exeter Township, and Ida Township) inspect hydrants annually for each jurisdiction and provide reports on defective hydrants for repairs; valves are inspected, documented and repaired by division staff. Hydrant painting is completed by the fire departments. 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 15,474 active water meters, 3,387 fire hydrants, 3,083 valves, and three elevated storage tanks. 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 2017 the billed water consumption in the Monroe Water System ***decreased*** 4.1% from CY 2016. The demands, while lower, have been met with an adequate and uninterrupted supply of high quality water. The Administrative office received and processed all customer calls and over-the-counter inquiries pertaining to water quality and availability, rate structure, service inquiries, billing records, and customer accounts. Electronic means of sending out the 20th annual "Consumer Confidence Report" via URL link (<https://goo.gl/QC6C9p>) 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 2017-2018 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous of hours and expertise were dedicated to maintain system compliance with the Total Coliform Rule. Due to the Flint Water Crisis, additional sampling, bill flyers and media relations have been completed to maintain customer satisfaction.
- Expanded customer base with the installation of 46 new water services (1" through 2"); 64 renewals, an increase primarily in lead service renewals due to the Flint Water Crisis. Pending legislation with revisions to the Lead & Copper Rule is expected in 2018 that will require additional service renewals in the future.
- 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 9 distribution system valves and 15 fire hydrants. 153 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. 1,443 hydrants were operated / flushed, 34 autoflushers flush daily, and 5 hydrants were flow tested.
- Replaced / installed 318 meters and 736 radio reading units. Replaced / repaired / tested 34 total large meters (3" and larger). The entire metering reading system is 100% radio.
- Completion of the following projects at the Water Filtration Plant and Pointe Aux Peaux Raw Water Intake: East reservoir crack injection, security camera replacement, asbestos floor tile removal and replacement, Cyanotoxin testing equipment replacement, stand-by power generator replacement, and continued to allocate more funding for an additional raw water pump.
- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure to provide a reliable water system and improve quality, flow, pressure, and capacity - specifically Main Replacements on N. Macomb & Jerome Streets and Kentucky & Conant Avenues; Completing the survey & design of main replacements on Maple Ave, Stockton Dr, Sylvan Dr, Stedman Dr, Parkwood Ave, & Scottwood Dr.

The Transmission and Distribution Division installed 46 new water services and completed 64 renewals. Increased lead service renewals have increased due to the Flint Water Crisis; Pending legislation with revisions to the Lead & Copper Rule is expected in 2018 that will require additional service renewals in the future. 15 fire hydrants were repaired / replaced / installed, 1,443 hydrants were operated / flushed, 31 water main breaks were repaired, 63

service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 9 valves were repaired or replaced with minimal inconvenience to our customers. 2,794 MISS DIG tickets were received which required 2,324 tickets to be responded to during the year. The Service Section completed 3,854 work orders consisting of recording meter readings for final bills & check reads, investigating high bill complaints, performing meter changes, radio reading device changes, water service turn-ons and offs, low pressure complaints, water quality, lead testing along with miscellaneous meter services. 5,630 delinquent notices were mailed out which ultimately required 2,472 final notices to be mailed. They collected 791 system bacteriological samples, and were called out 81 times. The meter readers read approximately 15,474 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During 2017, 504 total new or old cross-connection sites were tested and 863 sites inspected. Per the MDEQ requirements, starting July 1, 2018 a Residential Cross Connection Control program will be starting to have a comprehensive cross connection program for the elimination and prevention of all cross connections.

Water Service Workers installed / replaced 318 meters and 736 radio reading units. The radio reading device is a Neptune "R-900 or E-Coder" unit that enables the meter readers to read meters from the street. These radio transmitters are installed with all new services and with all meter exchanges. Upgrading the meter reading radio system to be a Fixed Based System has been investigated in an effort read meters more efficiently; reduce unaccounted-for-water, eliminate cross connections, potentially move into monthly billing and engage / improve the customer experience.

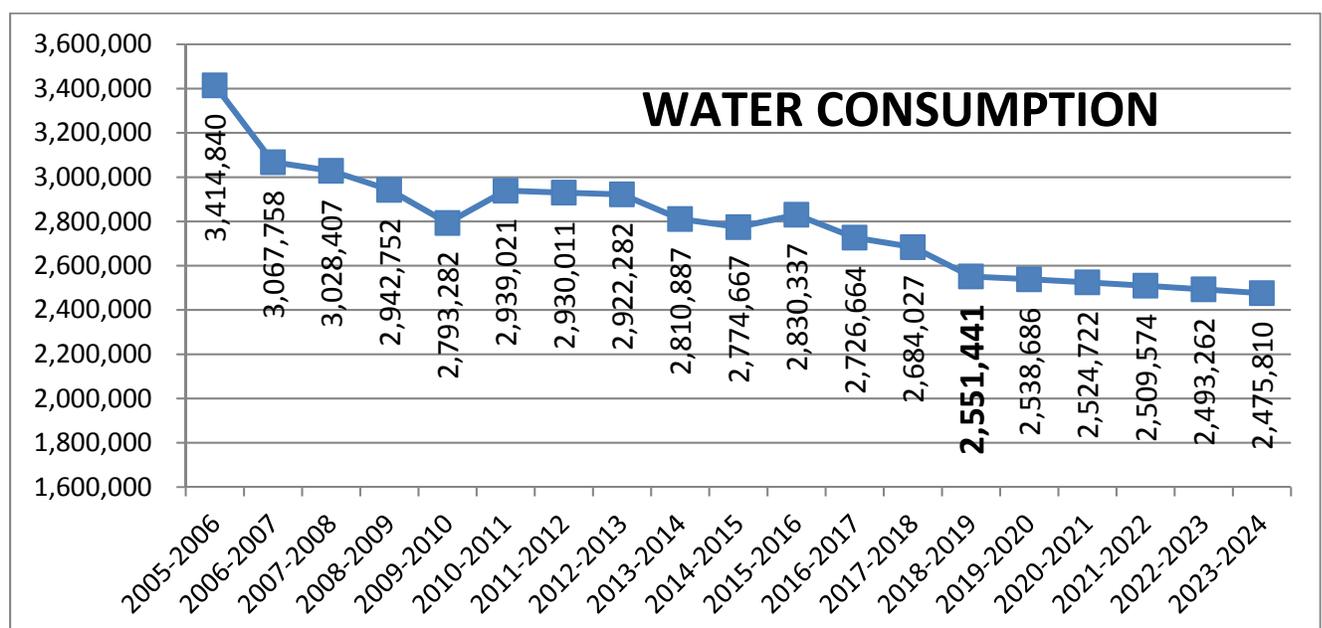
WATER DEPARTMENT GOALS / CHALLENGES

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 continue to challenge some of the facilities antiquated components abilities. DBP2 and LT2 Rule testing has started which may require system improvements. LT2 sampling is ongoing through September 2018. UCMR 4 sampling will begin in June 2018. Pending legislation with revisions to the Lead & Copper Rule is expected in 2018 that will require additional service renewals in the future. Per the MDEQ requirements, starting July 1, 2018 a Residential Cross Connection Control program will be starting 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 use the City's excess water system capacity. CY 2017 billed water consumption was 4.1% *lower* than CY 2016. The current largest water user (DTE) has provided notice that they will reduce water usage starting in May 2018 that will result is approx. \$300,000 ~ 700,000 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

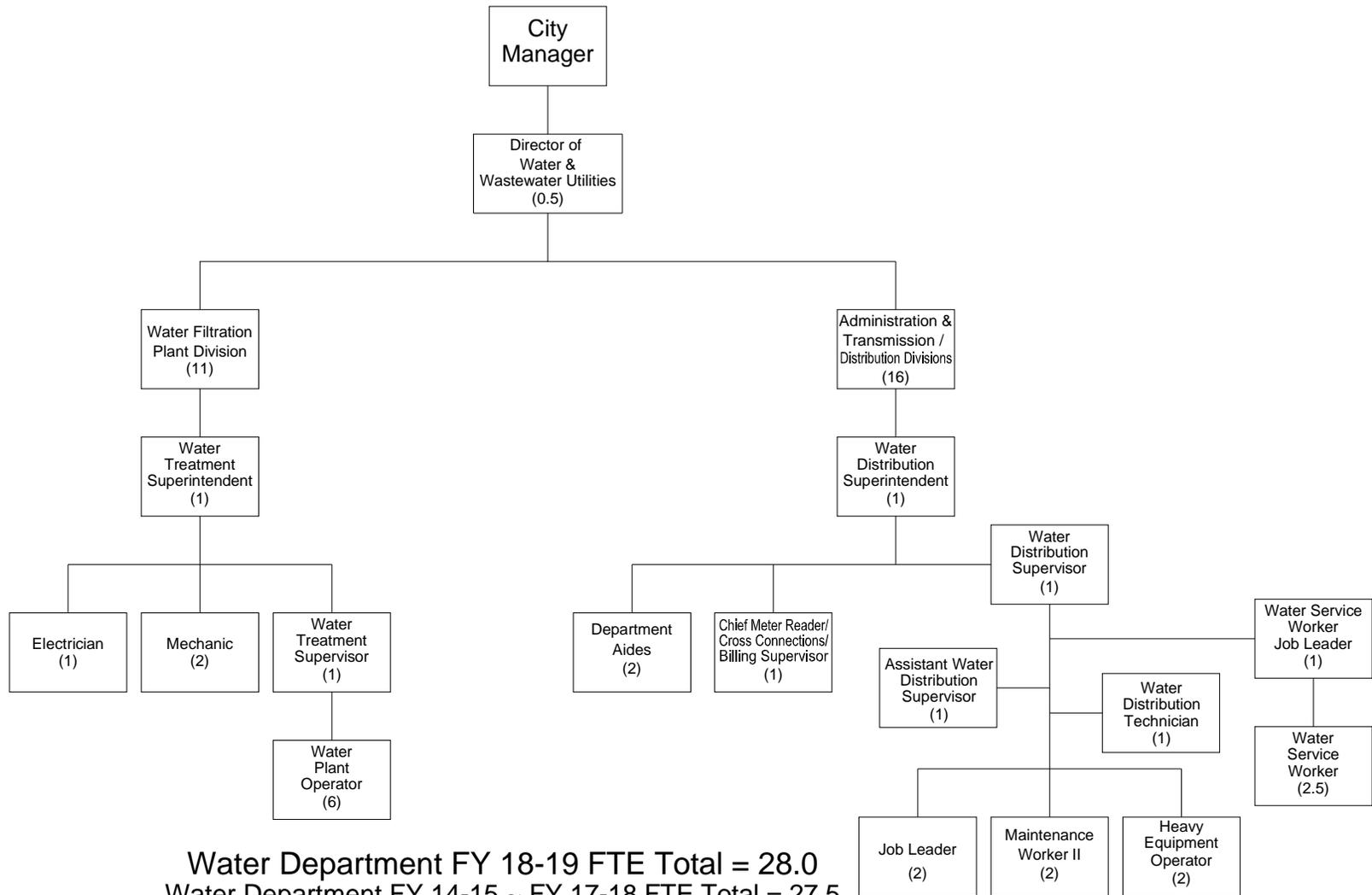
2018-2019 FTE is proposed to be 28 FTE. A part-time Water Service Worker is being added to FY 18-19 in an effort to aid in inspection requirements as part of the Residential Cross Connection Control program.

- Reduced overall water consumption coupled with increasing expenses (labor, overtime, Medicare, pension, retiree & post-retirement healthcare, chemicals, service line renewals, depreciation, and the asset management plan) challenge the department's abilities to maintain service.
- Total Coliform Rule Compliance; Turbid source water (Lake Erie) coupled with Blue-Green Algae, Zebra Mussels, Frazzle Ice, and reduced water levels increase the difficulty in maintaining a reliable raw water source along with reducing operating costs.
- Continue replacement of meters 3" and larger and older than 10 years. Continue retrofitting and replacing all other meters / radio read devices as needed (15-20 years old) to maintain the meter reading system. In the next 8 years over 8,600 meters 2" and smaller will need to be replaced.
- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: WTP turbidimeter replacement, WTP pipe gallery painting, allocate funds for H.S. pump / motor / drive / discharge pipe replacement, install an additional Raw Water Pump and allocate funds for L.S. 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 on Maple Ave, Stockton Dr, Sylvan Dr, Stedman Dr, Parkwood Ave, & Scottwood Dr.



Water Department Activity Measures

Performance Indicators	CY2015 Actual	CY2016 Actual	CY2017 Actual	CY2018 Project	CY2019 Request
Customers Invoiced	64,110	66,453	65,669	65,800	66,000
Work Orders Completed	3,975	3,823	3,854	4,400	5,000
Final Notices Sent	2,130	2,640	2,472	2,750	2,750
Water Treated (mg)	2,651	2,753	2,760	2,800	2,800
Routine Bacti Samples/Positive	810/0	779/1	791/4	800/0	800/0
Turbidity Samples/Violations	2190/0	2196/0	2190/0	2190/0	2190/0
New Services	69	54	46	49	49
Repair / Replace Valves	15	12	9	10	10
Service Renewals	60	92	64	100	100
Repair Main Breaks	45	42	31	40	40
Read Meters	63,753	63,835	63,893	64,000	64,200
Inspect/Test Cross Connections	863	614	863	900	950
Repair / Replace Hydrants	34	17	15	20	20



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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue						
General Government	\$ 58,319	\$ 57,000	\$ 66,230	\$ 76,230	\$ 76,230	\$ 76,230
Program Services Revenue						
Public Works	9,203,795	8,850,968	8,569,283	9,144,699	9,601,152	10,188,590
Operating Grants						
Public Works	1,500					
Total Revenue	9,263,614	8,907,968	8,635,513	9,220,929	9,677,382	10,264,820
Total Expenditures	7,175,240	7,597,793	7,607,966	8,058,255	8,288,386	8,520,426
Excess (Deficiency of Revenues) over Expenditures	2,088,374	1,310,175	1,027,547	1,162,674	1,388,996	1,744,394
Beginning Net Assets	49,135,021	51,223,397	51,223,397	52,250,944	53,413,618	54,802,614
Ending Net Assets	\$ 51,223,395	\$ 52,533,572	\$ 52,250,944	\$ 53,413,618	\$ 54,802,614	\$ 56,547,008

WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
General Administration						
Personnel Services	\$ 340,474	\$ 310,179	\$ 307,445	\$ 323,176	\$ 330,331	\$ 337,694
Supplies	17,121	22,325	23,125	24,325	23,325	24,525
Other Operating	2,326,465	2,335,576	2,366,387	2,487,097	2,523,613	2,554,210
General Admin. Total	2,684,060	2,668,080	2,696,957	2,834,598	2,877,269	2,916,429
W. High Service Pump Station						
Personnel	7,376	9,234	14,833	9,081	9,273	9,460
Other Operating	33,629	40,870	40,869	42,164	43,235	44,310
Custer Booster Stn. Total	41,005	50,104	55,702	51,245	52,508	53,770
Filtration Plant						
Personnel Services	900,298	837,084	827,427	902,721	920,793	945,714
Supplies	38,690	33,507	35,965	33,263	33,863	34,663
Other Operating	1,064,113	1,244,645	1,221,860	1,364,744	1,384,375	1,467,220
Capital Outlay	3,870	-	-	-	-	-
Filtration Plant Total	2,006,971	2,115,236	2,085,252	2,300,728	2,339,031	2,447,597
Transmission & Distribution						
Personnel Services	752,277	661,807	672,624	686,637	697,525	712,557
Supplies	43,075	132,313	112,726	114,322	113,822	115,122
Other Operating	241,321	496,928	515,375	508,904	511,270	516,696
Capital Outlay	(2,763)	-	-	-	-	-
Trans. & Distrib. Total	1,033,910	1,291,048	1,300,725	1,309,863	1,322,617	1,344,375
Meter Shop						
Personnel Services	511,768	443,441	437,392	515,766	526,808	536,869
Supplies	26,248	29,650	27,850	32,425	31,425	32,054
Other Operating	202,783	280,457	284,309	328,623	482,896	564,158
Meter Shop Total	740,799	753,548	749,551	876,814	1,041,129	1,133,081
Debt Administration						
Interest	668,492	719,779	719,779	685,007	655,832	625,174
Debt Administration Total	668,492	719,779	719,779	685,007	655,832	625,174
Water Fund Total	\$ 7,175,237	\$ 7,597,795	\$ 7,607,966	\$ 8,058,255	\$ 8,288,386	\$ 8,520,426

**Water Fund
Capital Project Detail**

Project	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
SCBS Service Area Upgrades	\$ 3,870	\$ 240,816	\$ 240,816	\$ -	\$ -	\$ -
GIS-Water System and Services	41,533	40,467	40,467	-	-	-
Water Main-Hurson St.-Western to Jeffers.	(2,500)	-	-	-	-	-
Ozone System Upgrade & MCC 'C' Replac.	105,549	-	-	-	-	-
Exeter Township Water Main Loops	83	4,117	100	-	-	-
North Monroe Street Water Main	18	-	-	-	-	-
Water Main -E 3rd-Scott to Winchester	(381)	-	-	-	-	-
Water Main -Kentucky-1st to 4th	367,593	33,807	81,000	-	-	-
Water Main-Linswood-R'View to Maple	18	-	-	-	-	-
SCADA Upgrade	45,703	35,197	35,197	-	-	-
E. Remote Telemetry Radio Sys. Replace	-	-	-	-	-	-
Standby Power Generator Rehab/Replace	16,940	646,750	646,750	-	-	-
Water Main-Winchester St.-Third to River	682,616	-	-	-	-	-
Water Main-Borgess Ave-Elrm to Willow	114,349	-	-	-	-	-
Water Main-Lemerand-Monroe to Macomb	184,723	-	-	-	-	-
Filter Effluent Venturi Flow Insert Replace	54,104	-	-	-	-	-
West Reservoir Crack Repair	12,150	-	-	-	-	-
Chlorine Bldg & Pretreat #3 Roof Replace	-	16,000	16,000	-	-	-
West Reservoir Access Hatch Replace	19,550	3,450	-	-	-	-
Cartegraph Server	7,497	-	-	-	-	-
Water Main-N. Macomb-Elm to Lorain	226,391	269,609	273,000	-	-	-
Water Main-Conant-Wood to Third	215,916	159,084	157,725	-	-	-
Water Main-Union-8th to 5th	4,385	271,615	270,563	-	-	-
Water Main-Jerome-Cemetery to 4th	64,332	8,668	8,479	-	-	-
Water Plant Security Camera Replacement	-	11,995	11,995	-	-	-
East Reservoir Joint & Crack Repair	-	11,000	11,000	-	-	-
Cyanotoxin Test Equipment Replacement	-	32,320	32,320	-	-	-
Filtration Plant Floor Removal/Replacement	-	27,000	27,000	-	-	-
Cartegraph Upgrade for Asset Mgmt	-	25,000	25,000	-	-	-
Water Main-Sylvan Drive	-	-	159,750	-	-	-
Water Main-Stockton Drive	-	-	136,700	-	-	-
Water Main-Maple West	-	-	479,600	-	-	-
Water Main-Stedman Dr./Borgess to Monroe	-	-	54,000	-	-	-
Water Main-Parkwood/Hollywood to Maple	-	-	229,500	-	-	-
Water Main-Scottwood Dr/Hollywood to Maple	-	-	229,500	-	-	-
Dump Truck Replacement	-	-	-	95,000	-	-
Backhoe Replacement	-	-	-	30,000	-	-
Turbidimeter Replacement	-	-	-	55,000	-	-
WTP Pipe Galler Painting	-	-	-	75,000	-	-
High SVC Pump/Motor/Drive/Dis. Pipe	-	-	-	155,000	-	-
Operating Equipment	-	-	-	-	68,500	50,000
Buildings & Improvements	-	-	-	-	75,000	75,000
Infrastructure	-	-	-	-	2,128,250	1,072,500
Vehicles	-	-	-	-	105,000	-
	-	-	-	-	-	-
Capital Project Total	\$ 2,164,439	\$ 1,836,895	\$ 3,166,462	\$ 410,000	\$ 2,376,750	\$ 1,197,500

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: Installing an additional Raw Water Pump (#8) and allocate funds for L.S. 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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 4,406	\$ 5,000	\$ 7,558	\$ 8,500	\$ 9,000	\$ 9,500
Operating Grant Revenue						
Public Works	390,829	419,965	428,557	419,230	423,569	427,371
Total Revenue	395,235	424,965	436,115	427,730	432,569	436,871
Total Expenditures	390,829	426,602	428,557	419,230	423,569	427,371
Excess (Deficiency of Revenues) over Expenditures	4,406	(1,637)	7,558	8,500	9,000	9,500
Beginning Net Assets	5,578,964	5,583,370	5,583,370	5,590,928	5,599,428	5,608,428
Ending Net Assets	\$ 5,583,370	\$ 5,581,733	\$ 5,590,928	\$ 5,599,428	\$ 5,608,428	\$ 5,617,928

**RAW WATER PARTNERSHIP
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Water Department						
Administration						
Personnel	\$ 52,228	\$ 55,138	\$ 52,882	\$ 53,985	\$ 55,084	\$ 56,190
Supplies	10,468	14,000	14,000	14,000	14,000	14,000
Other Operating	328,133	357,464	361,675	351,245	354,485	357,181
Administration Total	390,829	426,602	428,557	419,230	423,569	427,371
Raw Water Partnership						
Fund Total	\$ 390,829	\$ 426,602	\$ 428,557	\$ 419,230	\$ 423,569	\$ 427,371

**Raw Water Partnership
Capital Project Detail**

Project	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
PAP: Addition of Raw Water Pump	\$ -	\$ 652,312	\$ 667,312	\$ 104,000	\$ -	\$ -
PAP: Potassium Parmanganate	-	15,000	-	-	-	-
PAP: Pump Variable Freq. Drive Repl	-	48,021	48,021	-	-	-
PAP: Motor and VFP Upgrades	-	-	-	38,000	-	-
Capital Project Total	\$ -	\$ 715,333	\$ 715,333	\$ 142,000	\$ -	\$ -



INTERNAL SERVICE FUNDS

INFORMATION SYSTEMS FUND

INFORMATION TECHNOLOGY PROGRAM

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

INFORMATION TECHNOLOGY DEPARTMENT

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

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

INFORMATION TECHNOLOGY DEPARTMENT GOALS

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

One specific project goal has been to connect the remote buildings to city hall via a fiber optic network. The benefits of this connection would be increased speed and reliability of the connection and increased efficiency of City employees. By working with Monroe Public Schools to utilize fiber that is already in place, the City has been able to greatly reduce its cost on this project. The fiber is in use by the three remote sites. Replacing old wiring at City Hall was the final stage of this project and it was completed in May 2017. 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.

**INFORMATION SYSTEMS FUND
NET ASSETS TREND**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue						
General Government	\$ 2,786	\$ 2,500	\$ 3,300	\$ 2,500	\$ 2,500	\$ 2,500
Program Service Revenue						
General Government	385,752	445,627	445,627	639,060	651,982	647,750
Program Service Revenue						
General Government	-	15,000	15,000	-	-	-
Total Revenue	388,538	448,127	448,927	641,560	654,482	650,250
Total Expenditures	426,947	464,510	442,248	602,341	631,959	633,732
Excess (Deficiency of Revenues) over Expenditures	(38,409)	(16,383)	6,679	39,219	22,523	16,518
Beginning Net Assets	598,796	560,387	560,387	567,066	606,285	628,808
Ending Net Assets	\$ 560,387	\$ 544,004	\$ 567,066	\$ 606,285	\$ 628,808	\$ 645,326

**INFORMATION SYSTEMS FUND
EXPENDITURE SUMMARY**

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Personnel	\$ 15,604	\$ 15,352	\$ 15,350	\$ 178,845	\$ 182,516	\$ 187,675
Supplies	7,422	12,310	10,000	11,000	14,000	14,000
Other Operating	300,544	359,671	354,721	314,388	318,806	316,178
Depreciation	45,212	61,713	61,713	97,644	116,172	115,414
Capital Outlay	57,968	15,000	-	-	-	-
Debt Service	197	464	464	464	465	465
Total	\$ 426,947	\$ 464,510	\$ 442,248	\$ 602,341	\$ 631,959	\$ 633,732

**Information Systems Fund
Capital Project Detail**

Project	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Telephone System and Network Upgrade	\$ 57,782	\$ 106,804	\$ 106,804	\$ -	\$ -	\$ -
Microsoft Office Upgrade	-	37,760	37,760	-	-	-
Misc Network Server Upgrade or Replace	7,025	-	-	40,000	15,000	15,000
Computer Replacements/Upgrades/Misc.	25,461	23,945	23,945	15,000	30,000	20,000
Laserfiche Forms	-	-	-	22,000	-	-
Human Resources Software	15,045	-	-	-	-	-
GIS Upgrade to HTML5	31,000	5,000	5,000	-	-	-
Website Upgrade	25,481	15,656	15,656	-	-	-
Council Chambers-Audio/Video Upgrade	6,903	83,097	83,097	-	-	-
Electronic Timesheets Software	-	12,405	12,405	-	-	-
SmartBoard and Related Costs	-	15,000	15,000	-	-	-
Work Order/Inv. Management Software	-	1,750	1,750	-	-	-
City Sourced CRMS Implementation	-	4,750	4,750	-	-	-
Police Wireless Network/Wifi	-	-	-	5,000	-	-
Police In Car Computers	-	-	-	30,000	-	-
Fire in Truck Computers	-	-	-	14,000	-	-
Copier - 1st Floor City Hall	-	-	-	13,000	-	-
	-	-	-	-	-	-
Capital Project Total	\$ 168,697	\$ 306,167	\$ 306,167	\$ 139,000	\$ 45,000	\$ 35,000

STORES AND EQUIPMENT FUND

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

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

The primary asset of the fund, other than the equipment and supplies, is the building and property located at 222 Jones Avenue, which presently houses the Public Services Department. Therefore, revenues from this fund must also be used to cover capital projects on the building and property itself, unless City Council provides separate funding for this purpose. In 2012 and 2013, the west side of the site was largely paved, and we are presently trying to free up enough funding for replacement of the middle section of the building roof at a cost of roughly \$200,000, which has not yet occurred. Ideally, a small storage facility should be considered as well, as the present storage sites at the former Winchester Street property have been the subject of frequent vandalism and theft.

In the past several years, the Stores and Equipment fund staffing has been radically reorganized to bring overhead costs in line with revenues to the fund. In the last decade the full-time mechanic staffing level has been diminished from three (3) to two (2) and the administrative functions have been reduced from two (2) to essentially less than half a position, with the Departmental Aide allocating several hours a week to tracking inventory and vehicle maintenance records, and the Departmental Superintendent assuming general oversight of the function. The appropriate general fund costs are then allocated through the expenditure credit process. These personnel changes, in combination with the addition of police vehicles to the Stores-owned fleet several years ago, has resulted in the fund slowly building some fund equity that should allow for some long-deferred capital replacement needs in the short term and long-range stability in the fund in the longer term. The Fund is still challenged to keep up with replacement schedules, as significant heavy equipment requires replacement, including two (2) tandem axle 10-yard dump trucks, four (4) 6-yard single axle dump trucks, one (1) street sweeper, and one (1) vactor

truck unit, all of which need to be replaced in the next 5-10 years as well as numerous other pieces. The 18-19 fiscal year budget includes the purchase of both tandem dump trucks, as well as a new street sweeper, all of which must be financed over a five-year period.

STORES AND EQUIPMENT FUND NET ASSETS TREND

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 106,280	\$ 88,500	\$ 90,700	\$ 26,000	\$ 26,000	\$ 26,000
Program Services Revenue:						
Public Works	1,112,239	1,098,856	1,190,937	1,147,247	1,147,247	1,147,247
Total Revenue	1,218,519	1,187,356	1,281,637	1,173,247	1,173,247	1,173,247
Total Expenditures	952,181	1,029,594	1,003,804	1,060,560	1,086,687	1,123,386
Excess (Deficiency of Revenues) over Expenditures	266,338	157,762	277,833	112,687	86,560	49,861
Beginning Net Assets	1,701,621	1,967,960	1,967,960	2,245,793	2,358,480	2,445,040
Ending Net Assets	\$ 1,967,959	\$ 2,125,722	\$ 2,245,793	\$ 2,358,480	\$ 2,445,040	\$ 2,494,901

STORES & EQUIPMENT FUND EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Department of Public Service						
Stores & Equipment						
Personnel	\$ 276,046	\$ 197,486	\$ 221,026	\$ 226,990	\$ 229,553	\$ 233,682
Supplies	132,688	141,500	141,500	149,000	154,000	159,000
Other Operating	275,995	379,144	382,444	403,777	407,025	414,017
Depreciation	204,658	255,000	230,000	240,000	250,000	260,000
Capital Outlay	42,717	-	-	-	-	-
Debt Service	20,077	48,464	20,834	32,793	38,109	48,687
Operations Total	952,181	1,021,594	995,804	1,052,560	1,078,687	1,115,386
Operating Transfer	0	8,000	8,000	8,000	8,000	8,000
Stores & Equipment Fund Total	\$ 952,181	\$ 1,029,594	\$ 1,003,804	\$ 1,060,560	\$ 1,086,687	\$ 1,123,386

**Stores and Equipment Fund
Capital Project Detail**

Project	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Operating Equipment	\$ 42,548	\$ 89,500	\$ 139,500	\$ 5,000	\$ 5,000	\$ 5,000
Buildings & Improvements	169	20,000				
Vehicles	409,037	390,000	270,000	304,000	304,000	304,000
Capital Project Total	\$ 451,754	\$ 499,500	\$ 409,500	\$ 309,000	\$ 309,000	\$ 309,000

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
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Revenue:						
General Revenue:						
General Government	\$ 12,411	\$ 11,000	\$ 6,000	\$ 6,500	\$ 7,000	\$ 7,000
Program Services Revenue:						
General Government	2,227,059	2,247,953	2,332,856	2,231,705	2,314,447	2,406,198
Total Revenue	2,239,470	2,258,953	2,338,856	2,238,205	2,321,447	2,413,198
Total Expenditures	2,753,895	2,259,525	2,556,525	2,534,525	2,567,751	2,604,984
Excess (Deficiency of Revenues) over Expenditures	(514,425)	(572)	(217,669)	(296,320)	(246,304)	(191,786)
Beginning Net Position	2,057,703	1,543,278	1,543,278	1,325,609	1,029,289	782,985
Ending Net Position	\$ 1,543,278	\$ 1,542,706	\$ 1,325,609	\$ 1,029,289	\$ 782,985	\$ 591,199

EMPLOYEE BENEFIT FUND						
EXPENDITURE SUMMARY						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Human Resources						
Administration						
Other Operating	\$ 44,801	\$ 45,525	\$ 46,525	\$ 46,525	\$ 46,751	\$ 46,984
Administration Total	44,801	45,525	46,525	46,525	46,751	46,984
Medical Insurance						
Other Operating	1,931,949	1,500,000	1,700,000	1,700,000	1,700,000	1,700,000
Medical Insurance Total	1,931,949	1,500,000	1,700,000	1,700,000	1,700,000	1,700,000
Prescription Insurance						
Other Operating	357,277	300,000	400,000	375,000	400,000	425,000
Prescription Insurance Total	357,277	300,000	400,000	375,000	400,000	425,000
Dental Insurance						
Other Operating	170,785	170,000	171,000	172,000	173,000	174,000
Dental Insurance Total	170,785	170,000	171,000	172,000	173,000	174,000
Flexible Benefit Plan						
Other Operating	750	1,000	1,000	1,000	1,000	1,000
Flexible Benefit Total	750	1,000	1,000	1,000	1,000	1,000
Life & L/T Disability Insurance						
Other Operating	31,802	40,000	35,000	37,000	38,000	39,000
Life & L/T Disability Insurance Total	31,802	40,000	35,000	37,000	38,000	39,000
Unemployment Insurance						
Other Operating	2,729	-	-	-	-	-
Unemployment Insurance Total	2,729	-	-	-	-	-
Workers' Compensation Insurance						
Other Operating	213,802	203,000	203,000	203,000	209,000	219,000
Workers' Comp. Insurance Total	213,802	203,000	203,000	203,000	209,000	219,000
Employment Benefit Fund Total	\$ 2,753,895	\$ 2,259,525	\$ 2,556,525	\$ 2,534,525	\$ 2,567,751	\$ 2,604,984

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 3-4% in the next year.

INSURANCE FUND						
NET ASSETS TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Revenue:						
General Revenue:						
General Government	\$ 4,012	\$ 4,000	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000
Program Services Revenue:						
General Government	201,890	219,205	249,056	255,000	285,000	315,000
Total Revenue	205,902	223,205	254,056	261,000	292,000	323,000
Total Expenditures	321,416	391,574	377,498	380,534	383,601	386,699
Excess (Deficiency of Revenues)						
over Expenditures	(115,514)	(168,369)	(123,442)	(119,534)	(91,601)	(63,699)
Beginning Retained Earn.	679,237	563,723	563,723	440,281	320,747	229,146
Ending Retained Earnings	\$ 563,723	\$ 395,354	\$ 440,281	\$ 320,747	\$ 229,146	\$ 165,447

INSURANCE FUND EXPENDITURE SUMMARY

	Actual	Budget	Projected	Adopted	Projection	Projection
	FY16-17	FY17-18	FY17-18	FY18-19	FY19-20	FY20-21
Administration						
Other Operating	\$ 3,401	\$ 15,574	\$ 15,624	\$ 15,641	\$ 15,659	\$ 15,677
Administration Total	3,401	15,574	15,624	15,641	15,659	15,677
Property & Liability Insurance						
Other Operating	318,015	376,000	361,874	364,893	367,942	371,022
P&L Insurance Total	318,015	376,000	361,874	364,893	367,942	371,022
Insurance Fund Total	\$ 321,416	\$ 391,574	\$ 377,498	\$ 380,534	\$ 383,601	\$ 386,699



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%.

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

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 6,224,770	\$ 3,245,000	\$ 4,545,433	\$ 4,540,000	\$ 4,535,000	\$ 4,530,000
Program Services Revenue:						
General Government	36,287,282	1,058,426	1,058,426	917,216	917,590	917,590
Total Revenue	42,512,052	4,303,426	5,603,859	5,457,216	5,452,590	5,447,590
Total Expenditures	3,838,581	4,274,426	4,261,726	4,466,823	4,666,923	4,867,026
Excess (Deficiency of Revenues) over Expenditures	38,673,471	29,000	1,342,133	990,393	785,667	580,564
Beginning Net Assets	19,523,331	58,196,802	58,196,802	59,538,935	60,529,328	61,314,995
Ending Net Assets	\$ 58,196,802	\$ 58,225,802	\$ 59,538,935	\$ 60,529,328	\$ 61,314,995	\$ 61,895,559

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

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Finance Department						
Actuarial Services	\$ -	\$ 37,500	\$ 25,000	\$ 30,000	\$ 30,000	\$ 30,000
Audit Services	3,132	3,226	3,226	3,323	3,423	3,526
Investment Cost	343,664	200,000	200,000	200,000	200,000	200,000
Fiduciary Insurance	7,235	8,500	8,500	8,500	8,500	8,500
Total Finance Dept.	354,031	249,226	236,726	241,823	241,923	242,026
Personnel Department						
Contractual	1,000	20,000	20,000	20,000	20,000	20,000
Actuarial Services	3,000	3,200	3,000	3,000	3,000	3,000
Medical Insurance	1,831,306	2,300,000	2,300,000	2,400,000	2,500,000	2,600,000
Prescription Insurance	1,644,038	1,700,000	1,700,000	1,800,000	1,900,000	2,000,000
Employee Refunds	5,206	2,000	2,000	2,000	2,000	2,000
Total Personnel Dept.	3,484,550	4,025,200	4,025,000	4,225,000	4,425,000	4,625,000
Post-Retirement Health						
Care Fund Total	\$ 3,838,581	\$ 4,274,426	\$ 4,261,726	\$ 4,466,823	\$ 4,666,923	\$ 4,867,026



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 FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 33,329	\$ 37,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Program Services Revenue:						
General Government	15,220	20,000	20,000	20,000	20,000	20,000
Total Revenue	48,549	57,000	60,000	60,000	60,000	60,000
Total Expenditures	36,746	44,243	44,243	44,239	44,241	44,243
Excess (Deficiency of Revenues) over Expenditures	11,803	12,757	15,757	15,761	15,759	15,757
Beginning Fund Balance	438,696	450,499	450,499	466,256	482,017	497,776
Ending Fund Balance	\$ 450,499	\$ 463,256	\$ 466,256	\$ 482,017	\$ 497,776	\$ 513,533

**CEMETERY FUND
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Community Development Dept.						
Cemetery						
Other Operating	\$ 36,746	\$ 44,243	\$ 44,243	\$ 44,239	\$ 44,241	\$ 44,243
Capital Outlay	-	-	-	-	-	-
Total Cemetery Fund	\$ 36,746	\$ 44,243	\$ 44,243	\$ 44,239	\$ 44,241	\$ 44,243



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:

- Facilitated Downtown Master Plan Project
- Revised By-Laws
- Developed new Logo and Branding Guidelines
- Approved Officer/Board Member/Committee Chair Job Descriptions
- Created a Communications Plan to be updated annually
- Approved two façade program applications
- Revised work planning process and restructured committees
- Approved social media policy
- Refreshed Downtown Monroe web site
- Purchased final phase of holiday lamp post decorations
- Published and distributed holiday direct mail piece
- Reviewed and accepted proposal for graphic design services

Plans for the 2018-2019 budget year include:

- Riverwalk Concept Plan
- Case Study for Upper-Floor Conversion
- Façade Program Refresh
- Business Recruitment
- Implement annual Communications and Marketing Plans
- Formalize volunteer management program
- Sponsor limited façade reinvestment program
- Emphasize web site updates - online property listings, web calendar module
- Plan for redevelopment of riverfront parking lot, per master plan
- Develop streetscape design standards

- Host quarterly meetings with stakeholders and partners
- Launch three-year maintenance plan for trees and lighting
- Install limited seasonal decorations
- Implement opportunities included in the residential target market analysis

DOWNTOWN DEVELOPMENT AUTHORITY FUND BALANCE TREND

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 4,731	\$ 4,500	\$ 7,000	\$ 7,500	\$ 7,500	\$ 7,500
Community Development	205,946	207,605	218,839	223,328	228,638	233,442
Total Revenue	210,677	212,105	225,839	230,828	236,138	240,942
Total Expenditures	217,790	334,133	274,454	349,305	216,861	194,856
Excess (Deficiency of Revenues) over Expenditures	(7,113)	(122,028)	(48,615)	(118,477)	19,277	46,086
Beginning Fund Balance	528,774	521,661	521,661	473,046	354,569	373,846
Ending Fund Balance	\$ 521,661	\$ 399,633	\$ 473,046	\$ 354,569	\$ 373,846	\$ 419,932

DOWNTOWN DEVELOPMENT AUTHORITY FUND EXPENDITURE SUMMARY

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Community Development Department						
Downtown Development						
Personnel	\$ 18,402	\$ 25,739	\$ 21,500	\$ 23,661	\$ 23,661	\$ 23,662
Supplies	504	1,100	600	1,100	1,100	1,100
Other Operating	101,071	191,800	136,860	190,550	39,900	40,000
Operating Transfers	96,394	115,494	115,494	133,994	152,200	130,094
Downtown Development Total	\$ 216,371	\$ 334,133	\$ 274,454	\$ 349,305	\$ 216,861	\$ 194,856

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-six 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, and Knights Inn.

**BROWNFIELD REDEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Revenue:						
General Revenue:						
General Government	\$ 11,488	\$ 10,000	\$ 18,071	\$ 19,000	\$ 20,000	\$ 20,000
Community Development	526,524	460,872	478,115	491,073	499,146	507,398
Total Revenue	538,012	470,872	496,186	510,073	519,146	527,398
Total Expenditures	447,036	552,338	570,064	614,976	623,048	631,299
Excess (Deficiency of Revenues) over Expenditures						
	90,976	(81,466)	(73,878)	(104,903)	(103,902)	(103,901)
Beginning Fund Balance	659,971	750,947	750,947	677,069	572,166	468,264
Ending Fund Balance	\$ 750,947	\$ 669,481	\$ 677,069	\$ 572,166	\$ 468,264	\$ 364,363

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND
EXPENDITURE DETAIL**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Community Development Department						
Brownfield Redevelopment						
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating	245,389	351,581	372,326	386,885	397,060	407,416
Debt Services	201,647	200,757	197,738	228,091	225,988	223,883
Brownfield Redevelopment Total	447,036	552,338	570,064	614,976	623,048	631,299
B.R.A Fund Total	\$ 447,036	\$ 552,338	\$ 570,064	\$ 614,976	\$ 623,048	\$ 631,299

PORT OF MONROE

Mission Statement

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

Objectives

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

PORT OF MONROE NET ASSETS TREND

Revenue:	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
General Revenue:						
General Government	\$ 369,052	\$ 400,000	\$ 400,000	\$ 430,000	\$ 430,000	\$ 430,000
Program Services Revenue:						
Community Development	500,815	480,000	480,000	503,000	523,000	538,000
Capital Grants						
Community Development	351,787	3,602,550	-	-	-	-
Total Revenue	1,221,654	4,482,550	880,000	933,000	953,000	968,000
Total Expenditures	933,707	880,000	880,000	933,000	953,000	968,000
Excess (Deficiency of Revenues) over Expenditures	287,947	3,602,550	-	-	-	-
Beginning Net Assets	3,488,192	3,776,139	3,776,139	3,776,139	3,776,139	3,776,139
Ending Net Assets	\$ 3,776,139	\$ 7,378,689	\$ 3,776,139	\$ 3,776,139	\$ 3,776,139	\$ 3,776,139

**PORT OF MONROE
EXPENDITURE SUMMARY**

	Actual FY16-17	Budget FY17-18	Projected FY17-18	Adopted FY18-19	Projection FY19-20	Projection FY20-21
Community Development Dept.						
Port Operations						
Personnel Services	\$ 229,149	\$ 267,595	\$ 267,595	\$ 276,864	\$ 285,866	\$ 293,637
Supplies	38,206	54,000	54,000	40,000	41,000	42,000
Other Operating	612,812	525,155	525,155	554,500	564,912	573,141
Debt Service	53,540	33,250	33,250	61,636	61,222	59,222
Port Operations Total	933,707	880,000	880,000	933,000	953,000	968,000
Port of Monroe Total:	\$ 933,707	\$ 880,000	\$ 880,000	\$ 933,000	\$ 953,000	\$ 968,000

** - 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.



PERSONNEL SUMMARY

FY2019			
Budgeted Full-time and Regular Part-time Positions			
FY2019 Adopted Budget	Classification	FY2018 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	Deputy City Treasurer	1.000	-
1.000	Deputy City Clerk	1.000	-
1.000	Cashier	1.000	-
1.000	Secretary/Clerical Assistant	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	-
3.000	Engineering Technician	3.000	-
-	Survey Crew Leader	-	-
-	CAD-GIS Section Leader	1.000	(1.000)
1.000	Departmental Aide	1.000	-
4.500	Total Engineering Department	5.500	(1.000)

FY2019 Adopted Budget	Classification	FY2018 Adopted Budget	Increase/ (Decrease)
	Public Safety Division		
1.000	Police Chief	1.000	-
-	Deputy Police Chief	-	-
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	-
2.680	Police Cadets	2.680	-
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	-
0.500	Property Clerk	0.500	-
65.180	Total Public Safety Division	65.180	-
	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	-
4.000	Heavy Equipment Operator	5.000	(1.000)
4.330	Maintenance Worker I	3.660	0.670
1.000	Maintenance Worker/Forestry	2.000	(1.000)
1.000	Receptionist/Clerk Typist	1.000	-
15.830	Total Department of Public Service	17.160	(1.330)
	Community Development Department City Hall Grounds Division		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
1.000	Custodian	1.000	-
1.380	Total City Hall Grounds Division	1.380	-
	Zoning/Ordinance Enforcement Division		
0.250	Community Development Director	0.250	-
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
-	Electrical/Code Inspector	0.250	(0.250)
0.800	Property Maintenance and Zoning Inspector	0.300	0.500
0.500	Building/Zoning Inspector II	0.500	-
1.830	Total Zoning/Ordinance Enforcement Division	1.580	0.250

FY2019 Adopted Budget	Classification	FY2018 Adopted Budget	Increase/ (Decrease)
	Planning Division		
0.750	Community Development Director	0.750	-
1.000	Planner II	-	1.000
-	Planner	1.000	(1.000)
0.600	Secretary/Clerical Assistant	0.600	-
2.350	Total Planning Division	2.350	-
5.560	Total Community Development Department	5.310	0.250
	Economic/Downtown Development Department		
2.000	Economic/Downtown Development Coordinator	2.000	-
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	1.340	0.330
2.670	Total Recreation-Parks Maintenance Division	2.340	0.330
	Multi-Sports Complex		
-	General Manager	1.000	(1.000)
-	Assistant Manager	1.000	(1.000)
-	Total Multi-Sports Complex	2.000	(2.000)
4.670	Total Parks & Recreation Department	6.340	(1.670)
114.640	Total General Fund	118.390	(3.750)
	Parking Meter Fund Police Department		
1.500	Parking Enforcement Officer	1.500	-
1.500	Total Police Department	1.500	-
1.500	Total Parking Meter Fund	1.500	-
	Building Safety Fund Safety Inspection Division		
0.600	Building Official	0.600	-
2.100	Building/Zoning Inspector II	2.100	-
-	Electrical/Code Inspector	0.750	(0.750)
1.000	Plumbing/Heating Inspector	1.000	-
0.800	Property Maintenance and Zoning Inspector	0.300	0.500
1.740	Secretary/Clerical Assistant	1.740	-
6.240	Total Safety Inspection Division	6.490	(0.250)
6.240	Total Building Safety Fund	6.490	(0.250)

FY2019 Adopted Budget	Classification	FY2018 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	Secretary/Clerical Assistant	1.000	-
2.500	Total Administration Division	2.500	-
Treatment & Disposal Division			
0.500	Electrician	0.500	-
1.000	Chemist	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Chief Plant Operator	1.000	-
1.000	Wastewater Technician	1.000	-
7.000	Wastewater Plant Operator	7.000	-
1.000	Wastewater Centrifuge Operator	1.000	-
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.500	Lab Technician	1.500	-
16.500	Total Treatment & Disposal Division	16.500	-
Sanitary Sewers Maintenance Division			
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.000	Heavy Equipment Operator	1.000	-
3.000	Total Sanitary Sewers Maintenance Division	3.000	-
Pump Stations Maintenance Division			
0.500	Wastewater Maintenance Supervisor	0.500	-
0.500	Electrician	0.500	-
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
3.000	Total Pump Stations Maintenance Division	3.000	-
25.000	Total Wastewater Fund	25.000	-

FY2019 Adopted Budget	Classification	FY2018 Adopted Budget	Increase/ (Decrease)
	Water Fund		
	Administration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.000	Departmental Aide II	2.000	-
3.500	Total Administration Division	3.500	-
	Filtration Plant Division		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
11.000	Total Filtration Plant Division	11.000	-
	Transmission & Distribution Division		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
2.000	Maintenance Worker II	2.000	-
8.500	Total Transmission & Distribution Division	8.500	-
	Meter Shop Division		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Service Worker	2.000	-
1.000	Chief Meter Reader	1.000	-
4.500	Total Meter Shop Division	4.500	-
27.500	Total Water Fund	27.500	-
	Information Systems Fund		
	Finance Department		
0.100	Assistant City Manager/Finance Director	0.100	-
1.000	Business Intelligence Management Coordinator	-	1.000
1.000	GIS Asset Management Specialist	-	1.000
2.100	Total Finance Department	0.100	2.000
2.100	Total Information Systems Fund	0.100	2.000

FY2019 Adopted Budget	Classification	FY2018 Adopted Budget	Increase/ (Decrease)
	Stores & Equipment Fund Department of Public Service		
1.000	Certified Mechanic/Welder	1.000	-
1.000	Certified Mechanic	1.000	-
2.000	Total Department of Public Service	2.000	-
2.000	Total Stores & Equipment Fund	2.000	-
178.980	Total Full Time and Regular Part-time Employees	180.980	(2.000)



Capital Improvement Program

**CITY OF MONROE
CAPITAL IMPROVEMENTS PROGRAM
FISCAL YEAR 2018-2019 BUDGET**

Department	Project	General Fund	Major Streets	Local Streets	Enterprise	Airport Fund	Add / Alternate Funding	Prior Funding	Total Project Cost	Source of Add/Alt Funding	
Community Development	Strategic Property Acquisition	\$50,000							\$50,000		
	City Facilities	\$25,000							\$25,000		
	SUB-TOTAL	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000		
Communications	City Branding	\$50,000							\$50,000		
	SUB-TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000		
DDA	Riverwalk Lighting and Security						\$300,000		\$300,000	3	
	SUB-TOTAL	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000		
Engineering Infrastructure	Sidewalk Replacement Program	\$150,000					\$50,000		\$200,000	4	
	Custer Airport Crack Sealing and Marking					\$1,250	\$23,750		\$25,000	12	
	Saint Mary's Gardens Storm Sewers			\$50,000				\$24,600	\$74,600		
	Stores Fund Vehicle and Equipment Replacement						\$575,000		\$575,000	16	
	Salt Storage Building Roof Replacement		\$9,000	\$3,000					\$12,000		
	SUB-TOTAL	\$150,000	\$9,000	\$53,000	\$0	\$1,250	\$648,750	\$24,600	\$886,600		
	Streets	First St Resurfacing - Harrison to Washington		\$76,500				\$318,500	\$25,000	\$420,000	2, 19
		W. Front Resurfacing - Telegraph to Harrison		\$50,000						\$1,100,000	
		Maple W Resurfacing - Linwood to Orchard			\$332,600			\$67,400		\$400,000	19
		Stockton Resurfacing - Borgess to Monroe			\$180,000					\$180,000	
		Sylvan Resurfacing - Borgess to Monroe	\$170,000							\$170,000	
		Parkwood Resurfacing - Hollywood to Maple	\$220,000							\$220,000	
		Scottwood - Hollywood to Maple			\$230,000					\$230,000	
Frenchtown Industrial Park Roadways Reconstruction							\$2,050,000	\$480,000	\$2,530,000	4	
SUB-TOTAL	\$390,000	\$126,500	\$742,600	\$0	\$0	\$2,435,900	\$505,000	\$5,250,000			
Fire	Replacement of E-2	\$75,000					\$274,146	\$125,000	\$474,146	22	
	SUB-TOTAL	\$75,000	\$0	\$0	\$0	\$0	\$274,146	\$125,000	\$474,146		
Information Technology	Laserfiche Forms						\$22,000		\$22,000	6	
	SUB-TOTAL	\$0	\$0	\$0	\$0	\$0	\$22,000	\$0	\$22,000		
Recreation/ Parks	Labor Park Master Plan Implementation	\$229,100					\$200,000	\$150,000	\$579,100	1	
	SUB-TOTAL	\$229,100	\$0	\$0	\$0	\$0	\$200,000	\$150,000	\$579,100		
Wastewater	Lift Station Truck Replacement				\$125,000				\$125,000		
	Sanitary Sewer System Rehabilitation / Replacement				\$500,000				\$500,000		
	Detroit Beach Barscreen Replacement				\$100,000				\$100,000		
	MCC Replace - Sludge Loading Bay/Lighting Panel				\$150,000				\$150,000		
	SUB-TOTAL	\$0	\$0	\$0	\$875,000	\$0	\$0	\$0	\$875,000		

