



CITY OF  
**MONROE**  
*Michigan*

**2019-2020 Budget**  
**Adopted April 15, 2019**

**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**

**2019-2020 BUDGET**

Adopted April 15, 2019

**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.*

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 2019-20  
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**BUDGET ORDINANCE**

**ORDINANCE 19-004**

Budget Appropriation Act  
July 1, 2019- June 30, 2020

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2020, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2019 and ending June 30, 2020 are hereby appropriated on a departmental and activity total basis as follows:

**GENERAL GOVERNMENT**

City Council	\$129,926
City Manager	311,148
Communications, Culture, Promotions	136,314
Assessor	385,884
Attorney	320,150
Clerk-Treasurer	490,238
Finance	480,320
Human Resources	279,244
Engineering	217,348
City Hall Grounds	326,481

**TOTAL GENERAL GOVERNMENT** **\$3,077,053**

**PUBLIC SAFETY**

Public Safety Division Personnel	7,551,361
Police Operating Cost	812,175
Fire Operating Cost	318,974
Zoning/Code Enforcement	287,904

**TOTAL PUBLIC SAFETY** **\$8,970,414**

**PUBLIC WORKS** **\$2,301,328**

**COMMUNITY AND ECONOMIC DEVELOPMENT** **\$457,281**

**CULTURAL-RECREATION**

Library	\$65,000
Social Services	156,000
Public Access TV	164,500
Parks and Recreation	1,542,680

**TOTAL CULTURAL-RECREATION** **\$1,928,180**

**CONTINGENCIES** **\$1,600,000**

**DEBT SERVICE** **\$1,921,307**

**TRANSFERS OUT** **\$482,545**

**TOTAL EXPENDITURES** **\$20,738,108**

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

**GENERAL FUND**

General Revenue	\$18,971,755
Service Revenue	1,585,719
Operating Grants and Contributions	66,000

**TOTAL REVENUES**

**\$20,623,474**

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2019 through June 30, 2020 for the following funds in the amounts set forth below:

**SUMMARY OF EXPENDITURES BY FUND**

Major Street Fund	\$2,809,272
Local Street Fund	2,392,989
Refuse Fund	1,818,499
Parking Fund	194,013
Economic Development Fund	0
Building Safety Fund	553,963
Budget Stabilization Fund	0
Drug Forfeiture Fund	34,750
Grant Fund	500,000
Airport Fund	255,135
Expendable Trust Fund	54,000
Debt Service	708,017
Fire Station 1 Debt Service	411,525
Capital Project Fund	895,637
Wastewater Department	9,439,509
Water Department	9,562,945
Raw Water Partnership Fund	416,788
Information Systems	686,874
Stores & Equipment Fund	1,201,984
Employment Benefit Fund	2,591,975
Post-Retirement Health Care Fund	4,876,389
Insurance Fund	405,284
Cemetery Fund	72,259
Downtown Development Authority	469,247
Brownfield Redevelopment Authority	900,221
Port of Monroe	1,010,000

**TOTAL**

**\$42,261,275**

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2019 through June 30, 2020 for the following enterprise and internal service type funds in the amounts set forth below:

**SUMMARY OF CAPITAL EXPENDITURES BY FUND**

Wastewater Department	\$775,800
Water Department	983,750
Raw Water Partnership Fund	142,700
Information Systems	143,800
Stores & Equipment Fund	837,500
Port of Monroe	250,000
<b>TOTAL</b>	<b>\$3,133,550</b>

Section 5. The City Council does hereby levy a tax of 14.6424 mills for the period of July 1, 2019 through June 30, 2020 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, 2019 through June 30, 2020 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 1.655 mills for the period of July 1, 2019 through June 30, 2020 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 0.0498 mills for the period of July 1, 2019 through June 30, 2020 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, 2019 through June 30, 2020 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 .7713 mills for the period of July 1, 2019 through June 30, 2020 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, 2019, to support the budget for the period July 1, 2019 through June 30, 2020. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2019.

Section 13. The City Council does hereby amend the budget for the period of July 1, 2018 through June 30, 2019 to the projected budget amounts contained in the budget documents and narratives.

Section 14. The City Manager is hereby authorized to make budgetary transfers within the appropriation centers established throughout this budget, and that all transfers between appropriations may be made only by further action of the City Council pursuant to Section 19.2 of the provisions of the Michigan Uniform and Budgeting Act. The City Manager may delegate this authority to the Finance Director.

Section 15. The Finance Director is hereby authorized to transfer funds from the General Fund to the Water Fund in the amount of \$715,358 to pay off the advance provided by the Water Fund for the purchase of land.

Section 16. The Finance Director is hereby authorized to assign as of June 30, 2019, \$1,500,000 of the General Fund Fund Balance for the purpose of funding potential future property tax refunds.

Section 17. 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 18. 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 19. 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, 2019 through June 30, 2020, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 20. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2019 through June 30, 2020 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 1, 2019
Public Hearing	April 15, 2019
Second Reading	April 15, 2019
Adoption	April 15, 2019
Publication	April 20, 2019



  
Michelle J. LaVoy  
Clerk-Treasurer

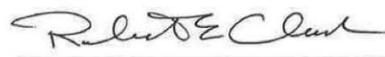
  
Robert E. Clark  
Mayor

EXHIBIT 1

SERVICE	CURRENT	NEW FEE	
	FEE	JULY 1, 2019	
Wastewater Commodity Rate	\$ 4.00	\$ 4.19	\$ 4.19
Wastewater Administration Fee	\$ 13.59	n/a	n/a
Wastewater Bond Recovery Charge			
Church, Government, Residential, & Commercial	\$ 5.95	n/a	n/a
School	\$ 47.01	n/a	n/a
Miscellaneous & Mutli-Residential	\$ 65.81	n/a	n/a
Industrial	\$ 197.42	n/a	n/a
Wastewater Fee per Meter Read		<b>Quarterly</b>	<b>Monthly</b>
Meter Size			
5/8"		\$ 6.11	2.04
3/4"		\$ 9.17	3.06
1"		\$ 15.28	5.1
1-1/4"		\$ 21.39	7.14
1-1/2"		\$ 30.55	10.2
2"		\$ 48.88	16.32
2-1/2"		\$ 67.21	22.44
3"		\$ 91.65	30.6
4"		\$ 152.75	51
6"		\$ 305.50	102
8"		\$ 488.80	163.2
10"		\$ 702.65	234.6
12"		\$ 1,313.65	438.6
Wastewater Bond Recovery Charge		<b>Quarterly</b>	<b>Monthly</b>
Meter Size			
5/8"		\$ 11.89	3.96
3/4"		\$ 17.84	5.94
1"		\$ 29.73	9.9
1-1/4"		\$ 41.62	13.86
1-1/2"		\$ 59.45	19.8
2"		\$ 95.12	31.68
2-1/2"		\$ 130.79	43.56
3"		\$ 178.35	59.4
4"		\$ 297.25	99
6"		\$ 594.50	198
8"		\$ 951.20	316.8
10"		\$ 1,367.35	455.4
12"		\$ 2,556.35	851.4
Wastewater Septic Dumping Rate/Gallon	\$ 0.07	\$ 0.07	\$ 0.07
Wastewater BOD Surcharge Rate >200mg/l per lb.	\$ 0.34	\$ 0.34	\$ 0.34
Wastewater TSS Surcharge Rate >750 mg/l per lb.	\$ 0.22	\$ 0.22	\$ 0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	\$ 0.95	\$ 0.95	\$ 0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Tenant Responsibility Security Deposit - Water Only	\$ 500.00	\$ 500.00	\$ 500.00
Rental Inspection Fee - inspected every three years	\$ 110.00	\$ 110.00	\$ 110.00
Rental Inspection Reinspection Fee	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Missed Inspection Fee	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Late Payment Penalty	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.

SERVICE	CURRENT	NEW FEE	
	FEE	JULY 1, 2019	
WATER RATES AND FEES		Quarterly	Monthly
Debt Service Charge**			
Meter Size			
5/8"	\$ 6.62	\$ 8.00	2.67
3/4"	\$ 9.96	\$ 12.03	4.01
1"	\$ 16.59	\$ 20.04	6.68
1 1/4"	\$ 23.22	\$ 28.05	9.35
1 1/2"	\$ 33.16	\$ 40.06	13.35
2"	\$ 53.07	\$ 64.11	21.37
2 1/2"	\$ 82.91	\$ 100.16	33.39
3"	\$ 116.08	\$ 140.22	46.74
4"	\$ 198.99	\$ 240.38	80.13
6"	\$ 414.57	\$ 500.80	166.93
8"	\$ 596.96	\$ 721.13	240.38
10"	\$ 961.77	\$ 1,161.82	387.27
12"	\$ 1,426.07	\$ 1,722.69	574.23
Fire Line Rates Inside City Limits			
Meter Size			
5/8"	\$ 0.53	\$ 0.53	0.18
3/4"	\$ 0.85	\$ 0.85	0.28
1"	\$ 1.82	\$ 1.82	0.61
1 1/4"	\$ 3.27	\$ 3.27	1.09
1 1/2"	\$ 5.29	\$ 5.29	1.76
2"	\$ 11.27	\$ 11.27	3.76
2 1/2"	\$ 20.26	\$ 20.26	6.75
3"	\$ 32.73	\$ 32.73	10.91
4"	\$ 69.74	\$ 69.74	23.25
6"	\$ 202.59	\$ 202.59	67.53
8"	\$ 431.72	\$ 431.72	143.91
10"	\$ 776.37	\$ 776.37	258.79
12"	\$ 1,254.06	\$ 1,254.06	418.02
Fire Line Rates Outside City Limits			
Meter Size			
5/8"	\$ 1.06	\$ 1.06	0.35
3/4"	\$ 1.70	\$ 1.70	0.57
1"	\$ 3.64	\$ 3.64	1.21
1 1/4"	\$ 6.54	\$ 6.54	2.18
1 1/2"	\$ 10.58	\$ 10.58	3.53
2"	\$ 22.54	\$ 22.54	7.51
2 1/2"	\$ 40.52	\$ 40.52	13.51
3"	\$ 65.46	\$ 65.46	21.82
4"	\$ 139.48	\$ 139.48	46.49
6"	\$ 405.18	\$ 405.18	135.06
8"	\$ 863.44	\$ 863.44	287.81
10"	\$ 1,552.74	\$ 1,552.74	517.58
12"	\$ 2,508.12	\$ 2,508.12	836.04
Water Commodity Rate**	\$ 1.96	\$ 2.00	\$ 2.00
** -Rates Doubled Outside City Limits			
Water Administrative Fee	\$ 5.50	\$ 8.00	\$ 2.67
Quarterly Pump Surcharge Rate	\$ 0.16	\$ 0.16	\$ 0.16
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%
Utility Bill Returned Payment Fee	\$ 10.00	\$ 25.00	\$ 25.00



**INTRODUCTION**



April 15, 2019

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2019-20 operating budget for the City of Monroe was adopted by the City Council on April 15, 2019. 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 2018-2019 and the operating and capital budget for fiscal year 2019-2020 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, 2019.

The budget for the 2020 fiscal year continues the City's use of a multi-year budgeting process that was started with the 2018 budget process. For the 2020 budget process, the budget was projected for the 2021 and 2022 fiscal years, a three year budget process. That budget projection is included in the supporting reports and departmental budget narratives.

A major focus, for the second budget year in a row, of the 2020 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 2019 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 or converted to a natural gas powered plant and we must start planning for that eventuality now. Prior to the plant's change, 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 19% 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 (including branded apparel funded for City employees in the FY19-20 budget for the first time)
- Economic and neighborhood development
- Development of the national battlefield park
- Implementation of the neighborhood enterprise zone
- Orchard East Improvements
- Citizen's Academy
- Committee/Commission Service Recognition Program
- Continued infrastructure investment

The General Fund budget as adopted has expenditures exceeding budgeted revenue by \$114,634. This is primarily due to budgeting \$190,000 for defense costs related to a potential property tax appeal. The budget ordinance as adopted also includes paying off an interfund loan the General Fund received from the Water Fund and assigning \$1.5 million of General Fund Fund Balance for potential future property tax refunds.

Total revenue in the General Fund is budgeted at \$20,623,474 for the 2019-20 fiscal year. This represents a 2.1% increase over the prior year adopted budget. Various items account for the increase, including investment earnings, state shared revenues, and administrative fees charged to other City funds. Property taxes account for 73% of the revenue budgeted in the General Fund. State shared revenue, which includes personal property tax reimbursements, accounts for another 14% of the revenue budgeted in the General Fund.

The adopted budget for the General Fund for fiscal year 2019-20 includes expenditures in the amount of \$20,738,108 which is \$452,361, or 2.23%, higher than the fiscal year 2019 budget expenditures as originally adopted. The increase in budgetary expenditures is primarily due to increased personnel costs related to wage and pension cost increases.

General Fund fund balance continues to remain strong with ending fund balance as of June 30, 2020 estimated at 20% of expenditures. When the Budget Stabilization Fund is included, fund balance exceeds 29% of expenditures.

Personnel costs are the largest part of the budgeted expenditures at 57% of the total, 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, 2019. Personnel cost in total increased \$583,554 or 4.8%.

For the 2018-19 fiscal year, the Pension Board of Trustees approved valuing the system on an actuarial basis as one system versus dividing the assets among four employee groups. With that assumption change, pension costs actually declined slightly for the 2018-19 fiscal year from \$1.830 million to \$1.803 million. For the 2019-20 fiscal year, the pension contribution required by the City

increased more than expected to \$2.01 million due to total City payroll increasing more than assumed by the actuary. Of the \$2.01 million pension contribution budgeted, \$1.637 million is budgeted in the General Fund. This represents a 7 percent increase from the prior year.

The retiree-health care contribution recommended by the plan’s actuary decreased from \$1.337 million to \$1.297 million. In previous years, the recommended contribution had exceeded \$3.9 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 \$1.125 million in contributions for the 2019-20 fiscal year. \$657,990 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 180.92 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 increase by 1.84 FTE to 180.92 full-time equivalent employees (FTE). This number does not include seasonal or temporary employees. The 1.84 FTE increase is detailed in the following table.

Water Service Worker	0.600	Water Department Aide II	0.600
Wastewater Heavy Equipment Operator	0.600	Building Department Restructuring	0.020
Police Cadets	0.020		

The average cost of a full-time employee is \$105,532, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$110,510. 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 \$102,170 for all full-time employees, and \$108,429 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

	<u>2019-20</u>	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>
<b>Average Cost of Full-time Employee</b>				
All Funds	\$105,532	\$ 101,036	\$ 98,880	\$ 114,042
General Fund Only	110,510	105,815	105,760	122,708
<b>Average Cost of Full-time Employee minus Retiree Health UAAL Funding</b>				
All Funds	\$ 102,170	\$ 97,707	\$ 95,290	\$ 93,596
General Fund Only	108,429	105,722	102,917	101,407
	<u>Taxable Value</u>			

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$1,003,101,055. This represents a 2.08% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2019. 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 2019-20 fiscal year, personal property represents 5.9% of the total equivalent taxable value, including taxable value subject to industrial facilities tax exemptions. 3.2% 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 2019-20 budget is set at the statutory formula.

Residential taxable value increased again this year by 3.77% after increasing by 3.12% last year. Total ad valorem real property taxable value increased by 2.81% due to increases in both residential and industrial taxable values.

### Millage Levies

The budget, as adopted for fiscal year 2019-20 recommends that the total City Charter authorized general millage of 14.6424 mills be levied (i.e. 15 mills less Headlee roll-backs), which is .022 mill less than the previous year. The maximum millage allowed to be levied was reduced due to the Headlee millage reduction fraction, which attempts to limit the City's increase in property tax revenue to no more than the rate of inflation.

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 .0498 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 2019-20. 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.

The Refuse Fund millage will be levied at 1.655 mills, which is an increase from the 1.632 mills that was levied the last year. The Refuse Fund balance is estimated to be at approximately 5% of expenditures by the end of the 2021-22 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 2020-21 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 2019-20 is .7713 mill, an increase of .099 mill. The total of all of the City millage levies for the 2019-20 fiscal year is 18.1305, including LETC. This is an increase of .121 over the fiscal year 2018-19 levies, primarily due to the LETC and 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 2020 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 were increased in 2018. City administration is monitoring the results of the 2018 increase before any further action on fees is recommended. The fund has had lower than budgeted revenues in recent years and the fund's performance will need to be monitored to ensure it doesn't enter a deficit position.

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 and this is projected to increase into 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. Declining water usage has been a challenge when setting fee levels for both the Water and Wastewater systems. 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 \$725,000 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 2.3% increase in wastewater system user fees will be implemented July 1, 2019.

The *Water Fund* continues to maintain a healthy financial position. The Water Fund's capital improvements for fiscal year 2020 amount to \$2.658 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, 2019. The average increase to the City of Monroe customer will be 9.7%. The changes are further explained in the Water Department budget narrative that appears in the Enterprise Fund section of the document. The rates charged for services by both the Wastewater and Water systems remain very competitive and affordable when compared to surrounding communities and median household income.

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. The City began a leasing arrangement for vehicles during the 2018-19 fiscal year that is expected to provide a financial benefit to the fund to help free up funds for other capital replacement needs. Replacement of two large trucks has been included in the 2019-20 budget. 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. Late in fiscal year 2018-19, the fund added two new positions to expand the City's use of GIS and to better manage the City's data with technology. While no funds have been allocated yet, the fund will also need to determine funding and manage replacement of the fiber optic network that had been leased from the school district during the 2019-20 fiscal year.

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. During fiscal year 2018-19, additional cyber liability insurance was added to adequately protect the City from an ever expanding threat.

### Debt Service Funds

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

The Fire Station 1 Bond Debt Service Fund was created late in the 2018-19 fiscal year to account for the proceeds of the millage approved for funding of a new central fire station, now called Fire Station 1. The proceeds will primarily be used to pay the principal and interest payments a \$6.0 million bond issue that was closed on in September 2018. The bonds were issued at an interest rate of 3.25%.

### Capital Project Fund

The *Capital Project Fund* is used to account for capital projects, which are larger cost 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 2020 General Fund capital project budget of \$1.295 million, with \$450,000 of that amount being contingent on the receipt of additional personal property tax reimbursements that exceed the statutory formula. With the new Central Fire Station included, non-enterprise fund capital projects will exceed \$5.263 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. 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. A new actuarial valuation as of December 31, 2018 is currently being completed.

## 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 eighteenth 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 2018, the City of Monroe was recognized as one of 2018's best-performing small cities by the Milken Institute, an objective and nonpartisan research institute. Monroe was listed as #99 out of 201 chosen communities and #3 out of 8 Michigan cities in the study.
- 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. The City has received the award for twenty (20) consecutive years.
- For the 2018 navigation season, the Port of Monroe received the Robert J. Lewis Pacesetter Award from the US Saint Lawrence Seaway Development Corporation (SLSDC) for registering increases in international cargo shipped through the Port. The SLSDC Pacesetter Award was established in 1992 to recognize the achievements of U.S. ports whose activities resulted in increasing international tonnage shipped through the St. Lawrence Seaway, excluding Canada, in comparison to the previous year.

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,

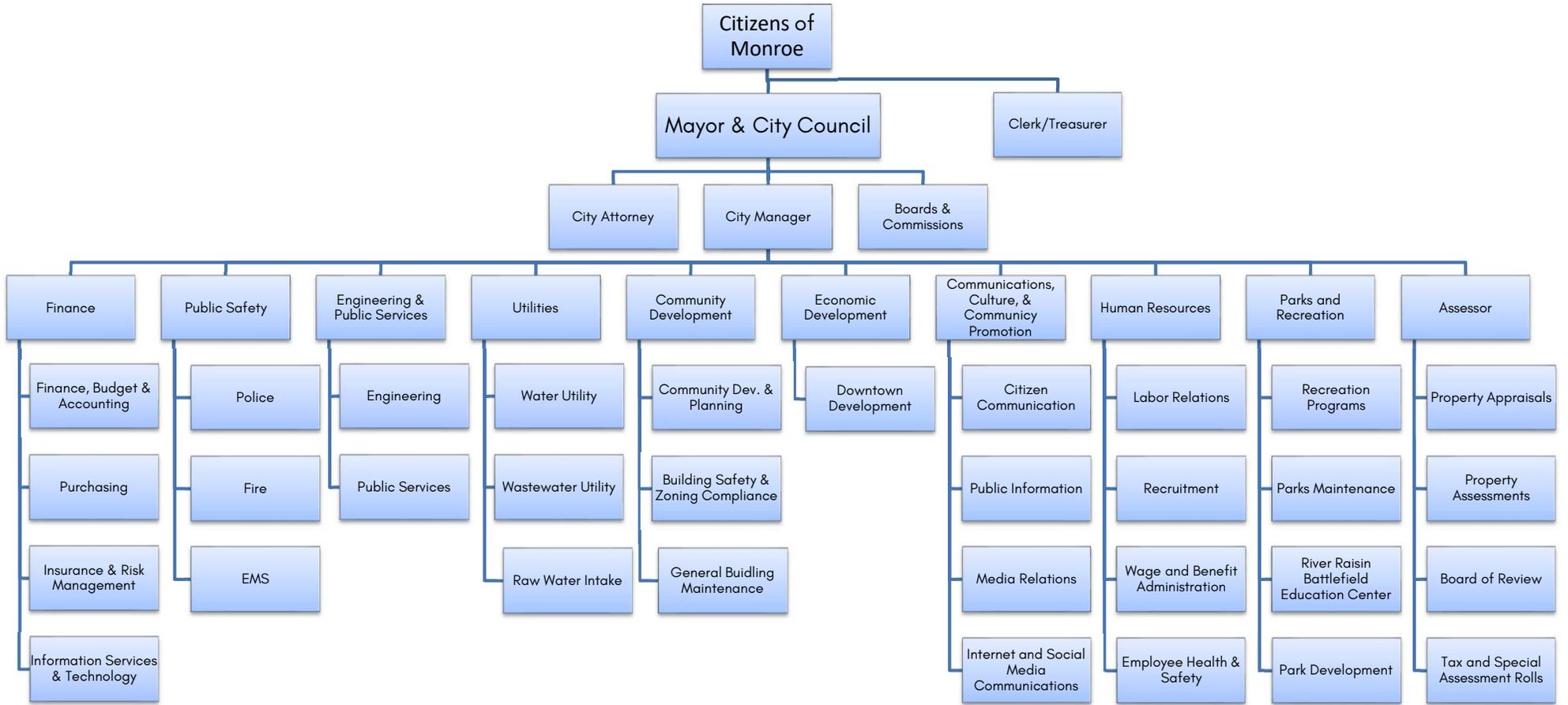


Vincent Pastue  
City Manager



**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.



- 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**

	<b>Actual FY15-16</b>	<b>Actual FY16-17</b>	<b>Actual FY17-18</b>	<b>Amended Budget FY18-19</b>	<b>Projected Budget FY18-19</b>	<b>Budget Request FY19-20</b>	<b>Projected Budget FY20-21</b>	<b>Projected Budget FY21-22</b>
<b>REVENUE:</b>								
<b>General Revenue:</b>								
General Government	\$ 41,133,117	\$ 17,491,563	\$ 18,907,603	\$ 18,670,545	\$ 18,826,978	\$ 18,971,755	\$ 19,256,795	\$ 19,647,170
<b>Service Revenue:</b>								
General Government	990,761	948,744	949,976	956,636	957,820	1,087,541	1,042,644	1,101,079
Public Safety	274,692	299,459	315,433	328,216	356,180	347,604	351,557	355,549
Public Works	71,104	79,225	49,911	76,500	57,500	55,000	55,000	55,000
Recreation & Culture	415,427	306,197	87,137	96,782	95,598	95,574	95,574	95,574
<b>Operating Grants:</b>								
General Government	-	-	-	1,495	1,495	-	-	-
Public Safety	65,388	18,470	17,870	16,625	16,625	16,000	16,000	16,000
Public Works	-	-	5,000	-	-	-	-	-
Economic Development	-	10,000	50,850	278,147	278,147	50,000	50,000	50,000
<b>Capital Grants</b>								
Public Safety	17,000	-	2,000	-	-	-	-	-
Economic Development	-	-	2,203,343	2,701,136	2,701,136	-	-	-
<b>Total Revenue</b>	<b>42,967,489</b>	<b>19,153,658</b>	<b>22,589,123</b>	<b>23,126,082</b>	<b>23,291,479</b>	<b>20,623,474</b>	<b>20,867,570</b>	<b>21,320,372</b>
<b>Total Expenditures</b>	<b>18,594,878</b>	<b>43,528,757</b>	<b>22,358,407</b>	<b>23,124,925</b>	<b>23,291,479</b>	<b>20,738,108</b>	<b>21,129,147</b>	<b>21,362,504</b>
Excess (Deficiency) of Revenues over Expenditures	24,372,611	(24,375,099)	230,716	1,157	-	(114,634)	(261,577)	(42,132)
<b>Beginning Fund Balance</b>	<b>4,092,354</b>	<b>4,054,164</b>	<b>4,089,866</b>	<b>4,320,595</b>	<b>4,320,595</b>	<b>4,320,595</b>	<b>4,205,961</b>	<b>3,944,384</b>
<b>Restricted Fund Balance</b>	<b>(24,410,801)</b>	<b>24,410,801</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 4,054,164</b>	<b>\$ 4,089,866</b>	<b>\$ 4,320,595</b>	<b>\$ 4,321,752</b>	<b>\$ 4,320,595</b>	<b>\$ 4,205,961</b>	<b>\$ 3,944,384</b>	<b>\$ 3,902,252</b>

**GENERAL FUND  
REVENUE DETAIL**

	<b>Actual FY16-17</b>	<b>Actual FY17-18</b>	<b>Amended Budget FY18-19</b>	<b>Projected Actual FY18-19</b>	<b>Adopted Budget FY19-20</b>	<b>Projected Budget FY20-21</b>	<b>Projected Budget FY21-22</b>
<b>General Revenue</b>							
<b>General Government</b>							
Real Property Taxes	11,812,692	12,968,683	13,345,752	13,333,657	13,720,647	13,995,060	14,274,961
Real Property Taxes-Fire Station	-	415,843	427,737	-	-	-	-
Real Property Taxes-Econ Dev	-	45,886	46,232	46,190	46,595	46,595	46,595
Real Property Taxes - Prhc	484,922	-	-	-	-	-	-
Tif Capture Real Property	(286,550)	(268,613)	(277,230)	(274,866)	(279,094)	(287,092)	(292,834)
Personal Property Taxes	863,770	903,792	940,919	939,961	888,000	905,760	923,875
Personal Property Taxes-Fire Station	-	28,713	30,157	-	-	-	-
Personal Property Tax-Econ Dev	-	3,169	3,260	3,204	2,950	2,950	2,950
Personal Property Taxes - Prhc	35,276	334	-	46	-	-	-
Tif Capture-Personal Property	(2,875)	2,191	-	(24,995)	(25,495)	(26,005)	(26,525)
Industrial Facilities Tax	192,744	165,421	122,965	122,964	120,865	123,282	125,748
Industrial Facilities Tax - Fire Station	-	5,302	3,941	-	-	-	-
Industrial Facilities Tax-Econ Dev	-	584	426	426	380	380	380
Industrial Facilities Tax-Prhc	7,911	-	-	-	-	-	-
Payment In Lieu Of Taxes	30,594	55,803	55,080	56,200	57,549	58,700	59,874
Int & Pen Delinquent Taxes	50,457	60,706	66,300	66,300	67,891	69,249	70,634
Property Tax Admin Fee	484,661	505,836	513,590	516,000	528,384	538,952	549,731
Vendor License	825	650	800	800	800	800	800
Zoning Permits	12,550	11,475	11,000	11,000	11,000	11,000	11,000
Mobile Food Vending License Fee	250	1,100	600	1,000	1,000	1,000	1,000
Other Licenses & Permits	18,100	25,600	21,000	21,000	21,000	21,000	21,000
Lcsa Appropriation/Ppt Exempt Reimb	1,192,276	1,211,902	645,000	1,034,410	660,000	673,000	686,000
State Rev Share-Sales Tax	1,963,333	2,024,255	2,029,800	2,118,685	2,161,059	2,204,280	2,248,366
State Rev Share-Liquor License	16,473	16,115	16,400	16,400	16,400	16,400	16,400
Interest On Investments	101,792	157,256	200,000	350,000	375,000	400,000	425,000
Rent-Land	9,090	7,635	6,500	6,280	6,431	6,560	6,691
Rent-Buildings	47,010	36,168	37,116	37,116	38,136	38,724	39,324
Franchise Fees	335,704	318,469	316,000	329,000	329,000	329,000	329,000
Right Of Way Fee	69,219	69,743	70,000	70,000	70,000	70,000	70,000
Sale Of Assets	6,000	110,266	5,000	5,000	5,000	5,000	5,000
Contrib From Private Source	500	-	-	-	-	-	-
Reimb-Other	40	2,900	2,000	2,000	2,000	2,000	2,000
Refunds/Rebates	8,839	10,243	10,000	19,000	20,000	20,000	20,000
Trnsfr In-Grant Fund	10,000	-	-	-	-	-	-
Transfer In-Dda	-	10,000	20,000	20,000	30,000	30,000	30,000
Miscellaneous Revenue	25,960	176	200	200	200	200	200
Loan Proceeds	-	-	-	-	96,057	-	-
<b>Total General Revenue</b>	<b>17,491,563</b>	<b>18,907,603</b>	<b>18,670,545</b>	<b>18,826,978</b>	<b>18,971,755</b>	<b>19,256,795</b>	<b>19,647,170</b>
<b>Service Revenue</b>							
<b>General Government</b>							
Witness Fees	-	83	50	234	50	50	50
Zoning Board Of Appeals Fees	3,000	4,300	3,000	3,000	3,000	3,000	3,000
Plans & Specifications Review	1,857	50	2,000	2,000	2,000	2,000	2,000
Enhanced Access Fee	10,516	8,065	10,000	12,000	9,000	9,000	9,000
Admin Services-Water Fund	459,888	433,401	457,562	457,562	535,337	519,158	549,604
Admin Services-Wastewater Fund	327,049	313,551	325,132	325,132	377,870	345,897	370,673
Admin Services - Refuse	61,504	64,995	69,283	69,283	71,999	73,231	74,513
Admin. Svc. - Building Safety	39,158	42,972	42,060	42,060	35,178	36,498	37,564
Admin Service Fee - Stores & Equipment	36,431	36,845	37,249	37,249	43,807	44,510	45,375
Duplicating Charge	217	5	500	200	200	200	200
Sales-Miscellaneous	98	-	100	100	100	100	100
Plans And Specifications Sales	380	291	1,000	500	500	500	500
Vending Commissions/Sales	1,325	1,023	1,400	-	-	-	-
Other Charges For Services	1,635	12,440	1,500	1,500	1,500	1,500	1,500
Penalties	972	2,328	1,000	2,000	2,000	2,000	2,000
Miscellaneous Revenue	4,714	29,623	4,800	5,000	5,000	5,000	5,000

	Actual FY16-17	Actual FY17-18	Amended Budget FY18-19	Projected Actual FY18-19	Adopted Budget FY19-20	Projected Budget FY20-21	Projected Budget FY21-22
<b>Total General Government</b>	<b>948,744</b>	<b>949,976</b>	<b>956,636</b>	<b>957,820</b>	<b>1,087,541</b>	<b>1,042,644</b>	<b>1,101,079</b>
<b>Public Safety</b>							
Excavation Permit	4,850	4,800	6,000	6,000	6,000	6,000	6,000
Police Liaison	101,158	109,284	90,000	110,000	112,000	114,000	116,000
Emergency Medical Service Fees	933	75	-	464	-	-	-
Fire Inspection Fees	1,925	9,625	10,000	10,000	10,000	10,000	10,000
Plans & Specifications Review	10,500	11,891	12,000	14,000	12,000	12,000	12,000
Sex Offender Registration Fee	120	600	450	450	450	450	450
Police/Fire Service-Water	99,803	100,362	102,266	102,266	97,654	99,607	101,599
Ouil Fines	9,381	13,698	7,500	9,000	9,000	9,000	9,000
Penal Fines	55,801	56,364	60,000	65,000	60,000	60,000	60,000
Civil Fines	1,450	200	1,500	500	1,500	1,500	1,500
Zoning/Blight Fines	3,250	-	3,000	3,000	3,000	3,000	3,000
Reimb-Demolitions	-	-	25,000	25,000	25,000	25,000	25,000
Miscellaneous Revenue	10,288	8,534	10,500	10,500	11,000	11,000	11,000
<b>Total Public Safety</b>	<b>299,459</b>	<b>315,433</b>	<b>328,216</b>	<b>356,180</b>	<b>347,604</b>	<b>351,557</b>	<b>355,549</b>
<b>Public Works</b>							
Blight Pickup	13,610	20,315	20,000	20,000	20,000	20,000	20,000
Weed Cutting	37,394	15,539	30,000	12,500	10,000	10,000	10,000
Charges For Services-Banners	1,700	750	1,500	-	-	-	-
Miscellaneous Revenue	26,521	13,307	25,000	25,000	25,000	25,000	25,000
<b>Total Public Works</b>	<b>79,225</b>	<b>49,911</b>	<b>76,500</b>	<b>57,500</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
<b>Recreation &amp; Culture</b>							
Skate Sharpening	1,554	-	-	-	-	-	-
Youth Ball Program	17,197	13,425	21,000	17,500	17,500	17,500	17,500
Adult Ball Program	33,775	32,294	42,000	36,000	36,000	36,000	36,000
Adult Volleyball	5,470	4,860	5,200	5,000	5,000	5,000	5,000
Youth Basketball	125	265	1,200	-	-	-	-
Football Program	-	336	700	700	700	700	700
Track Program	1,002	63	400	-	-	-	-
Tennis Program	429	-	-	10,555	10,555	10,555	10,555
Adult Soccer Program							
Skating Lessons	8,035	-	-	-	-	-	-
Sales-Concessions	15,184	-	-	-	-	-	-
Sales-Pro Shop	2,612	-	-	-	-	-	-
Sales-Miscellaneous	494	84	-	-	-	-	-
Admission-Public Skating	14,491	-	-	-	-	-	-
Admission-Drop In Hockey	12,384	-	-	-	-	-	-
Admission-Sports Camp	-	-	-	-	-	-	-
Admission - Inflatables	2,825	-	-	-	-	-	-
Rent-Park Facilities	6,936	5,935	7,282	6,500	6,500	6,500	6,500
Rent-Ice Surface	160,283	-	-	-	-	-	-
Rent-Dry Floor	2,719	-	-	-	-	-	-
Rent-Meeting Room	-	-	-	-	-	-	-
Rent-Ice Skates	4,026	-	-	-	-	-	-
Rent-Lockers	-	-	-	-	-	-	-
Rent-Advertising Space	1,888	-	-	-	-	-	-
Commissions-Video Games	249	-	-	-	-	-	-
Commissions-Vending Machines	1,521	-	-	24	-	-	-
Miscellaneous Revenue	12,998	29,875	19,000	19,319	19,319	19,319	19,319
Mmsc Miscellaneous Revenue	-	-	-	-	-	-	-
<b>Total Recreation &amp; Culture</b>	<b>306,197</b>	<b>87,137</b>	<b>96,782</b>	<b>95,598</b>	<b>95,574</b>	<b>95,574</b>	<b>95,574</b>
<b>Total Service Revenue</b>	<b>1,633,625</b>	<b>1,402,457</b>	<b>1,458,134</b>	<b>1,467,098</b>	<b>1,585,719</b>	<b>1,544,775</b>	<b>1,607,202</b>
<b>Operating Grants</b>							
<b>General Government</b>							
Medc Grant	-	-	1,495	1,495	-	-	-
<b>Total General Government</b>	<b>-</b>	<b>24</b>	<b>1,495</b>	<b>1,495</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Actual FY16-17	Actual FY17-18	Amended Budget FY18-19	Projected Actual FY18-19	Adopted Budget FY19-20	Projected Budget FY20-21	Projected Budget FY21-22
<b>Public Safety</b>							
Miscellaneous Federal Grants	-	-	-	-	-	-	-
Police Training-Act 302	7,939	7,724	8,000	8,000	8,000	8,000	8,000
Contrib Monroe County	10,531	7,146	8,000	8,000	8,000	8,000	8,000
Contrib From Private Source	-	3,000	625	625	-	-	-
<b>Total Public Safety</b>	<b>18,470</b>	<b>17,870</b>	<b>16,625</b>	<b>16,625</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Public Works</b>							
Contrib From Private Source	-	5,000	-	-	-	-	-
<b>Total Public Works</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>							
Semcog - Fha Grant	-	-	40,925	40,925	-	-	-
Mshda Blight Elimination Grant	-	-	174,300	174,300	-	-	-
Miscellaneous State Grants	10,000	-	-	-	-	-	-
Contribution-Other Government	-	50,000	62,922	62,922	50,000	50,000	50,000
Contribution from Private Source	-	850	-	-	-	-	-
Total Economic Development	10,000	50,850	278,147	278,147	50,000	50,000	50,000
<b>Total Operating Grants</b>	<b>28,470</b>	<b>73,720</b>	<b>296,267</b>	<b>296,267</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>
<b>Capital Grants</b>							
<b>Public Safety</b>							
Equipment Grant	-	2,000	-	-	-	-	-
<b>Total Public Safety</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>							
Dnr Trust Fund Grant	-	2,203,343	2,701,136	2,701,136	-	-	-
<b>Total Economic Development</b>	<b>-</b>	<b>2,203,343</b>	<b>2,701,136</b>	<b>2,701,136</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Grants</b>	<b>-</b>	<b>2,205,343</b>	<b>2,701,136</b>	<b>2,701,136</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total General Fund Revenue</b>	<b>19,153,658</b>	<b>22,589,123</b>	<b>23,126,082</b>	<b>23,291,479</b>	<b>20,623,474</b>	<b>20,867,570</b>	<b>21,320,372</b>

**GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT**

<b>Department Name</b>	<b>Actual FY16-17</b>	<b>Actual FY17-18</b>	<b>Amended Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted Budget FY19-20</b>	<b>Projected Budget FY20-21</b>	<b>Projected Budget FY21-22</b>	<b>Pct of Budget</b>
<b>Mayor And Council</b>	122,828	131,296	133,489	128,135	129,926	130,482	130,509	0.63%
<b>City Manager</b>	748,851	485,330	289,504	287,626	311,148	321,525	325,627	1.50%
<b>Communications, Culture, Promotion</b>	143,202	130,425	134,567	134,427	136,314	138,400	141,158	0.66%
<b>Elections</b>	27,240	30,035	35,861	49,621	41,709	42,767	42,762	0.20%
<b>Clerk/Treasurer</b>	1,370,063	395,087	430,985	430,750	427,214	445,255	459,938	2.06%
<b>Assessor's Office</b>	1,320,181	325,245	370,238	354,509	384,269	394,999	405,297	1.85%
<b>Board Of Review</b>	1,335	1,244	1,615	1,615	1,615	1,615	1,615	0.01%
<b>Attorney's Office</b>	209,688	144,458	321,150	328,092	320,150	320,150	150,150	1.54%
<b>Audit</b>	40,475	41,746	44,857	44,857	44,184	44,908	45,551	0.21%
<b>Finance</b>	871,903	372,005	413,980	413,311	436,136	448,619	460,507	2.10%
<b>Human Resources</b>	264,022	253,665	277,755	271,467	279,244	290,313	293,267	1.35%
<b>Engineering</b>	554,883	361,043	181,768	173,819	217,348	272,904	281,273	1.05%
<b>Police Operating</b>	536,353	585,468	646,351	646,351	787,775	717,783	725,453	3.80%
<b>Police Training</b>	9,539	7,724	8,000	8,000	8,000	8,000	8,000	0.04%
<b>Liquor Law Enforcement</b>	12,027	12,679	16,400	16,400	16,400	16,400	16,400	0.08%
<b>Public Safety Division Personnel</b>	22,779,048	7,661,533	7,234,226	7,257,277	7,551,361	7,784,876	8,012,051	36.41%
<b>Fire Operating</b>	350,686	292,838	307,554	329,554	318,974	326,250	328,415	1.54%
<b>DPS General Operations</b>	4,659,903	1,303,759	1,403,043	1,368,952	1,399,961	1,455,415	1,500,833	6.75%
<b>Forestry</b>	627,421	438,772	503,624	510,794	501,367	501,858	501,895	2.42%
<b>Parks &amp; Playgrounds</b>	1,257,489	578,425	642,549	644,116	681,797	692,860	701,003	3.29%
<b>Port Of Monroe</b>	-	400,000	400,000	400,000	400,000	400,000	400,000	1.93%
<b>City Hall/Grounds</b>	341,354	252,396	265,345	287,729	326,481	336,082	341,841	1.57%
<b>Planning Commission</b>	3,137	2,770	5,959	4,413	3,850	3,865	3,880	0.02%
<b>Community Development</b>	1,201,684	2,740,205	2,376,295	2,374,381	221,041	230,708	237,642	1.07%
<b>Historical District Commission</b>	150	115	3,200	2,750	3,200	3,225	3,250	0.02%
<b>Zoning/Ordinance Enforcement</b>	251,160	182,638	910,313	982,650	287,904	294,680	300,705	1.39%
<b>Economic Development</b>	-	-	206,629	210,726	227,190	231,854	236,138	1.10%
<b>Administration &amp; General</b>	656,458	228,311	242,081	243,737	249,366	256,848	260,832	1.20%
<b>Multi-Sports Complex</b>	955,103	550,017	540,804	537,574	507,871	511,676	512,841	2.45%
<b>Parks And Rec. Programs</b>	88,857	94,000	103,402	103,002	103,646	103,675	103,704	0.50%
<b>Non-Departmental</b>	531,266	523,344	539,796	537,184	532,215	523,373	519,535	2.57%
<b>Contingency</b>	-	-	1,599,750	1,599,750	1,600,000	1,600,000	1,600,000	7.72%
<b>Debt Service</b>	1,749,949	1,672,439	1,672,192	1,672,118	1,797,907	1,801,304	1,801,269	8.67%
<b>Transfers Out</b>	1,842,501	2,159,395	861,643	935,792	482,545	476,478	509,163	2.33%
<b>Total</b>	<b>43,528,756</b>	<b>22,358,407</b>	<b>23,124,925</b>	<b>23,291,479</b>	<b>20,738,108</b>	<b>21,129,147</b>	<b>21,362,504</b>	<b>100%</b>

**GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION**

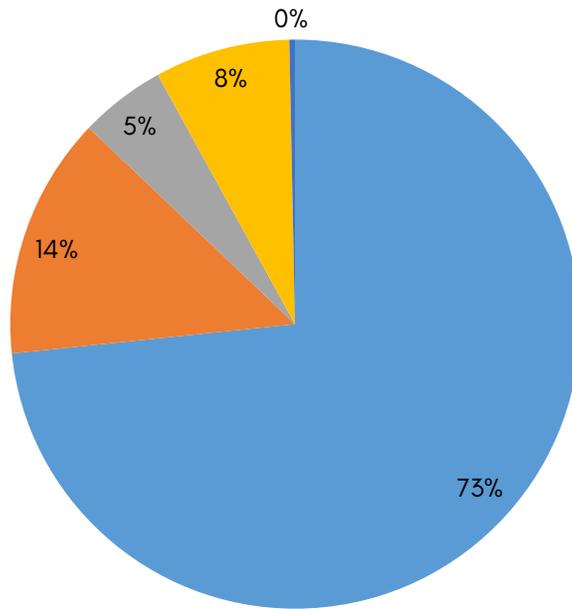
Description	Actual FY16-17	Actual FY17-18	Amended Budget FY18-19	Projected FY18-19	Adopted Budget FY19-20	Projected Budget FY20-21	Projected Budget FY21-22	Pct of Budget
<b>PERSONNEL</b>								
Full Time Salaries & Wages	\$ 6,363,499	\$ 6,703,386	\$ 7,036,629	\$ 6,879,324	\$ 7,391,464	\$ 7,641,534	\$ 7,861,790	35.64
Part Time Salaries & Wages	367,204	305,545	324,393	321,582	331,370	331,604	332,006	1.60
Overtime	630,427	670,226	471,516	592,016	472,020	472,529	473,060	2.28
Shift Premium	23,591	20,107	25,000	21,000	21,000	21,000	21,000	0.10
Clothing Allowance	25,322	26,294	25,350	25,350	25,350	25,350	25,350	0.12
Food Allowance	4,050	4,353	3,600	3,600	3,600	3,600	3,600	0.02
Car Allowance	6,500	8,400	8,400	8,400	8,400	8,400	8,400	0.04
Uniform Allowance	31,594	21,942	34,450	34,450	36,140	36,140	36,140	0.17
Longevity	46,981	46,809	42,903	42,971	42,380	44,591	46,910	0.20
Sick Pay Bonus	78,774	113,027	109,983	114,238	130,352	136,326	141,680	0.63
On Call Bonus	1,500	1,500	1,500	1,500	1,500	1,500	1,500	0.01
Team Callout Pay	2,860	2,540	2,400	2,400	2,640	2,640	2,640	0.01
Report Time Pay	9,898	6,870	10,000	8,000	8,000	8,000	8,000	0.04
Holiday Pay	187,153	215,067	223,382	223,382	235,775	243,261	250,501	1.14
Fees & Per Diem	16,910	21,539	19,900	31,500	22,500	22,500	22,500	0.11
Proficiency Pay	26,897	23,530	22,100	27,000	22,100	22,100	22,100	0.11
Waiver-Health Insurance	19,762	27,963	29,438	27,948	28,938	28,938	28,938	0.14
Fica	202,294	214,895	230,955	226,580	237,545	244,521	250,318	1.15
Medicare	109,561	114,255	121,490	120,411	126,871	130,732	134,155	0.61
Life Insurance	22,641	27,579	25,456	25,456	25,696	25,818	25,926	0.12
Disability Insurance	1,852	2,472	2,867	2,867	2,899	2,899	2,899	0.01
Workers' Comp Insurance	133,369	130,133	155,419	155,442	169,137	177,474	185,540	0.82
Unemployment	-	-	-	-	-	-	-	0.00
Medical Insurance	809,291	998,261	1,023,808	980,989	1,084,106	1,136,653	1,191,823	5.23
Flexible Benefit Plan	70	-	60	-	60	60	60	0.00
Prescription Insurance	78,200	-	-	-	-	-	-	0.00
Dental Insurance	75,512	81,920	83,045	81,042	84,408	86,941	89,547	0.41
Post Retirement Health Care	24,843,759	593,260	457,216	479,167	457,990	456,205	456,205	2.21
Retiree Healthcare Savings Plan	64,921	78,803	92,498	90,315	103,815	107,730	109,860	0.50
Pension Contribution	1,776,135	1,766,833	1,531,978	1,510,027	1,637,284	1,680,644	1,723,399	7.90
Deferred Compensation	14,123	14,400	15,002	14,883	16,234	16,980	17,320	0.08
<b>PERSONNEL</b>	<b>35,974,650</b>	<b>12,241,909</b>	<b>12,130,738</b>	<b>12,051,840</b>	<b>12,729,574</b>	<b>13,116,670</b>	<b>13,473,167</b>	<b>61.38</b>
<b>SUPPLIES</b>								
Office Supplies	33,187	29,837	25,460	26,510	28,135	26,210	26,290	0.14
Copies	4,984	6,996	7,275	7,125	-	-	-	0.00
Postage	19,781	19,540	25,175	24,675	23,875	24,975	25,175	0.12
Operating Supplies	160,727	192,031	175,800	176,700	177,998	177,998	178,248	0.86
Operating Supplies - Vehicles	14,003	13,962	13,000	15,000	15,000	15,000	15,000	0.07
Ammunition	9,684	5,168	9,000	9,000	9,000	9,000	9,000	0.04
Uniforms/Clothing	37,768	36,571	33,787	43,587	44,661	40,562	44,562	0.22
Quarters Supplies	5,496	5,819	5,000	5,000	6,000	6,000	6,000	0.03
Safety Equipment	7,642	6,746	5,625	5,625	7,500	5,000	5,000	0.04
Fire Prevention Supplies	4,394	3,874	4,500	4,500	4,500	4,500	4,500	0.02
Medical Supplies	13,667	10,126	9,500	9,500	10,500	10,500	10,500	0.05
De-Icing Agent	2,401	2,425	2,500	2,500	2,700	2,700	2,700	0.01
Crime Prevention Supplies	377	1,162	6,800	6,800	7,000	7,000	7,000	0.03
<b>SUPPLIES</b>	<b>314,111</b>	<b>334,257</b>	<b>323,422</b>	<b>336,522</b>	<b>336,869</b>	<b>329,445</b>	<b>333,975</b>	<b>1.62</b>
<b>OTHER OPERATING</b>								
Mileage	393	533	700	600	600	600	600	0.00
Planting Materials	5,066	6,934	6,000	6,000	7,009	7,360	7,500	0.03
Vending Supplies	1,306	607	1,400	-	-	-	-	0.00
Uniform/Clothing Allowance	-	11,660	10,400	10,400	11,700	11,700	11,050	0.06
Repair & Maint Supplies	63,184	53,505	52,500	52,500	55,906	56,350	57,500	0.27
Resale Merch - Pro Shop	8,775	-	-	-	-	-	-	0.00
Resale Merch - Concessions	32,786	-	-	-	-	-	-	0.00
Info Sys User Fee	178,484	206,844	319,611	319,611	358,748	381,912	380,042	1.73
Legal Services	240,064	114,765	118,000	115,000	112,000	112,000	112,000	0.54
Actuarial Services	13,000	7,500	10,000	7,000	5,500	5,500	5,500	0.03
Audit Services	40,475	41,746	44,857	44,857	44,184	44,908	45,551	0.21

Description	Actual FY16-17	Actual FY17-18	Budget FY18-19	Projected FY18-19	Budget FY19-20	Budget FY20-21	Budget FY21-22	Pct of Budget
General Contract Services	825,355	2,875,813	2,493,204	2,522,969	232,075	234,910	233,190	1.12
Demolition Service	17,493	33,541	733,219	818,391	125,000	125,000	125,000	0.60
Personnel	130,920	1,531	-	-	-	-	-	0.00
Employee Physicals	11,837	10,314	10,000	10,000	10,000	10,000	10,000	0.05
Contractual - Ptax Sharing	5,454	6,022	6,142	6,161	6,315	6,473	6,635	0.03
City Property Grass Mowing Services	122,705	124,063	114,000	116,300	83,500	84,880	85,350	0.40
High Grass/Weed Mowing Services	21,658	8,537	25,000	12,000	15,000	15,000	15,000	0.07
Bond Issue Costs	317	-	-	-	-	-	-	0.00
Legal Services-Outside Counsel	-	14,869	195,000	195,000	190,000	190,000	20,000	0.92
Legal Services-Prosecution	-	45,000	45,000	45,000	45,000	45,000	45,000	0.22
Witness Fees	79	44	100	100	100	100	100	0.00
Legal Services-Civil Service Commission	1,037	204	2,000	2,000	2,000	2,000	2,000	0.01
Telephone	58,158	52,511	49,843	49,000	49,355	48,355	48,355	0.24
Training & Travel	78,615	80,443	91,883	86,602	103,062	103,793	102,758	0.50
Prisoner Transfer	-	78	-	-	-	-	-	0.00
Recruiting	62	509	700	700	700	700	700	0.00
Community Promotion	38,570	48,077	51,115	43,465	41,950	42,055	42,160	0.20
Publishing/Advertising	33,955	24,091	26,505	26,705	26,380	26,390	26,400	0.13
Insurance Premium	12,082	38,784	53,527	53,527	94,907	129,071	131,654	0.46
Electric	177,554	114,833	116,200	116,035	102,435	103,535	104,635	0.49
Street Lighting	451,612	442,111	456,750	430,000	440,000	450,000	460,000	2.12
Natural Gas	62,913	36,543	38,400	39,599	38,099	38,649	39,199	0.18
Water & Wastewater	25,458	19,186	19,350	17,350	19,350	19,400	19,400	0.09
Maintenance - Buildings	97,044	108,410	108,009	126,509	102,000	102,000	102,000	0.49
Maintenance - Equipment	42,239	13,138	12,800	13,550	15,150	15,150	15,150	0.07
Maintenance - Vehicles	56,936	23,262	25,000	25,000	15,000	15,000	15,000	0.07
Maintenance - Radios	6,987	1,033	7,000	7,000	7,000	7,000	7,000	0.03
Maintenance - Office Equipment	6,415	8,442	8,290	7,450	7,850	7,850	7,850	0.04
Rental-Vehicle	358,139	382,875	400,767	392,775	411,900	412,700	412,700	1.99
Rental-Building	483,988	490,336	486,241	485,941	487,655	488,847	489,815	2.35
Rental-Equipment	286,560	241,728	252,878	258,953	255,200	255,979	248,663	1.23
Property Taxes	2,322	6,247	2,785	4,800	3,300	3,300	3,300	0.02
Port Of Monroe Operations	-	400,000	400,000	400,000	400,000	400,000	400,000	1.93
Licenses, Fees & Permits	14,752	16,860	48,477	51,690	23,655	24,025	33,851	0.11
Fiscal Agent Fee	-	346	-	-	-	-	-	0.00
Reference Material	6,750	6,669	10,465	10,569	10,730	10,765	10,825	0.05
Memberships & Dues	23,771	23,345	23,328	23,234	25,635	25,793	26,147	0.12
Michigan Municipal League	6,948	7,010	7,100	7,158	7,300	7,450	7,600	0.04
SEMCOG	1,341	1,364	1,400	1,400	1,400	1,400	1,400	0.01
TMACOG	4,689	4,422	4,400	4,693	4,800	4,900	5,000	0.02
City Share SAD	134,402	131,007	130,000	127,369	123,400	119,400	115,400	0.60
Refund - Bor Settlement	18,904	12,418	23,515	15,000	15,000	10,000	10,000	0.07
Program Exp-Sports Complex	23	-	-	-	-	-	-	0.00
Program Exp-Hockey	2,699	-	-	-	-	-	-	0.00
Program Exp-Inflatables	828	4	-	-	-	-	-	0.00
Grant-Lesow Comm Ctr	140,000	145,000	156,000	156,000	156,000	156,000	156,000	0.75
Grant-Mpact	167,852	159,234	158,000	164,500	164,500	164,500	164,500	0.79
Grant-Monroe Cnty Library Sys	57,500	57,500	57,500	57,500	65,000	65,000	65,000	0.31
Cash (Over)/Short	(20)	13	-	-	-	-	-	0.00
Contingencies	-	-	1,599,750	1,599,750	1,600,000	1,600,000	1,600,000	7.72
<b>OTHER OPERATING</b>	<b>4,580,547</b>	<b>6,661,921</b>	<b>9,015,611</b>	<b>9,088,213</b>	<b>6,123,850</b>	<b>6,193,200</b>	<b>6,034,980</b>	29.53
<b>CAPITAL OUTLAY</b>								
Operating Equipment	132,937	82,848	45,365	42,865	161,057	65,000	65,000	0.78
Office Equipment & Furniture	-	7,500	-	-	-	-	-	0.00
<b>CAPITAL OUTLAY</b>	<b>132,937</b>	<b>90,348</b>	<b>45,365</b>	<b>42,865</b>	<b>161,057</b>	<b>65,000</b>	<b>65,000</b>	0.78
<b>FORCE LABOR &amp; EXPENDITURE CREDITS</b>								
F/L Engineering	-	6,567	10,000	1,000	1,000	1,000	1,000	0.00
F/L Construction	471,336	291,046	333,000	332,500	332,500	332,500	332,500	1.60
Exp Cr-General Fund Departments	(471,336)	(296,986)	(337,000)	(332,500)	(332,500)	(332,500)	(332,500)	(1.60)
Exp Cr-Major Street Fund	(260,566)	(175,202)	(187,400)	(194,698)	(205,977)	(199,400)	(199,400)	(0.99)
Exp Cr-Local Street Fund	(302,521)	(265,601)	(265,000)	(269,529)	(271,572)	(253,000)	(253,000)	(1.31)
Exp Cr-Refuse Fund	(141,063)	(116,481)	(196,500)	(149,299)	(157,000)	(159,000)	(161,000)	(0.76)
Exp Cr-Parking Fund	(26,156)	(18,105)	(20,000)	(14,216)	(19,000)	(19,000)	(19,000)	(0.09)
Exp Cr-Building Safety Fund	-	-	-	(1,000)	-	-	-	0.00
Exp Cr-Grant Fund	(65,249)	(73,416)	(75,000)	(70,000)	(75,000)	(75,000)	(75,000)	(0.36)

Description	Actual FY16-17	Actual FY17-18	Budget FY18-19	Projected FY18-19	Budget FY19-20	Budget FY20-21	Budget FY21-22	Pct of Budget
Exp Cr-Airport Fund	(14,086)	(18,868)	(18,000)	(11,527)	(17,500)	(17,500)	(17,500)	(0.08)
Exp Cr-Capital Project Fund	(27,743)	(15,997)	(20,000)	(34,400)	(33,295)	(20,000)	(20,000)	(0.16)
Exp Cr-Wastewater Fund	(10,645)	(14,453)	(15,000)	(21,587)	(21,400)	(15,000)	(15,000)	(0.10)
Exp Cr-Water Fund	(201,020)	(78,466)	(117,000)	(46,869)	(58,000)	(60,000)	(60,000)	(0.28)
Exp Cr-Stores & Equipment Fund	(15,040)	(24,514)	(15,500)	(25,000)	(25,000)	(25,000)	(25,000)	(0.12)
Exp Cr-Expendable Trust Fund	(2,720)	(1,480)	(2,000)	(1,500)	(5,000)	(5,000)	(5,000)	(0.02)
Expenditure Credit - BRA	(6,284)	(6,714)	(5,800)	(4,400)	(5,950)	(6,050)	(6,150)	(0.03)
<b>FORCE LABOR &amp; EXP. CREDITS</b>	<b>(1,073,093)</b>	<b>(808,670)</b>	<b>(931,200)</b>	<b>(843,025)</b>	<b>(893,694)</b>	<b>(852,950)</b>	<b>(855,050)</b>	<b>(4.31)</b>
<b>DEBT SERVICE</b>								
Principal-City Hall	115,296	-	-	-	-	-	-	0.00
Principal-Fire	-	-	-	-	62,468	64,967	67,566	0.30
Principal-Police	-	-	-	-	31,384	32,015	32,659	0.15
Principal-OPEB Bond	978,756	871,542	881,918	881,877	895,710	909,543	926,836	4.32
Interest-Adv From Other Funds	7,154	7,154	7,154	7,154	-	-	-	0.00
Interest - City Hall	7,916	-	-	-	-	-	-	0.00
Interest-Fire	-	-	-	-	30,000	27,501	24,903	0.14
Interest-Police	-	-	-	-	1,765	1,134	491	0.01
Interest-OPEB Bond	625,321	733,364	722,644	722,611	709,912	695,491	679,301	3.42
<b>DEBT SERVICE</b>	<b>1,734,443</b>	<b>1,612,060</b>	<b>1,611,716</b>	<b>1,611,642</b>	<b>1,731,239</b>	<b>1,730,651</b>	<b>1,731,756</b>	<b>8.35</b>
<b>OPERATING TRANSFERS</b>								
Transfer Out-Major St	192,000	-	-	-	-	-	-	0.00
Transfer Out-Local St	178,000	-	390,000	840,000	375,000	373,478	404,163	1.81
Transfer Out-Building Safety	-	-	-	20,000	-	-	-	0.00
Transfer Out-Airport	36,200	73,356	40,000	40,000	43,000	45,000	47,000	0.21
Transfer Out-Debt Service	22,660	67,187	67,630	67,630	66,668	70,653	69,513	0.32
Transfer Out-Capital Project	1,349,301	1,991,039	401,643	5,792	6,545	-	-	0.03
Transfer Out - Stores & Equipment	57,000	65,000	-	-	-	-	-	0.00
Transfer Out-Cemetery	30,000	30,000	30,000	30,000	58,000	58,000	58,000	0.28
<b>OPERATING TRANSFERS</b>	<b>1,865,161</b>	<b>2,226,582</b>	<b>929,273</b>	<b>1,003,422</b>	<b>549,213</b>	<b>547,131</b>	<b>578,676</b>	<b>2.65</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 43,528,756</b>	<b>\$ 22,358,407</b>	<b>\$ 23,124,925</b>	<b>\$ 23,291,479</b>	<b>\$ 20,738,108</b>	<b>\$ 21,129,147</b>	<b>\$ 21,362,504</b>	<b>100.00</b>

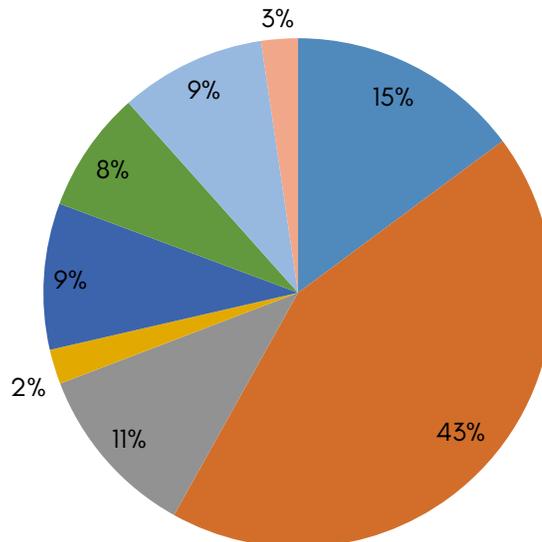
## General Fund Revenue Sources

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

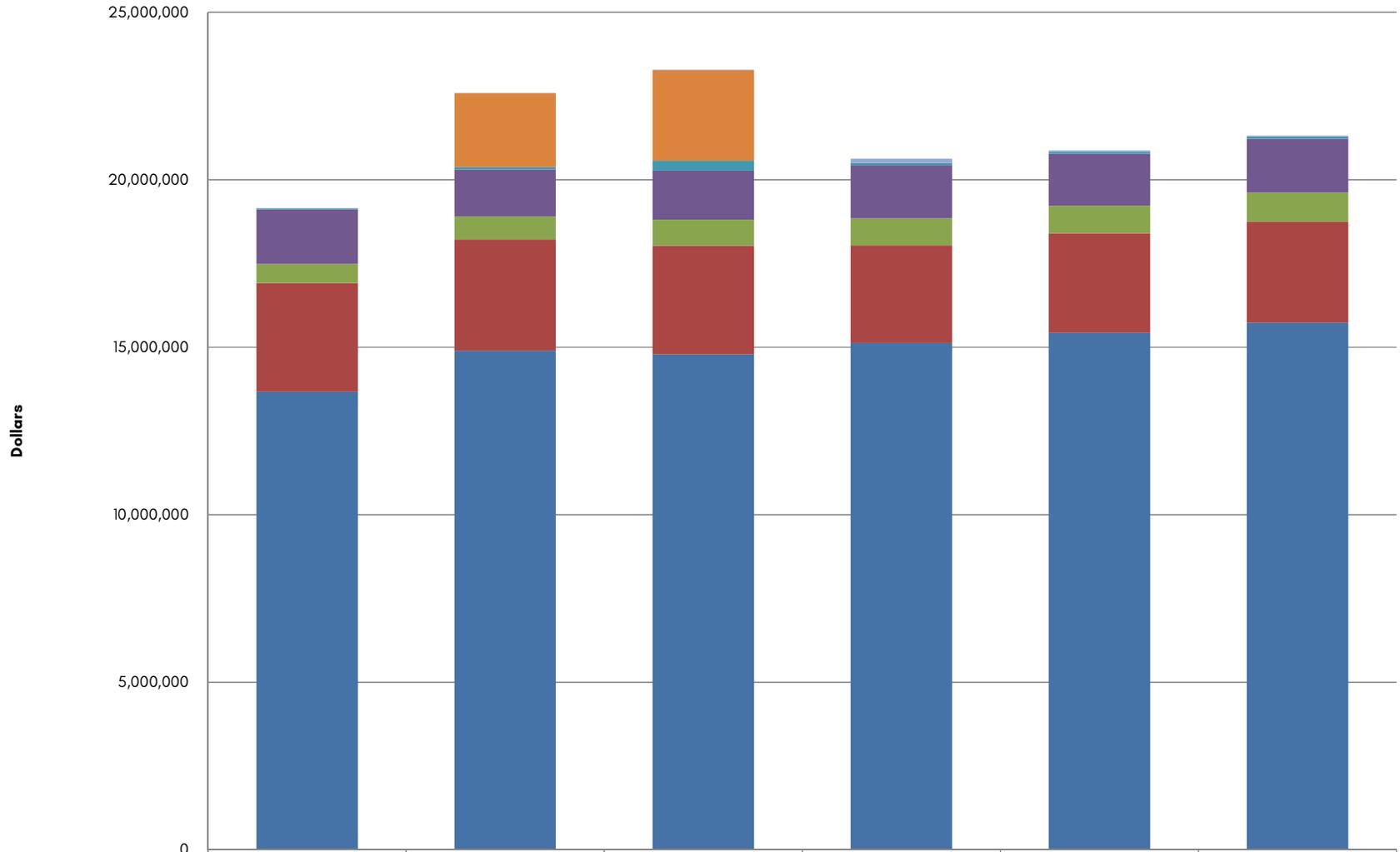


## General Fund Expenditures by Function

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

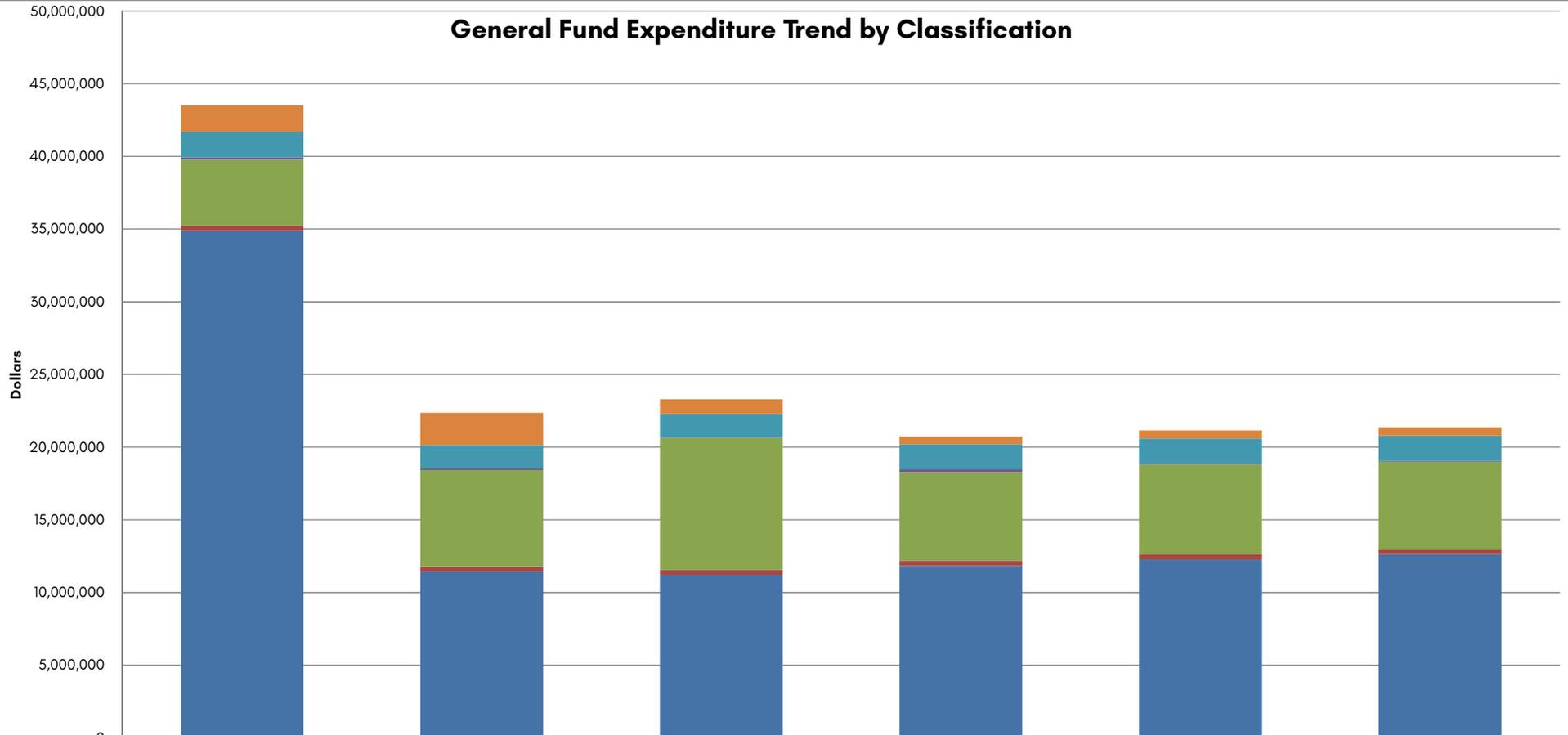


### General Fund Revenue Source Trend



	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Projected	2021-22 Projected
Other Financing Sources	10,000	10,000	20,000	126,057	30,000	30,000
Capital Grants	0	2,205,343	2,701,136	0	0	0
Operating Grants	28,470	73,720	296,267	66,000	66,000	66,000
Charges for Services	1,633,625	1,402,457	1,467,098	1,585,719	1,544,775	1,607,202
Other General Revenue	566,660	681,938	782,396	809,567	835,284	861,015
State Revenue Sharing	3,241,301	3,322,015	3,239,495	2,907,459	2,963,680	3,020,766
Property Taxes	13,673,602	14,893,650	14,785,087	15,128,672	15,427,831	15,735,389

### General Fund Expenditure Trend by Classification



	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Projected	2021-22 Projected
Operating Transfer	1,865,161	2,226,582	1,003,422	549,215	547,151	578,676
Debt Service	1,734,443	1,612,060	1,611,642	1,731,239	1,730,651	1,731,756
Capital Outlay	132,937	90,348	42,865	161,057	65,000	65,000
Other Operating	4,580,548	6,661,921	9,088,213	6,123,850	6,193,200	6,034,980
Supplies	314,111	334,257	336,522	336,869	329,445	333,975
Personnel	34,901,557	11,433,239	11,208,815	11,835,880	12,263,720	12,618,117



**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 FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Personnel Services</b>	\$ 65,509	\$ 67,324	\$ 67,324	\$ 68,295	\$ 68,253	\$ 68,232
<b>Supplies</b>	998	1,250	1,400	1,150	1,150	1,150
<b>Other Operating</b>	64,789	64,915	59,411	60,481	61,079	61,127
<b>Total</b>	<b>\$ 131,296</b>	<b>\$ 133,489</b>	<b>\$ 128,135</b>	<b>\$ 129,926</b>	<b>\$ 130,482</b>	<b>\$ 130,509</b>

Expenditures as a % of  
the General Fund

0.59%	0.58%	0.55%	0.63%	0.62%	0.61%
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<b>CITY COUNCIL ACTIVITY MEASURES</b>					
	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Est.	FY20 Est.
Regular City Council Meetings	25	24	24	24	24
Special City Council Meetings	7	9	10	8	8
Council Work Sessions	29	20	22	22	22
Education & Training Sessions Attended	5	5	4	4	4
Ordinances & Amendments Adopted	7	12	12	10	10
Public Hearings Held	8	32	15	15	15
Agenda Items Reviewed & Acted Upon	245	285	306	300	300
National and State Conferences Attended	4	5	2	2	2

# 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 (DIE)
  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 city charter, ordinances, and guidelines and policies established by the Mayor and City Council.

### **Objectives**

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

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

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

<b>CITY MANAGER PERFORMANCE INDICATORS</b>					
	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Est.	FY 20 Est.
Agenda Items Reviewed & Processed	245	285	306	300	300
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	4	2	3	3	3
Intergovernmental Relation Contacts	45	75	75	75	75

<b>FUNDING LEVEL SUMMARY</b>						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY17-18	FY18-19	FY18-19	FY19-20	FY20-21	FY21-22
<b>City Manager's Office</b>						
Personnel	\$ 437,353	\$ 257,832	\$ 258,954	\$ 278,080	\$ 287,724	\$ 293,535
Supplies	3,214	2,250	2,250	1,650	1,650	1,650
Other Operating	44,763	29,422	26,422	31,418	32,151	30,442
<b>Total</b>	<b>\$ 485,330</b>	<b>\$ 289,504</b>	<b>\$ 287,626</b>	<b>\$ 311,148</b>	<b>\$ 321,525</b>	<b>\$ 325,627</b>
<b>Expenditures as a % of</b>						
<b>the General Fund</b>	2.17%	1.25%	1.23%	1.50%	1.52%	1.52%

## **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 2018/2019

- Daily administration of the City of Monroe official web site, serving as the primary web master.
- Launch of the CitySourced Citizen Reporting System app as it pertains to the new web site in collaboration with other city/county departments.
  - This includes all marketing related material, including press, graphic elements, and a short animated video promoting its availability.
  - Assists IT with administration of system.
- Design and maintain all display material on the digital message boards installed on the first floor lobby and second floor of City Hall.
  - This includes all still imagery graphic design and video graphic production.
- Launched a public service announcement program entitled MyMonroe Update, featuring various City representatives addressing timely and relevant topics to correct misconceptions and dispel myths.
- Launched a City of Monroe YouTube channel, moving all city meeting recordings from the MPACT YouTube channel to the City's own branded channel, created playlists within the channel.
- Various marketing and promotional material graphic design, online and print.
- Assists all departments with printed material orders, including acquiring design templates, for all letterhead, business cards, envelopes, etc.
- Acquired basic video production equipment to supplement the Nikon 750 camera kit, allowing Communications to film and edit in post-production short information videos on a quick turnaround time.
- Implemented video series MyMonroe Minute in which city staff or officials can discuss key points on current issues and initiatives. These are then uploaded to Youtube and are shared on social media.
- Revamp of the [www.monroefiremillage.info](http://www.monroefiremillage.info) web site from millage education purpose to station construction status updates for citizens to follow the project.

- This includes all updates and edits to the web site, including monthly photographs of building progress.
- Researched and implemented the voluntary branded apparel program for city staff.
  - This includes apparel selection, applied branded element, and web store format for staff selection.
- Collaboration with the following City Departments and assistance on:
  - Water Department: *Commission on the Environment drone film and mini-documentary field work; COTE portable display banner; Residential Cross Connection Flyer; Protecting the Safety of Your Home's Drinking Water flyer.*
  - Fire Department: *Fire Station No. 1 Steering Committee including architectural element, interior finishes, and furniture selection.*
  - Engineering: *Arbor Day invitation and agenda; sidewalk program flyers; Waste Management updated recycling material/promotion;*
  - Mayor's Office: *City Council Goals and Objectives document, Hofu 50<sup>th</sup> Anniversary event and delegation materials (invite, seating chart, challenge coin, video message to Hofu, Japan, for their sister city celebration event, etc.; MyMonroe Update episode; branded material production including clocks, mugs, cups, pens, lapel pins and pens; Volunteer Recognition dinner support print materials, volunteer service lapel pin, etc.,*
  - Economic Development: *Support works for reports and presentations; MyMonroe Update episode;*
  - IT: *Smartboard acquisition and training;*
  - Interdepartmental: *Fire Steering Committee; City Council Chambers Renovation Committee including interior finish and furniture selection; Live streaming of City Council meetings via our YouTube Channel and integration of such on city web site.*
  - Human Resources: *Design and assistance in implementing employee badge program;*
  - City Manager's Office: *Employee branded apparel; All staff meeting presentations; MyMonroe Update episode; City logo trademarking process initiated.*
- 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
  - Michigan Humanities Council

## **GOALS FOR FISCAL YEAR 2019/20**

- Expand the City's on line social media presence via Instagram.
- Rebrand and update government channel slides.
- Finalize the trademarking process for the city logo/brand.
- 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

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Personnel Services</b>	\$ 105,378	\$ 109,956	\$ 109,561	\$ 113,846	\$ 116,532	\$ 119,334
<b>Supplies</b>	1,248	1,350	1,350	1,550	1,550	1,550
<b>Other Operating</b>	23,799	23,261	23,516	20,918	20,318	20,274
<b>Total</b>	<b>\$ 130,425</b>	<b>\$ 134,567</b>	<b>\$ 134,427</b>	<b>\$ 136,314</b>	<b>\$ 138,400</b>	<b>\$ 141,158</b>
 Expenditures as a % of the General Fund	 0.58%	 0.58%	 0.58%	 0.66%	 0.66%	 0.66%

**CLERK-TREASURER OFFICE**  
**BUDGET NARRATIVE**  
**2019/2020**  
**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.

Due to retirements the Clerk-Treasurer and Administration had the opportunity to analyze the office work flow and determined that reorganization would provide a more efficient and customer friendly operation. As such a Chief Deputy Clerk-Treasurer was hired to replace the Deputy Clerk and Deputy Treasurer positions which became vacant upon retirement of the incumbents. The Election Specialist position was transitioned to Clerk-Treasurer II and the Cashier position to Clerk-Treasurer I. This provides a mirror to the elected Clerk-Treasurer and allows the office to operate as one unit. Everyone is being trained in both functions with the idea being that eventually you will be able to pay your water bill and register for an election at the same time at the same customer service window.

While training will continue through the upcoming fiscal year, we have already realized smoother work flow and a better efficiency in getting our work accomplished. In addition to being better for the customers we serve, it should also prove helpful for the employees within the department.

Another improvement in work flow for the Clerk-Treasurer office has been the addition of in house deposits. Previously the Monroe Police Department escorted a Clerk-Treasurer staff person to the bank each morning to deposit money.

We now deposit the money in a smart safe held in the office and deposit checks by scanning them into the 5/3 Banking system. The revenues collected through the Clerk-Treasurer's office now reach the City accounts sooner and we no longer have to interrupt the day of two departments to take money to the bank. Additionally, it improves the safety of our dollars by eliminating the transport.

This will be another year of change in the world of elections. We continue to work through quirks with the election equipment that we received two years ago. Additionally, we will be working through the changes brought about by the passage of Proposition 3 passed November 2018 regarding elections in Michigan. The proposal and additional companion legislation and a new Secretary of State insures that there will be many changes we will have to work through during the coming years. The advent of no excuse absentee voting could dramatically change

the landscape of how voters participate in elections and therefore how we plan elections. While I don't anticipate and increase in the cost of elections it might change how as Clerk-Treasurer I will need to plan and allocate resources. I will continue to monitor the situation to insure resources are used in the most efficient manner possible while still providing good customer service to voters up to and including on election day.

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

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.

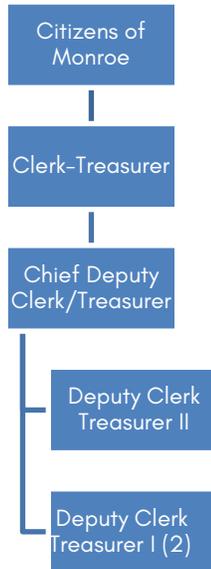
Responsibilities include but are not limited to:

- 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.
- Continuing training opportunities for staff with in house as well as third party opportunities.
- Continue implementation of new election equipment and laws and procedures.



### FUNDING LEVEL SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Elections</b>						
Personnel	\$ 18,558	\$ 17,586	\$ 31,646	\$ 22,586	\$ 22,586	\$ 22,586
Other Operating	3,442	4,225	3,925	5,123	5,181	5,176
Supplies	8,035	14,050	14,050	14,000	15,000	15,000
<b>Elections Total</b>	<b>30,035</b>	<b>35,861</b>	<b>49,621</b>	<b>41,709</b>	<b>42,767</b>	<b>42,762</b>
<b>Clerk/Treasurer's Office</b>						
Personnel	360,246	393,453	393,218	386,616	403,863	418,466
Other Operating	25,370	27,232	27,232	30,298	30,992	30,972
Supplies	9,471	10,300	10,300	10,300	10,400	10,500
<b>Clerk/Treasurer's Total</b>	<b>395,087</b>	<b>430,985</b>	<b>430,750</b>	<b>427,214</b>	<b>445,255</b>	<b>459,938</b>
<b>City Clk/Treas Dept. Total</b>	<b>\$ 425,122</b>	<b>\$ 466,846</b>	<b>\$ 480,371</b>	<b>\$ 468,923</b>	<b>\$ 488,022</b>	<b>\$ 502,700</b>
<b>Expenditures as a % of the Total General Fund</b>	1.90%	2.02%	2.06%	2.26%	2.31%	2.35%

## ASSESSOR'S OFFICE

### OVERVIEW

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

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

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

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

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

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

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

Commercial and industrial sales (i.e., approximately 30 real parcels per year) are closely monitored in 19 commercial and industrial neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 765 commercial and industrial real parcels. Additionally, income and expense information is solicited bi-annually for all leased commercial and industrial real property (i.e., approximately 330 parcels) and extensively analyzed for estimation of stabilized net operating incomes and capitalization rates by property type for utilization in the income capitalization approach.

Personal property is assessed in Michigan on a type of honor system whereby a property owner annually reports original acquisition costs of all taxable personal property on an affidavit or statement. The Assessor's Office depreciates these original costs based on standardized State Tax Commission (STC) multipliers to arrive at the true cash value, and resultant assessed and taxable value, of such property. For approximately 1,200 personal property parcels, approximately 750 returned statements are processed annually to arrive at assessments or exemptions, while the remaining (i.e., unreturned statements) personal property assessments are estimated on a per square foot basis of similar occupancies for which statements were returned.

An ad valorem, or value-based, tax may invite disputes relative to the value of one's property. If a dissatisfied property owner is not relieved by the action taken by the City Board of Review, the Assessor's Office must defend value estimates before the Michigan Tax Tribunal (tax court) when necessary. Approximately 100 assessments are typically appealed to the City March Board of Review annually, and 117 appeals were made to the 2018 March Board of Review. Five assessments are under appeal at the Michigan Tax Tribunal.

The Assessor's Office typically processes approximately 875 property owner name changes and approximately 650 principal residence exemption changes annually, calculates millage rollback fractions, and prepares assessment and summer and winter tax rolls including ad valorem (9,087 parcels), lessee-user (25 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (4 parcels), Industrial Facilities Tax (31 parcels), Obsolete Properties Tax (52 parcels), Downtown Development Authority (826 parcels), and Brownfield Redevelopment Authority (200 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, 2016 to March, 2018 were performed for all residential neighborhoods for the 2019 assessment roll. 2019 residential assessed values increased from 2018 levels by approximately 7% overall in the 56 residential neighborhoods with a range of from approximately .5% to 15%.

Based on a sales study utilizing the two-year cycle of sales from April, 2016 to March, 2018, 2019 assessed values in commercial real neighborhoods increased from 2018 levels by approximately 8.5% overall in the 18 commercial neighborhoods with a range of from approximately 5.5% to 11%. Based on an appraisal study due to limited industrial sales, 2019 assessed values in the industrial real neighborhood increased from 2018 levels by approximately 10% overall with the exception of the Detroit Edison Power Plant and Gerdau Macsteel with a range of from approximately 2% to 18%.

Values were changed as necessary for the 2019 roll as a result of building permit work performed during 2018 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2018 and early January, 2019 for the 2019 roll.

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

#### STAFFING/STRUCTURE

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

This STC rating requires that an individual licensed by the STC at that level of certification must certify the assessment roll. The City of Monroe is rated at MMAO,

and budgeted staffing consists of the City Assessor (MMAO) and two Property Appraisers. One of the property appraisers is licensed as MAAO, while the other is licensed as MCAO studying for MAAO licensure. 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 8. C-1, C-2, and C-O zoning, and fringe CBD (off-street parking).

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

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

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

**Assessors Office Organizational Chart**



<b>FUNDING LEVEL SUMMARY</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Assessor's Office</b>						
Personnel	\$ 303,527	\$ 338,597	\$ 322,090	\$ 347,517	\$ 358,289	\$ 369,456
Supplies	5,998	6,210	6,210	6,835	6,410	6,440
Other Operating	15,720	25,431	26,209	29,917	30,300	29,401
<b>Total Assessor's Office</b>	<b>325,245</b>	<b>370,238</b>	<b>354,509</b>	<b>384,269</b>	<b>394,999</b>	<b>405,297</b>
<b>Board of Review</b>						
Personnel	1,244	1,615	1,615	1,615	1,615	1,615
<b>Total Board of Review</b>	<b>1,244</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>
<b>Total Assessor's Dept.</b>	<b>\$ 326,489</b>	<b>\$ 371,853</b>	<b>\$ 356,124</b>	<b>\$ 385,884</b>	<b>\$ 396,614</b>	<b>\$ 406,912</b>
<b>Expenitures as a % of the General Fund</b>	1.46%	1.61%	1.53%	1.86%	1.88%	1.90%

CALENDAR YEAR	Actual 2016	Actual 2017	Actual 2018	Projected 2019	Projected 2020
Residential sales	419	401	416	415	415
Commercial/industrial sales	24	26	30	30	30
Income/expense statements	0	329	0	330	0
Personal property statements sent, returned	242	225	242	235	235
Personal property statements sent, not returned	580	631	593	600	600
Small business affidavits	505	496	500	500	500
Eligible manufacturing personal property statements	29	33	32	35	35
Valuation notices	8,810	8,819	8,700	8,725	8,725
Value-affected building permits	96	117	117	120	120
March BOR appeals	70	77	117	100	100
July BOR changes	64	74	70	70	70
December BOR changes	30	39	27	30	30
Tax court appeals pending	6	2	5	10	10
Tax court appeals decided	12	10	5	5	10
Property owner name changes	875	834	893	875	875
Property ownership changes	495	447	422	450	450
Homestead exemption updates	352	328	327	330	340
Homestead exemption rescissions	268	287	282	280	280
Homestead exemption denials	31	35	40	40	40
Rolls	15	13	13	13	13
Special assessment rolls	1	1	0	2	2
Property splits	1	1	5	3	3
Property combinations	8	8	9	5	5
City property value estimates	3	2	0	3	3
Poverty exemption applications	11	15	10	15	15
Field reviews/inspections	836	365	121	280	1,200

## **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

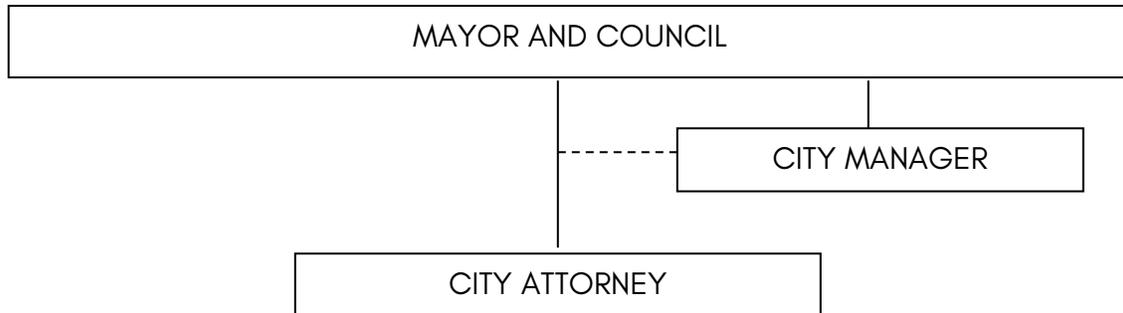
	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Supplies</b>	\$ 37	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
<b>Other Operating</b>	144,421	320,900	327,842	319,900	319,900	149,900
<b>Total</b>	<b>\$ 144,458</b>	<b>\$ 321,150</b>	<b>\$ 328,092</b>	<b>\$ 320,150</b>	<b>\$ 320,150</b>	<b>\$ 150,150</b>

**Expenditures as %  
of General Fund**

0.65%	1.39%	1.41%	1.54%	1.52%	0.70%
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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 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 2017 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year. The 2018 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.

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 2020 budget document.

The Finance Director worked with the Clerk/Treasurer to implement electronic deposit functions that will allow City funds to be deposited to the bank without leaving City Hall.

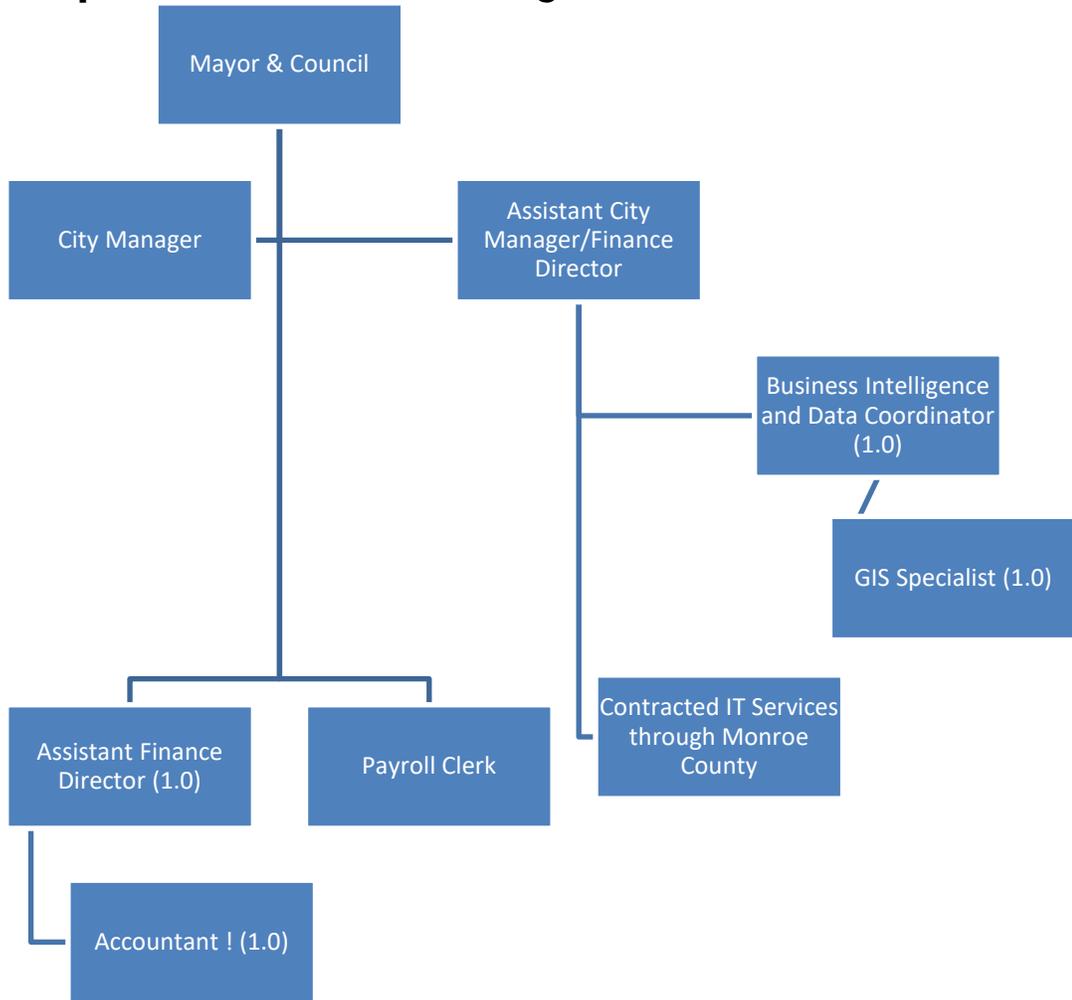
The Finance Director with the City's bond counsel and financial advisor to finance construction of a new Fire Station 1 via a capital improvement bond issue in the amount of \$6.0 million at a true interest cost of 3.25%.

Department FY2020 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

## Department of Finance Organization Chart



## Performance Measures

Measure	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimate	FY2020 Estimate
A/P Invoices Processed Monthly (Avg)	803	778	821	835	840	845
Credit Card Transactions Monthly (Avg)	480	515	536	559	570	580
Non-Payroll Checks Issued Monthly (Avg)	175	175	173	171	165	160
A/P Invoices Paid Electronically - Monthly (Avg)	n/a	n/a	n/a	12	15	20
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	0.17	0	0	0
Paid Overtime Hours	21.25	18.5	52.5	18	30	30
Budget Amendments Prepared	272	235	288	265	260	260
Staff Outside Training Sessions	4	8	6	8	8	8

## FUNDING LEVEL SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Audit</b>						
<b>Other Operating</b>	\$ 41,746	\$ 44,857	\$ 44,857	\$ 44,184	\$ 44,908	\$ 45,551
<b>Total Audit</b>	<b>41,746</b>	<b>44,857</b>	<b>44,857</b>	<b>44,184</b>	<b>44,908</b>	<b>45,551</b>
<b>Finance</b>						
<b>Personnel</b>	352,111	385,650	386,719	408,649	419,977	431,763
<b>Supplies</b>	4,461	4,100	3,800	4,030	4,080	4,180
<b>Other Operating</b>	18,427	27,030	25,592	26,307	27,412	27,414
<b>Expenditure Credits</b>	(2,994)	(2,800)	(2,800)	(2,850)	(2,850)	(2,850)
<b>Total Finance</b>	<b>372,005</b>	<b>413,980</b>	<b>413,311</b>	<b>436,136</b>	<b>448,619</b>	<b>460,507</b>
<b>Finance Dept. Total</b>	<b>\$ 413,751</b>	<b>\$ 458,837</b>	<b>\$ 458,168</b>	<b>\$ 480,320</b>	<b>\$ 493,527</b>	<b>\$ 506,058</b>
<b>Expenditure as a % of Total</b>	1.85%	1.98%	1.97%	2.32%	2.34%	2.37%

## **HUMAN RESOURCES DEPARTMENT**

### **Fiscal Year 2019-2020**

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, pension benefit administration, unemployment insurance, workers'

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

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

## **ACCOMPLISHMENTS FOR FY 2018-2019**

- 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 2019/ 2020**

- Successfully negotiate 6 collective bargaining agreements which expire 6/30/20 (Police, Command, Fire, Unit I, Unit II & Teamsters).
- Continue successful recruitment, interviewing and testing new hire candidates.
- 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.
- Planning and coordination of an employee recognition luncheon and employee/retiree flu clinic.
- Preparation, dissemination, and transmittal of the 1095C's for the active and retiree groups.
- Continue annual cost-of-living calculations, pension adjustments, and general retiree changes.
- Completion of the City's annual GRS valuation information request.
- Coordination and implementation of the 2019-2020 health care open enrollments
- Review and approval of the City's annual RDS Medicare Subsidy Reimbursement application.
- Completion of Medicare Part D/CMS annual notification reminders to all eligible retirees.

### ACTIVITY MEASURES - INDICATORS

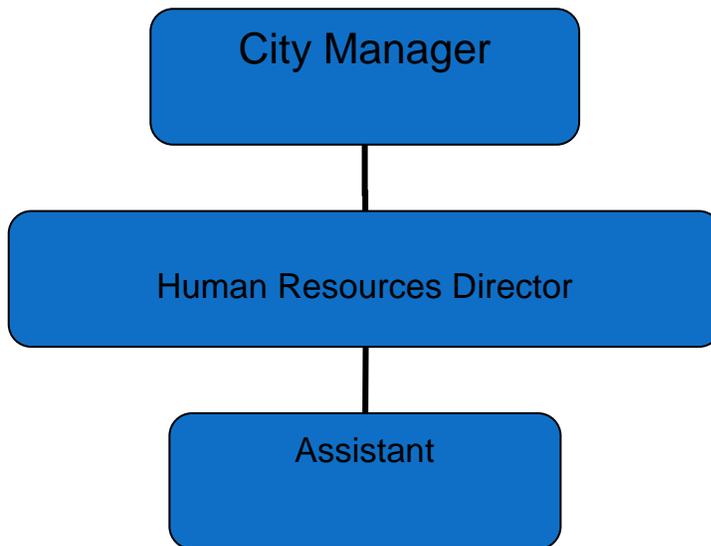
<b>Performance Indicators</b>	<b>Projected FY 17/18</b>	<b>Actual FY 17/18</b>	<b>Projected FY 18/19</b>	<b>Actual FY 18/19</b>	<b>Projected FY 19/20</b>
<i>Job Openings - Internal/External</i>	17	10	10	9	8
Full Time Employees Hired	13	8	10	9	10
Applications For Open Positions	265	60	52	96	65
Reclassification Requests Received	0	0	0	0	0
Job Descriptions Up-Dated	2	3	2	2	2
Police/Fire Promotional Test	1	3	2	1	2
Labor Contracts Negotiated	2	3	6	6	6
Labor Contracts Negotiated in Act 312	0	0	0	0	0
Labor Grievances Processed	3	4	1	2	2
Grievances Arbitrated	0	0	0	0	0
Employee Turnover % of Total Budgeted Positions	6.2%	4.0%	7.8%	4.5%	5.6%
Retirements % of Total Budgeted Positions	2.8%	2.9%	3.9%	2.8%	3.1%
% Minorities in Work Force	2.3%	2.3%	2.3%	1.7%	2.2%

## FUNDING LEVEL SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Human Resources</b>						
Personnel	\$ 148,408	\$ 156,260	\$ 158,350	\$ 164,164	\$ 172,366	\$ 177,336
Other Operating	98,404	117,695	108,267	111,080	113,947	111,931
Supplies	6,853	3,800	4,850	4,000	4,000	4,000
<b>Total</b>	<b>\$ 253,665</b>	<b>\$ 277,755</b>	<b>\$ 271,467</b>	<b>\$ 279,244</b>	<b>\$ 290,313</b>	<b>\$ 293,267</b>

<b>Expenitures as a % of the General Fund</b>	1.13%	1.20%	1.17%	1.35%	1.37%	1.37%
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## ORGANIZATIONAL CHART



## **ENGINEERING DEPARTMENT**

### **Engineering Department Administration Program**

The primary responsibility of the Engineering Department is to plan and maintain the City's infrastructure system to protect the safety, health, and welfare of its citizenry. The Department implements the Capital Improvements Program for the City's vital infrastructure including streets, water mains, sanitary sewers, storm sewers, parking lots, bridges, dams, retaining walls, and airport and park facilities. The Engineering Department also provides technical support and responds to the needs of the Mayor, City Manager, City Council and many City Departments. The support to the City Council includes scheduling and implementing activities that provide for the Council's goals and objectives to be met. Any petitioned or City Council ordered special assessment improvements are also implemented by the Department. Historically, the Engineering Department has provided a full range of surveying, computer-aided drawing preparation, design, bidding, and inspection for all of our core activities. However, in recent years we have targeted certain activities for strategic out-sourcing, primarily including surveying and specialty project design and management, while retaining most of our routine project loading in-house.

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

Activities are performed to permanently maintain and back up vital records of the City's infrastructure and to respond to inquiries of the general public and potential developers. All utility record drawings have been linked up to the City's Geographic Information System (GIS), which is available to the public through the City's web page and 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. The City's IT strategic plan calls for GIS functions to be transitioned to a new department and staffed by a new dedicated position, and this is expected to occur within the 2019-20 Fiscal year. The Engineering Department will still be a significant contributor to the data sets of the GIS in future years.

### **Engineering Department Description**

The Engineering Department Director, Assistant City Engineer, two Engineering Technicians, and two Departmental Aides all have offices or workspaces in the first floor of City Hall. In 2008, the Engineering Department was merged administratively with the Public Services Department, with a shared director. This arrangement appears to be beneficial over the long term as efficiency is gained and is expected to continue indefinitely. Further, Engineering personnel have been trained as backup "on call" supervisors within the Public Services Department, adding flexibility to that function as well.

The proposed budgeted staffing level is four (4) employees, plus the Department Director's position, which is shared with Public Services. Starting in March 2019, an Assistant City Engineer position was filled to replace a vacant Engineering Technician position, and it is hoped that filling this position with a higher-level staffer will allow the Department more flexibility in higher-level project administration. The Department has reduced its overall full-time staffing level from 10.5 positions in 2004 to 4.5 positions at the present time, and it is believed that this level is sustainable for the foreseeable future based on typical project loading. Further facilitating clerical redundancy and efficiency, the Engineering and Public Services Departmental Aide positions have been combined with a common job description and are both located in the same office. Both clerical positions cover public interface functions for both departments, promoting maximum flexibility and promoting greater customer service. Also contributing to crossover assistance to other departments, one of the Engineering Technician positions has been assigned as the City's demolition coordinator, as there a number of properties within the River Raisin Heritage Corridor plan area and City-wide requiring asbestos remediation and demolition. In such a fashion, the Engineering Department can assist in moving forward with one of the City's goals without having to hire additional staff.

The Department is equipped with five (5) 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 at present, used to edit the City's GIS. A 2018 purchase of a Hewlett-Packard T2530 printer / copier / scanner that will accept up to 36" media has proved very essential for efficient operations, as drawings are scanned in-house for permanent storage, and reproduction is done much quicker than before. The Department annually updates its AutoCAD licenses to the current version for maximum efficiency, and still performs the vast majority of its routine design work in-house.

The Engineering Department office area is the primary storage location of all of the City infrastructure records. All construction drawings and all document files are stored in the Department, and a fire proof file cabinet is located in the Engineering Department to provide a backup storage facility for some critical as-yet unscanned

documents. The Engineering Department also has space within the Department of Public Services building to house all of the testing equipment used to assure that the City specifications are being met. The Department's survey stake supply, concrete testing equipment, aggregate testing equipment, and overflow project file storage are housed in this facility. Departmental clerical personnel are continuing what is an extremely lengthy project to scan all project files into the City's LaserFiche document 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 2018, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council, though some projects had to be carried over for 2019 construction due to a statewide construction lockout in September and contractor capacity challenges. The City also continued its street maintenance program in 2018, 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. This

year’s contract included crack sealing, and a significant quantity of “spray patching”, which is a more permanent method of cold patching that can last for a few years without regular attention. These maintenance-type activities are all important to prolonging the life span of the City’s street system, especially when funding is inadequate to address the full City-wide funding needs for full replacement or resurfacing.

2018 saw the value of City construction contracts administered through the Engineering Department total \$4.090 million, down significantly from the 2017 value of \$6.927 million, but in the same general range of the 2016 value of \$3.960 million, and the 2015 value of \$4.750 million. Of the 19 contracts with payment activity in 2018, seven (7) of them were essentially roll-overs from 2017 with uncompleted minor work items and / or retainage totaling approximately \$163,000. The remaining 12 contracts total approximately \$3,927,000. 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 2018. 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 2018, but in prior years.

### 2018 Construction Contracts

Contract Name	2018 Work
2018 Underground Utility Program	\$ 1,087,810.00
Fire Station #1	\$ 958,641.01
2018 Building Demolition Program	\$ 517,918.60
2018 Curb Replacement and Reusrfacing	\$ 372,781.89
Council Chambers - Building Work	\$ 331,740.00
2018 Sanitary Sewer Rehabilitation Program	\$ 210,220.30
Council Chambers - AV Work	\$ 175,947.00
2018 Sidewalk Replacement Program	\$ 97,220.05
2018 Bituminous Pavement Maintenance	\$ 68,921.23
2017 Pavement Marking Program	\$ 52,023.02
2017 Water Main Replacement Program	\$ 49,871.39
Dorsch Library Exterior Vestibule Impr.	\$ 34,101.00
North Macomb Street Resurfacing	\$ 31,162.20
2017 Concrete Paving Program	\$ 30,514.25
2017 Sanitary Sewer Rehab. Program	\$ 22,613.80
Water Treatment Plant Generator Replac.	\$ 20,000.00
2016 Curb Replacement & Resurf.	\$ 15,101.90
Gateway Beautification Program	\$ 9,070.80
E. Third Resurfacing - Scott to Winchester	\$ 4,870.80
<b>Totals</b>	<b>\$ 4,090,529.24</b>

The two largest contracts for 2018 by a wide margin were the 2018 Underground Utility Program, which included water main replacement on five (5) different streets, and the Fire Station #1 replacement. The former and was designed, managed, and inspected completely by in-house staff, while the latter is being construction by a

Construction Manager at Risk (CMR) after having been designed by an architect collaborating with multiple City departments but led by the Engineering Department Director. The 2018 Building Demolition Program was an entirely different contract than Engineering has administered in the past, in that 30 homes were surveyed for asbestos, abated, and demolished, all under the administration of the Engineering Department. Three (3) other facility projects were undertaken in 2018, though costs for interior renovations at the West Side Fire Station do not appear in the table since they were not billed in 2018. The other projects include two (2) separate contracts for the renovation of the City Council Chambers, for building trades and audio-visual work, respectively, and the Vestibule Renovation at Dorsch Memorial Library. Annual contracts for the 2018 Curb Replacement and Resurfacing Program, the 2018 Sidewalk Replacement Program, and the 2018 Sanitary Sewer Rehabilitation Program were awarded, but all still have some work remaining for various reasons, mostly due to the tight construction market in 2018. The 2017 Pavement Markings Program was deferred until 2018, but lining of downtown parking stalls still remains to be completed in 2019. The 2018 Bituminous Pavement Maintenance Program was completed in 2018 and the contract closed out. The remaining contract, for generator replacement at the Water Filtration plant, is nearing completion at the present time, though only mobilization was billed in 2018. Despite delays due to contractor issues, the Department was highly successful again in 2018 in continuing to manage a high project loading with a relatively lean in-house staff, as one staff position remained vacant from June 2018 through February 2019.

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 FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
Personnel	\$ 444,375	\$ 439,883	\$ 397,537	\$ 459,643	\$ 473,012	\$ 482,145
Other Operating	126,704.00	51,785.00	43,065.00	48,099.00	48,492.00	47,728.00
Supplies	10,433.00	9,600.00	9,400.00	9,950.00	8,900.00	8,900.00
Capital Outlay	7,500.00	-	-	-	-	-
<b>Operating Total</b>	<b>589,012.00</b>	<b>501,268.00</b>	<b>450,002.00</b>	<b>517,692.00</b>	<b>530,404.00</b>	<b>538,773.00</b>
Expenditure Credits	(227,969.00)	(319,500.00)	(276,183.00)	(300,344.00)	(257,500.00)	(257,500.00)
<b>Total</b>	<b>\$ 361,043</b>	<b>\$ 181,768</b>	<b>\$ 173,819</b>	<b>\$ 217,348</b>	<b>\$ 272,904</b>	<b>\$ 281,273</b>

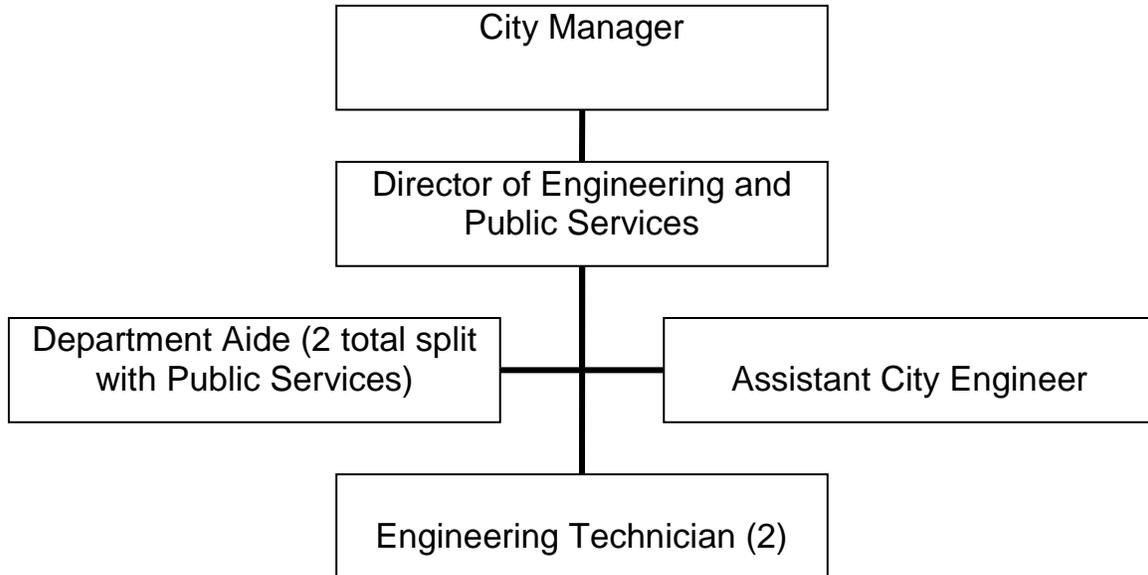
### Expenditures as a % of the Total General Fund

	1.61%	0.79%	0.75%	1.05%	1.29%	1.32%
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### ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR

Performance Indicator	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Estimate
Site Plan Reviews	57	41	32	37	50	50
Contracts Awarded	12	11	8	12	10	10
Contract Value (\$Millions)	\$4.750	\$3.960	\$6.927	\$4.091	\$12.000	\$5.000
Special Assessment Districts	1	2	1	0	2	2
Engineering & Inspection Fees	\$480,878	\$667,013	\$363,804	\$166,149	\$300,000	\$300,000
Private Developments Monitored	2	2	1	0	2	2
Parking Lot Program Projects	0	0	0	0	0	0
Streets Resurf., Curbs Repl.(mi.)	1.30	1.86	3.20	0.28	4.39	1.50
Miles of Streets Crack Sealed	10.87	4.26	0.00	3.43	3.00	3.00
Miles of Streets Slurry Sealed	0.19	0.00	0.21	0.00	0.00	0.50
Miles of New Streets Added	0.00	0.00	0.00	0.00	-0.04	0.00
Total City Street Mileage	82.74	82.74	82.74	82.74	82.70	82.70
Water Mains Replaced (miles)	0.98	0.74	1.21	1.14	1.88	1.00
New Water Mains Installed (miles)	0.77	0.05	0.68	1.60	0.50	0.50
Total City Water Mains (miles)	306.01	306.06	306.74	308.34	308.84	309.34
Sanitary Sewer Rehab. (miles)	0.56	0.38	0.47	0.91	0.68	0.50
New Sanitary Sewers (miles)	1.52	0.00	0.35	0.68	0.10	0.10
Total City Sanitary Sewers (miles)	260.16	260.16	260.51	261.19	261.29	261.39
Storm Sewers Replaced (miles)	0.01	0.02	0.02	0.00	0.10	0.50
Storm Sewers Installed (miles)	0.00	0.05	0.00	0.00	0.00	0.50
Total City Storm Sewers (miles)	61.19	61.24	61.24	61.24	61.24	61.74
Squ. Ft. of Sidewalk Replaced	15,995	34,986	4,167	15,770	20,000	20,000
Squ. Ft. of New Sidewalk	0	1,034	3,610	0	0	0
Mileage of all City Sidewalks	172.46	172.50	172.64	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 five 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 thirteen fully marked Ford Explorer patrol units, eight unmarked administrative and investigative vehicles. The department also has four marked police motorcycles that are utilized for regular and special event patrol functions. The Department also utilizes a Polaris Ranger 4 person side-by-side 4x4 for off road, utility purposes, special events and border patrol functions. Located in the combined city/county Law Enforcement Center, the department's Records Bureau hours are Monday, Tuesday, Thursday and Friday 7:00AM to 5:00PM. Wednesday Records Bureau hours are 7:00AM to 7:00PM. The MPD Records Bureau is closed on weekends and holidays. All department dispatch services are provided by Monroe County Central Dispatch.

## MAJOR CRIME ANALYSIS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Avg.
Murder	0	0	0	1	1	1	0	0	0	0	0.3
CSC	27	40	32	33	36	37	37	41	42	30	35.5
Robbery	18	33	25	27	24	25	8	21	13	11	20.5
Agg. Assault	53	69	59	63	57	60	58	72	73	67	63.1
Burglary	170	231	253	250	171	124	128	113	88	89	161.7
Larceny	511	413	574	516	441	389	347	288	302	253	403.4
Auto Theft	28	51	40	34	40	18	20	18	40	21	31
Arson	5	8	5	8	9	5	4	5	2	2	5.3

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

## PERFORMANCE MEASURES

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

	Actual	Actual	Actual	Actual	Actual	Projected
Measure	2014	2015	2016	2017	2018	2019
Original Complaints	21,389	21,375	20,460	19,702	20,423	19,428
Supplemental Complaints	802	707	642	633	1,030	571
Complaints	22,105	22,082	21,102	20,335	21,453	19,988
Traffic Citations	2,304	2,174	1,735	1,362	1,899	2,059
Traffic Warnings	2,171	2,187	1,719	1,723	1,993	1,137
Traffic Contacts	4,475	4,361	3,454	3,085	3,892	3,164
Parking Citations	4,736	7,514	9,707	9,307	7,209	6,350
OUIL Arrests	101	71	89	112	138	93
All Arrests	1,054	1,079	885	1,012	1,269	1,030
Roadway Accidents	716	680	667	613	688	610
Private Property Accidents	92	95	90	88	91	160
Hit & Run Accidents	44	117	110	92	102	54
Traffic Accidents	852	892	867	793	881	820
Subpoena's Served	974	603	702	950	1,036	1,083
Writs/Transports	36	176	74	56	74	40
Gun Permits	494	519	489	385	289	475
Miles Patrolled	286,535	278,139	280,856	281,920	282,394	282,627
Training Hours Per Officer	152	94	100	103	104	104

## ACCOMPLISHMENTS AND SHORTFALLS

A major accomplishment for FY 18/19 was the training of two additional officers as firefighters. This training was accomplished as a continued effort to further enhance the Department's response capabilities, in conjunction with the Public Safety initiative, as well as bringing the total number of cross-trained officers to thirty-five. Cross-trained officers (PSO's) are now routinely responding to fire calls and actively participating on the fire ground performing fire suppression duties. The PSO'S continue to train with officers from the MFD. The Department has also hired an additional five officers, who will also be crossed-trained as PSO's and MFR's, which brings a total of 35 cross-trained police and fire officers to the City of Monroe.

### FY 2019/20 Goals

A continued goal for the department in FY 19/20, is to further enhance its accustomed level of excellent service, by the continued Public Safety initiative and integration. This will be accomplished through continued education, training of staff and careful monitoring of operations and adjusting these operations as we move forward. This is an effort to maximize efficiency, as well as our service model to the public. Additionally, a Monroe County wide concerted effort is currently being implemented through a new Report Management System, which will streamline system accesses, increase efficiency, reduce redundancy, reduce crime,

and increase our quality of life through personnel, as well as resource management. In addition, the department is currently begun an accreditation process through the Michigan Association of Chiefs of Police (MACP), which is recognized throughout the State of Michigan. An accreditation process is an outside entity, which analyzes processes, policy, practices and procedures to bring and maintain the department at the highest level of service, ensuring adherence to rules and regulations set by the department, approved through set standards. An accreditation is an ongoing process to ensure that standards set forth are always adhered to, which are subject to audit.

## **FIRE DEPARTMENT**

### **MISSION STATEMENT**

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

#### Core Values

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

### **FIRE ADMINISTRATION**

The Chief's office is responsible for maintaining and coordinating Fire Suppression, EMS, Hazardous Materials, Maintenance and Fire Inspection Divisions. The Chief directs the planning, development and implementation of all department programs. The Chief ensures the latest techniques and methodologies are incorporated into our standard operating procedures to ensure the department provides the finest in public education, code enforcement and incident management. The Chief's office

oversees the collection and maintenance of employee, payroll, training and vehicle maintenance records. The Chief conducts meetings with his staff and attends biweekly Department Head meetings. The Chief administers discipline and assures compliance to all Department and City policies. The Chief ensures compliance with Federal, State and local laws and acts as a liaison to other governmental agencies. The Chief maintains a safe work environment for department employees and a safer community for the citizens of Monroe.

## **FIRE SUPPRESSION**

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

## **EMERGENCY MEDICAL SERVICES**

Department personnel provide Paramedic Advanced Life Support services in a non-transport capacity. We have recently added a third Echo ALS vehicle available to respond. The Monroe Fire department utilizes some of the most advanced health care equipment available to pre-hospital providers. This equipment assists in patient care and increases positive patient outcomes.

## **TRAINING**

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

## **INSPECTION DIVISION**

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

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

## **MAINTENANCE DIVISION**

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

## **DEPARTMENTAL ACCOMPLISHMENTS**

Emergency Medical Services (EMS) continues to be our largest service to the community. Our EMS call volume accounts for 71 percent of our emergency response.

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

A partnership has been developed with our neighboring communities for Auto-Aide response to all fire calls in the City. In 2018-19, 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 was established with an annual gear inspection program instituted in 2015. We will be replacing up to five sets per year to help keep cost low.

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

### **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 15 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 April of 2019.

## Performance Indicators

<b>Activities</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Post Incident Contact Activity	18	26	27	34
Staff Meetings	12	12	36	12
SOG's Reviewed	200	200	200	200
Periodicals/Journals Reviewed	22	15	12	12
Incident Reports Reviewed	3699	3685	3876	4047
Safety Committee Recommendations/Implemented	2/2	2/2	3/3	0/0
Internal Inspections	12	12	12	12

<b>Activities</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total Fire Department Incidents	3699	3685	3876	4047
EMS Related Incidents	2715	2672	2738	2799
Actual Fire Incidents	64	94	72	81
Alarm System Activations	277	208	236	188
Carbon Monoxide Calls	10	11	7	6
Other Incidents	633	711	823	1054
Average Service Time per Structure Fire	3.0	2.0	2.0	2.0
Hours on Vehicle Maintenance	264	232	324	432
Hours on Equip. Maintenance	28	30	48	62
Maintenance Recordkeeping/Training	120	112	108	108
EMS Training Hours	159	133	531	390
Hazmat Training Hours	85	43	39	159
Other Training Hours	983	1193	1286	1950

## FIRE ADMINISTRATION & SUPPRESSION

### FIRE INSPECTIONS

	2015	2016	2017	2018
Initial Inspections	145	23	62	61
Follow up Inspections	121	18	30	19
Complaint Investigations	4	2	1	3
Fire Investigations	24	38	72	81
Inspector Training	20	64	32	120
Plan Reviews	15	20	10	4
<b>Station Visitor Tours</b>				
Fire Safety Program Reached	5672	3800	4810	6694
Pre- School Program Participants	300	250	260	300

### GOALS

#### **Increase public education programs**

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

#### **Response and mitigation**

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

#### **Community risk analysis**

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

#### **The current Fire Code is 2009 edition.**

**Objective:** The 2015 edition will be instituted in 2019 to bring the program up to date with the latest codes.

#### **Continue training for fire officers and new PSO's**

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

## Replacement of the Central Fire Station

**Objective:** With the approval of the fire station millage in November 2017, the fire station project is in the construction phase. After breaking ground in October of 2018, the station has an anticipated completion date of September of 2019.

FUNDING LEVEL SUMMARY						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY17-18	FY18-19	FY18-19	FY19-20	FY20-21	FY21-22
<b>Police Operating</b>						
Supplies	\$ 53,290	\$ 59,000	\$ 59,000	\$ 60,000	\$ 60,000	\$ 60,000
Other Operating	485,728.00	568,851.00	568,851.00	596,718.00	622,783.00	630,453.00
Capital Outlay	46,450.00	18,500.00	18,500.00	131,057.00	35,000.00	35,000.00
<b>Total Police</b>	<b>585,468.00</b>	<b>646,351.00</b>	<b>646,351.00</b>	<b>787,775.00</b>	<b>717,783.00</b>	<b>725,453.00</b>
<b>Police Training-State Funded</b>						
Other Operating	7,724.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00
<b>Liquor Law Enforcement-State Funded</b>						
Supplies	412.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00
Other Operating	12,267.00	14,600.00	14,600.00	14,600.00	14,600.00	14,600.00
<b>Total Liquor Law Enforce.</b>	<b>12,679.00</b>	<b>16,400.00</b>	<b>16,400.00</b>	<b>16,400.00</b>	<b>16,400.00</b>	<b>16,400.00</b>
<b>Public Safety Division</b>						
Other Operating	-	75,000.00	100,000.00	-	-	-
Personnel Services	7,661,533.00	7,159,226.00	7,157,277.00	7,551,361.00	7,784,876.00	8,012,051.00
<b>Total Public Safety Division</b>	<b>7,661,533.00</b>	<b>7,234,226.00</b>	<b>7,257,277.00</b>	<b>7,551,361.00</b>	<b>7,784,876.00</b>	<b>8,012,051.00</b>
<b>Fire Operating</b>						
Supplies	65,108.00	64,125.00	76,125.00	73,750.00	67,250.00	71,250.00
Other Operating	191,331.00	222,064.00	229,064.00	215,224.00	229,000.00	227,165.00
Capital Outlay	36,398.00	21,365.00	24,365.00	30,000.00	30,000.00	30,000.00
<b>Total Fire</b>	<b>292,837.00</b>	<b>307,554.00</b>	<b>329,554.00</b>	<b>318,974.00</b>	<b>326,250.00</b>	<b>328,415.00</b>
<b>Total Public Safety</b>	<b>\$ 8,560,241</b>	<b>\$ 8,212,531</b>	<b>\$ 8,257,582</b>	<b>\$ 8,682,510</b>	<b>\$ 8,853,309</b>	<b>\$ 9,090,319</b>
<b>Expenditures as a % of the Total General Fund</b>						
	<b>38.29%</b>	<b>35.51%</b>	<b>35.45%</b>	<b>41.87%</b>	<b>41.90%</b>	<b>42.55%</b>

## **DEPARTMENT OF PUBLIC SERVICES**

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

The Department of Public Services (DPS) is responsible for a wide range of maintenance services throughout the City. These services include year-round street maintenance and winter operations, traffic signals and signs, storm sewers and drains, trees and floral displays, large-scale and specialized tasks for parks and grounds, administration and maintenance at Custer Airport, oversight of the refuse collection, lawn maintenance and any other service contracts, fleet maintenance, and maintenance of City parking lots. Additionally, DPS forces maintain City alleys, conduct mosquito control activities when funding allows, provide support for special events and festivals, install street banners and seasonal decorations, and the Department assists with enforcement of high grass through providing clerical support for tracking, and enforcement of blight remediation through clerical tracking and often staff physical cleanup efforts as well.

The DPS is prepared seven (7) days a week, twenty-four (24) hours a day to respond to hazardous conditions resulting from weather, accidents, fire, or other unforeseen situations. DPS Supervisors are "on call" on a rotation basis for this purpose and notified by Monroe Police Dispatch as necessary, and a voice mail system is also available for placing non-emergency service requests after normal working hours. Engineering Department personnel have also been cross-trained in this function to ensure sufficient redundancy during emergency situations. DPS has been highly involved in the city's citizen response management system on the City's web site where citizens can log service requests in online or through the application, and has been responsible for handling the majority of City-wide issues since the inception of our first system in 2008.

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

### **Department Description**

DPS operations are headquartered at 222 Jones Avenue, the former Jones Transfer building. At the present time, the Department Superintendent, Operations Supervisor, and Forestry / Grounds Supervisor have offices at this location, and DPS field personnel, job leaders, equipment operators, fleet mechanics, and general labor are dispatched from the Jones Avenue location. Both Departmental Aides (one funded from each of Engineering and Public Services) are housed at City Hall for the most part, but an office is retained near the maintenance garage for fleet tracking and inventory purposes where between 30 and 40 percent of one position's time is spent. As of 2019, both job descriptions were merged, which will maximize efficiency and allow for clerical redundancy during peak periods, which is a net benefit to both

departments. The Jones Avenue facility is generally closed to the public for most purposes.

The Department possesses a variety of equipment to accomplish maintenance tasks, including dump trucks, backhoes, and front end loaders for construction and snow removal operations; aerial work platforms, log loader, chipper trucks and wood chippers for tree maintenance; grass mowing equipment ranging from tractor mounted decks capable of mowing twenty-foot swaths to twenty-inch deck walk behind mowers; street sweepers for clearing dirt and small debris along curbs; and combination vacuum, jet rodder, and sewer cleaning truck for storm sewer and catch basin maintenance. Numerous pieces of small equipment such as pumps, generators, snow blowers, compressors, string trimmers, and blowers are also available. The Department also possesses and operates a computer capable of designing and producing signs, and this has enabled the Department to produce custom signs for a variety of uses in the City, as well as partnering with other local government agencies and non-profit organizations.

The Jones Avenue facility also houses the fleet maintenance garage. This is a full service facility with lifts, hoists, and sufficient parts inventory capable of keeping City equipment operating in all situations and at all hours. All vehicle maintenance records are on file in the garage office, and are now being tracked using fleet software through the Enterprise Fleet Management program, which the City adopted in 2018. Additionally, the Jones Avenue facility is the site where residents may dispose of certain non-hazardous unwanted items not included as a part of regular refuse collection by appointment for a fee, including construction materials when associated with a City-issued building permit. However, with the new, more comprehensive refuse contract, this activity has been significantly diminished.

The DPS has undergone a radical transformation in staffing levels and contracted operations in the last decade. In 2008, the Department was merged with the Engineering Department for administrative purposes, and numerous positions were eliminated through attrition. Coupled with strategic out-sourcing of functions that are inefficiently performed by City staff, this stream-lining and merging of similar functions has yielded cost savings and other efficiencies for the City, and the addition of some personnel with a background in the Engineering and Building Departments have brought added professional and organizational skills to the Department.

In addition to the staff reductions that were designed to reduce the costs within DPS, nearly all grass cutting work was contracted out starting in 2008, with a five-year renewal again awarded in 2014. This proved to result in a large cost savings as this is typically lower-skilled work and commonly available in the private sector. Most of the contract was extended by the City Council to the current vendor through 2021, but staff is currently bidding contract work for the cemeteries and ordinance mowing pieces. 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 2019-20 fiscal year, the full-time budgeted DPS staffing is proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Forestry / Grounds Supervisor, and Departmental Aide plus 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 the same as the 2018-19 budget, though one position was shifted from a heavy equipment position to a forestry maintenance worker position to better meet work backlogs. This is still one (1) position below the 2017-18 budget, and ideally the recently vacated heavy equipment position will eventually be filled as well. The 2019-20 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 three-person crew that must be supplemented with heavy equipment

operators as job assignments allow, it is very difficult to meet these goals most years, even with mild winters where the heavy equipment operators can be assigned to assist with proactive low-limb operations. We are attempting to help address this need with a mix of some targeted contract services and seasonal employees dedicated to maintenance level trimming, allowing our skilled crew to focus on high-level work on a regular basis.

### **DPS Ongoing Goals and Objectives FY 2019-20**

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 2019, but more work is needed long-term to address other site layout issues, the potential purchase of an emergency backup generator, and additional on-site storage for equipment and supplies.
3. Redevelop the Stores and Equipment Section as a true enterprise-type activity – this is largely completed as well, and it is felt that the changes made within the staffing level and the addition of the Police vehicles to the fleet have now addressed the previous structural deficit, to the point where it is now able to take on larger capital projects and equipment replacements that have long been identified as necessary, albeit slower than preferred. Entering into an agreement with the Enterprise Fleet Management program, whereby light-duty vehicles are rotated every five (5) years to minimize maintenance costs and maximize resale is hoped to make further progress in this area, with savings utilized to accelerate the needed heavy equipment replacement.
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of holiday decoration installation and removal (DDA cost volunteer work for low-level items), and most significantly, grass cutting. The parks contracts from 2011-14, while a small cost savings, were brought back into City Recreation staff control for the 2015 season, as the savings did not appear to outweigh recent service concerns.

5. Address Backlogs in Streets Divisions and Promote Flexibility – this has been mentioned earlier in discussing present DPS shortfalls, and will certainly continue for the near future. The Traffic Control / Electrical / Facilities Division personnel and work activities were folded into Operations in January 2013, which further helps promote flexibility, and a great deal of cross training continues to occur, particularly among the new hires to allow for maximum internal promotion possibility as positions become available in the organization.
6. Create or Update Inventories of City Facilities, Integrate with Geographic Information System – this goal consists of improvements in the City’s tree and sign inventories, and involves creation of landscaping plans for City parks, and inventory of disabled accessibility needs in City parks. Both the sign and tree inventories have now been completed, and we are working on inventories for street lights and electrical facilities at present.
7. Update and Publicize Policies and Procedures – this is underway as well, as the use of the city’s citizen response management system has highlighted many of the steps that can assist the public, and the City’s snow removal policy and high grass / weed control policy are updated and published annually. Other facets are ongoing as needed.

### FUNDING LEVEL SUMMARY

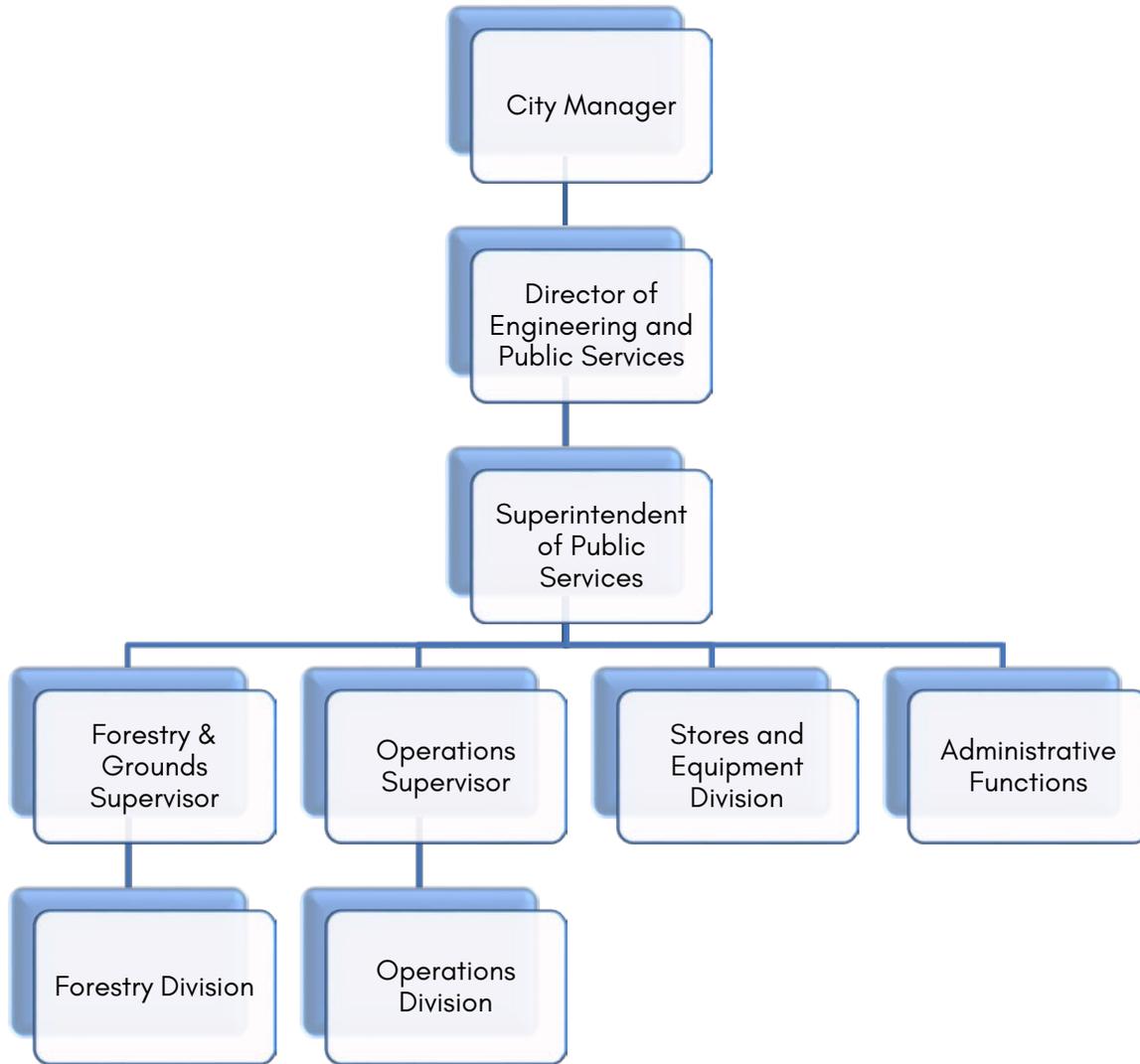
	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Operations</b>						
Personnel	\$ 1,382,964	\$ 1,522,953	\$ 1,478,879	\$ 1,540,484	\$ 1,583,099	\$ 1,620,190
Other Operating	676,139	705,090	667,215	656,277	671,116	681,443
Supplies	45,050	48,900	48,800	49,100	49,100	49,100
<b>Operating Total</b>	<b>2,104,153</b>	<b>2,276,943</b>	<b>2,194,894</b>	<b>2,245,861</b>	<b>2,303,315</b>	<b>2,350,733</b>
<b>Expenditure Credits</b>	<b>(800,394)</b>	<b>(873,900)</b>	<b>(825,942)</b>	<b>(845,900)</b>	<b>(847,900)</b>	<b>(849,900)</b>
<b>Operations Total</b>	<b>\$ 1,303,759</b>	<b>\$ 1,403,043</b>	<b>\$ 1,368,952</b>	<b>\$ 1,399,961</b>	<b>\$ 1,455,415</b>	<b>\$ 1,500,833</b>
<b>Forestry</b>						
Personnel	281,081	320,000	320,000	320,000	320,000	320,000
Other Operating	111,875	153,624	160,794	151,367	151,858	151,895
Supplies	45,816	30,000	30,000	30,000	30,000	30,000
<b>Forestry Total</b>	<b>438,772</b>	<b>503,624</b>	<b>510,794</b>	<b>501,367</b>	<b>501,858</b>	<b>501,895</b>
<b>DPS Total</b>	<b>\$ 1,742,531</b>	<b>\$ 1,906,667</b>	<b>\$ 1,879,746</b>	<b>\$ 1,901,328</b>	<b>\$ 1,957,273</b>	<b>\$ 2,002,728</b>
<b>Expenditures as a % of the Total General Fund</b>	7.79%	8.25%	8.07%	9.17%	9.26%	9.37%

## Department of Public Services Functional Organization Chart

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



DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Est.	2020 Est.
Trees Trimmed	705	400	1,071	804	1,000	1,000
Trees Removed	185	266	303	252	250	250
Trees Planted	140	55	471	231	300	300
Sweeping Curb Miles	2,408	2,408	2,408	2,408	2,408	2,408
Miles of Storm Sewers Cleaned	2	1	6	1	5	5
City Property Mowing (Person hours)	140	135	130	130	130	130
Lineal Feet of Alleyways Graded	74,520	74,050	74,050	74,050	74,050	74,050
Grass / Weed Action Line Requests Completed	1163	919	653	*	*	*
Forestry Action Line Requests Completed	474	360	346	336	350	350
Pothole / Road Hazard Action Line Requests Completed	297	163	161	228	250	250
Other Action Line Requests Completed	276	185	185	234	250	250

\*Tracking moved to the Building Department with the 2018 season.

## 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 FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>PUBLIC WORKS</b>						
<b>Port of Monroe Appropriation</b>						
Other Operating	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>Port Appropriation Total</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
Expenditures as a % of the total						
General Fund	1.79%	1.73%	1.72%	1.93%	1.89%	1.87%

# COMMUNITY DEVELOPMENT DEPARTMENT

## Planning Department • Building Department

### GENERAL FUND SERVICES

Code Enforcement, Facilities Management

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

### DEPARTMENT SERVICES

**Property Maintenance and Blight Enforcement** - The Department monitors streets and public ways to identify and correct issues of deficient property maintenance and blight. Staffing changes in 2017 added rental duties to the property maintenance/blight inspector & changed the duties to a full time position. A part-time property maintenance/blight inspector was hired to absorb the seasonal blight inspector duties by going to a full-time position for the seasonal 11-week period. The full-time inspector spends at least 40% of his time on rental inspections and related follow-ups.

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

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

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

Historic Overlay District, and administrative decisions made by Building Official.

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

Facility Management - The Building Department provides management on projects for City Hall, the Arthur Lesow Community Center, the former Monroe Multi Sports Complex (MMSC), the Dorsch and Navarre Branch Libraries, and other City-owned properties. The Department manages the service contracts for HVAC systems, phone systems, emergency generators, smoke/fire alarm systems, and elevators. In 2018, the Building Department was responsible for overseeing major projects at the ALCC, the former MMSC, City Hall, and the West Side Fire Station. The Department also provides full-time custodial services for City Hall.

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

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

## **Goals and Objectives for FY 2019-20**

### **Facilities Maintenance**

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

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

### **Demolition and Dangerous Buildings**

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

### **Personnel**

1. The Building Department will utilize the existing part-time Property Maintenance/Blight Inspector to cover the 11-week temporary, seasonal blight inspections by having the existing inspector moving to full-time status for the 11-week period. By utilizing the current part-time inspector, the Department will reduce its vehicle requirement, eliminate the posting/interviewing/hiring process, and eliminate the annual training period of this limited-time employee.
2. The Department will continue the certification of the Blight Inspectors in accordance with the International Code Council requirements and standards.
3. The Department will continue to maintain staffing levels. In 2018, the decision was made to assign one inspector to oversee and provide maintenance to City-owned properties and facilities. The retirement of one inspector in 2018 and the part-time reassignment for building maintenance for another resulted in the hiring of a new entry level building inspector. Pro-active planning and training helps to maintain the levels of inspections, plan reviews, and rental certifications during our peak season.

### **Blight**

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

### **Rental**

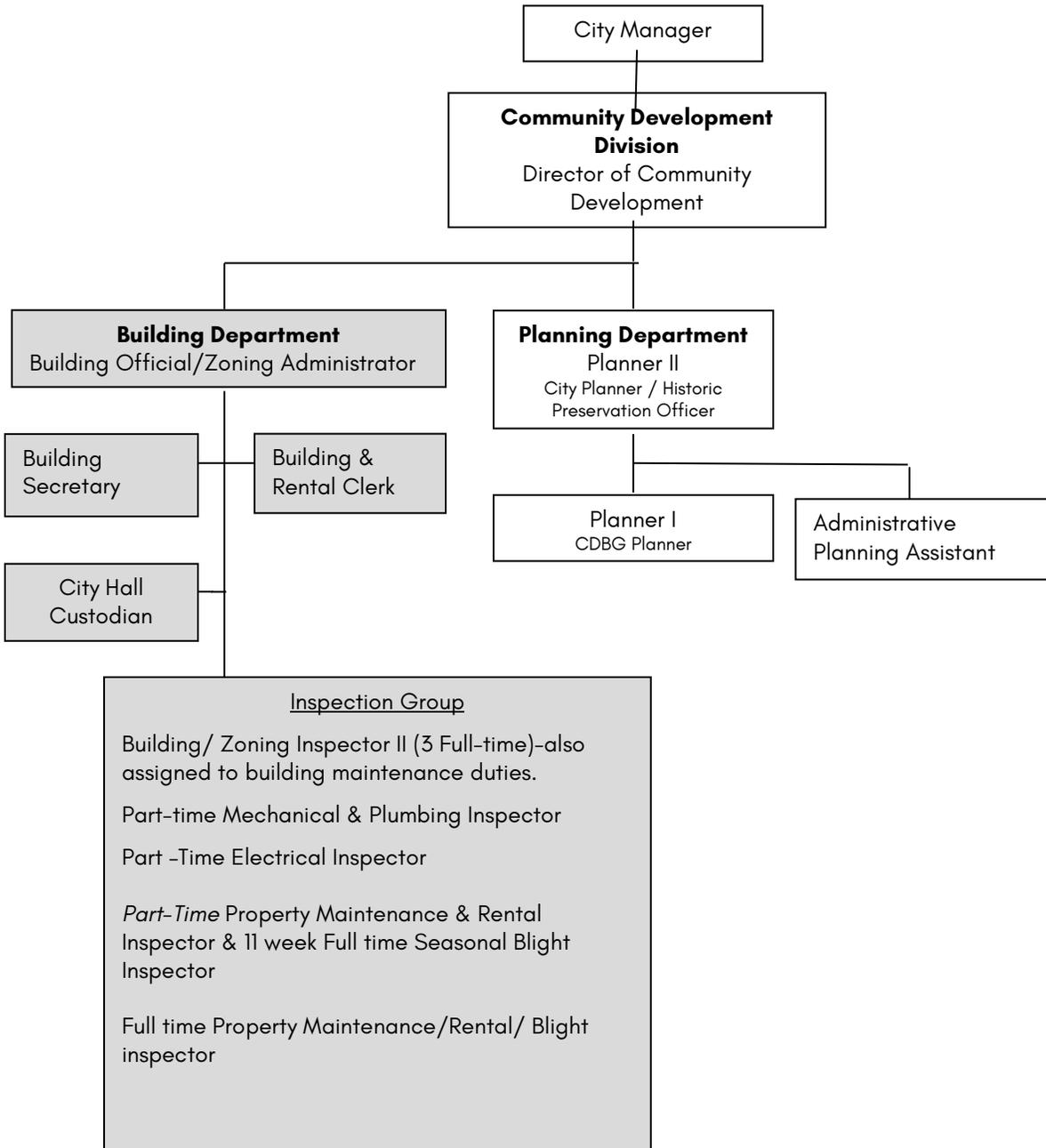
1. Continue to evaluate and review of the Rental Inspection Program process, forms and ordinance. Update forms to clarify the information needed for rental

certifications; establish consistent timelines for inspections, certification and notifications of violations. Create a process to track rental affidavits in the database for annual renewal, and to identify and certify unregistered rental properties.

## ORGANIZATIONAL CHART

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

### PROPOSED ORGANIZATIONAL MODEL FY 2019-20



**PERFORMANCE MEASURES**

<b>ITEM</b>	<b>15-16 Actual</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>	<b>19-20 Estimate</b>
Blight Complaints	150*	194*	*	*	200
Blight Inspections	1500**	2534**	4335	2407	2450
Zoning Complaints	230	64			50
Zoning Inspections	240	385	238	238	235
Zoning Permits	120	146	204	110	100
Special Use Permits	4	8	2	4	5
Zoning Board of Appeals	12	8	3	4	5

\*Action Line Records Only

\*\* Includes Tall Grass

**FUNDING LEVEL SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>City Hall</b>						
Personnel	\$ 90,541	\$ 90,537	\$ 101,436	\$ 147,135	\$ 151,989	\$ 155,591
Supplies	4,804	4,207	5,107	5,701	5,476	5,726
Other Operating	157,052	170,601	181,186	173,645	178,617	180,524
<b>City Hall Total</b>	<b>252,397</b>	<b>265,345</b>	<b>287,729</b>	<b>326,481</b>	<b>336,082</b>	<b>341,841</b>
<b>Zoning/Ordinance Enforcement</b>						
Personnel	\$ 122,465	\$ 142,942	\$ 139,873	\$ 134,360	\$ 140,851	\$ 146,890
Supplies	2,127	2,630	2,630	3,080	2,706	2,706
Other Operating	58,046	764,741	840,147	150,464	151,123	151,109
<b>Zoning/Ord. Enf. Total</b>	<b>182,638</b>	<b>910,313</b>	<b>982,650</b>	<b>287,904</b>	<b>294,680</b>	<b>300,705</b>
<b>Building Services Total</b>	<b>\$ 435,035</b>	<b>\$ 1,175,658</b>	<b>\$ 1,270,379</b>	<b>\$ 614,385</b>	<b>\$ 630,762</b>	<b>\$ 642,546</b>
<b>Expenditures as a % of the Total General Fund</b>	1.95%	5.08%	5.45%	2.96%	2.99%	3.01%

# COMMUNITY DEVELOPMENT DEPARTMENT

## Planning Department • Building Department

### Introduction – *The Community Development Department*

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

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

The Building Department's inspection and code enforcement functions are carried out by the Building Official two full-time building/trade inspectors, a full-time facilities coordinator / rental inspector, a full-time blight inspector, and four part-time positions that carry out plumbing and mechanical inspections, electrical inspections, plan review, and assist with blight and high grass. Additionally, the department has two administrative support positions.

### Planning Department

The Planning Department staff is composed of the Director of Community Development, who holds concurrent titles as City Planner and Historic Preservation Officer; a planning 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 planning consultants 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. The Director and CDBG Administrative Assistant coordinate administration of the City's Community Development Block Grant (CDBG) funds and projects. The department has a contractual agreement with Monroe County Opportunity Program to administer the CDBG FIX Program.

While responsibilities are often addressed individually by each position, respective of their areas of specialization, many of the Department's activities are also accomplished as joint projects capitalizing on individual strengths and areas of expertise, as well as promoting cross-training within the Department. The department also utilizes the services of consultants to supplement full-time staff where significant commitments of time are required for projects or specific areas of expertise are desired.

## **INITIATIVES AND OPPORTUNITIES FOR FY 2018- 2019**

### Zoning Ordinance Amendments and Updates

2018 saw the Planning Department undertake the first comprehensive update of the Zoning Code in a decade. As part of this process, the Historic Overlay District Ordinance was written and adopted in an effort to protect the City's historic resources during the Zoning Code re-write.

### Economic Development

With two positions within the City organization focused on economic development, as well as assistance from the Monroe Business Development Corporation (BDC), the City has enhanced its efforts at economic development shifting from a single department or person to a "team-oriented" approach. Based upon this model, the Community Development (Planning) Department 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 retaining 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 have become less attractive to potential developers and no longer represent the primary incentives available to communities. These changes require the Department and the City's economic development team to become more adept at identifying potential projects and promoting those that fit programs marketed under the auspices of agencies such as the MEDC.

### **Community Revitalization**

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

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

Based upon a recommendation from the Citizens Planning Commission, City Council approved the creation of two Neighborhood Enterprise Zones (NEZ's) in 2016. The zones offer incentives intended spur private reinvestment in the designated areas. The

department has been cautious on actively marketing the program given current staffing levels. The point-of-sale inspection, a key component required for NEZ programs, has also contributed to the challenges of 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 continues as part of the City's economic development team which assists business owners interested in using these incentives. To date, the City has completed 27 brownfield plans since the inception of the City's Brownfield Redevelopment Authority (BRA).

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

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

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

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

## **Affiliated Committees & Commissions**

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

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

training opportunities and programs for commissioners. The Department also coordinates and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for planning projects meeting ASPR criteria.

Downtown Development Authority (DDA) - Technical support and assistance are provided to the DDA by Community Development staff, as needed. The Department coordinated target market analyses for Monroe's residential and retail segments, which have proven extremely beneficial for potential developers and businesses and for the City's elected officials and staff in reviewing proposals. The residential study was funded in-part by a Michigan Economic Development Corporation (MEDC) grant and Community Development Block Grant funds, while the retail study was funded by the DDA.

Historic District Commission (HDC) - A City Council-appointed seven-member citizen board created by local ordinance and authorized by state enabling legislation. The mission of the HDC is to improve the quality of life for residents and visitors to the City of Monroe through preservation, education, protection and promotion of its historic resources.

The group reviews projects affecting locally designated historic properties by ensuring adherence to the City's Local Historic District Ordinance and the U.S. Secretary of the Interior's Standards for Rehabilitation, as well as duties prescribed by City Council.

Additionally, the HDC assists the Downtown Development Authority by reviewing Façade Grant Program applications and providing recommendations/determinations as to whether projects meet the Secretary of the Interior's Standards. The Commission ~~also~~ provides assistance and support to developers and businesses seeking state and federal tax credits. The Commission also encourages preservation activities throughout the community, and advocates on behalf of preserving the built environment.

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

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

Economic Development Review Committee (EDRC) - The Economic Development Review Committee (EDRC) is responsible for accepting, reviewing, and making recommendations to Monroe City Council 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.

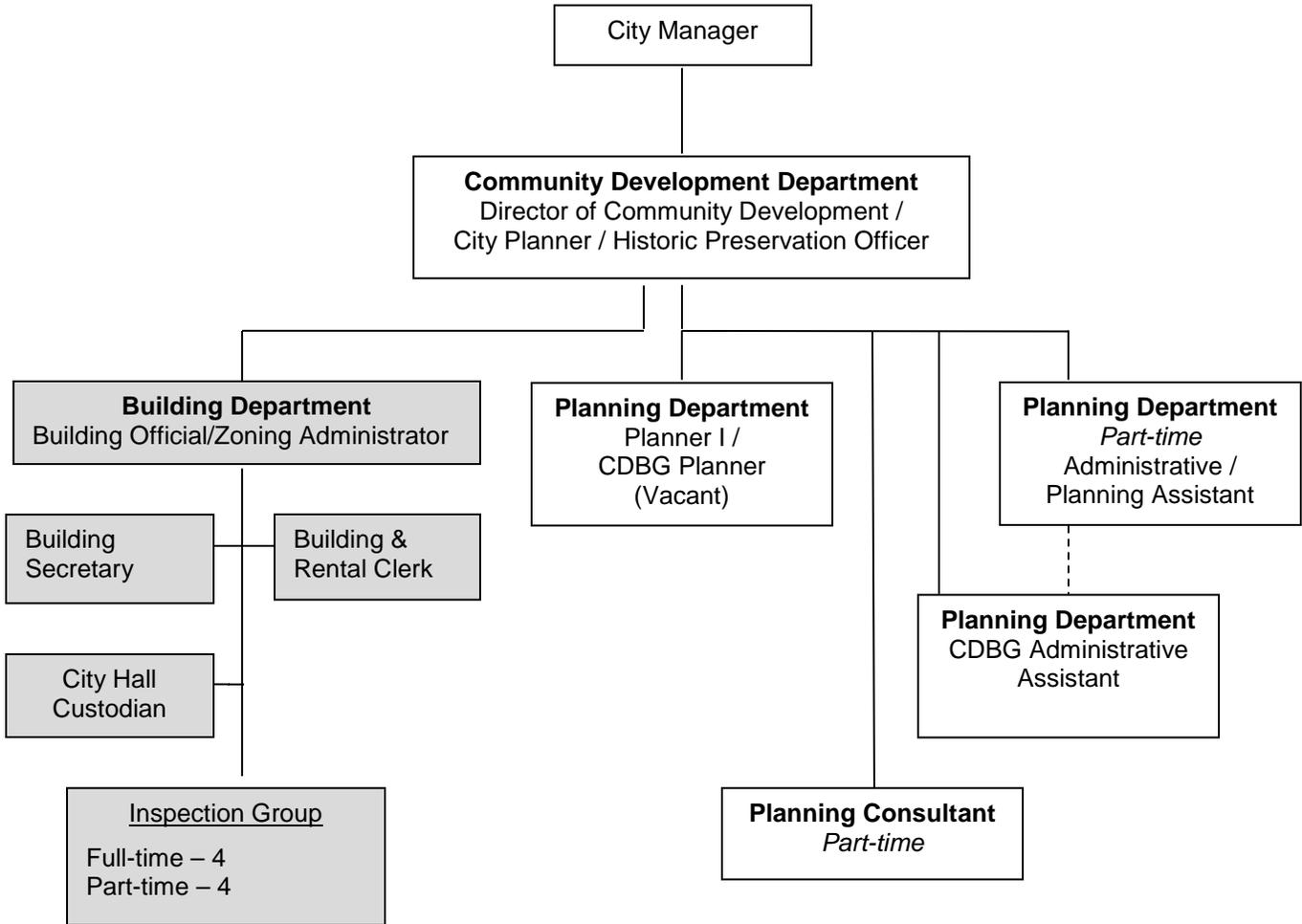
Capital Improvements Program (CIP) - The Department is responsible for compiling and coordinating the annual City of Monroe Capital Improvements Program (CIP) Budget and shepherding it through the approval process. Planning staff are members of the CIP Budget Team, which reviews proposals and makes recommendations for the capital budget and the five-year capital improvements program. The CIP budgeting process is shifting to an earlier starting date in late summer / early fall. The Charter requires adoption of the capital budget by the last day of February of each year.

Demographic and Economic Information - The Department provides past, current, and projected statistics about Monroe's geography, economy, employment, housing, and population. The Department coordinated the City's 2010 Census and Complete Count Committee efforts, and will be involved in the 2020 Census.

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 Planning, Building, Engineering & DPS, and Water & Wastewater Utilities departments, and a representative of the Citizens Planning Commission. The Director of Community Development chairs the committee with planning personnel or consultant providing staffing to the committee.

# ORGANIZATIONAL STRUCTURE

## PROPOSED ORGANIZATIONAL MODEL - FY 2019-2020



## PERFORMANCE MEASURES

ITEM	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Estimate	FY 19-20 Estimate
CPC Meetings	11	15	14	11	18
CPC Reviews	10	4	20	24	24
Minor / Sign	39	22	30	25	30
Admin Site Plan Review	16	15	20	19	25
Planning Projects/ Workshops	2	5	4	2	2
HDC Meetings	5	3	6	2	6
HDC Reviews	10 (Dwtn Façade Grants)	7	10	16	12
HDC Projects/ Workshops	2	0	3	2	2
Grants	3	2	2	0	2
IFT Applications	3	2	3	1	2
OPT Applications	2	3	4	2	2
Brownfield Plans	1	1	2	2	2
Other Incentives	2	2	3	0	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
	FY17-18	FY18-19	FY18-19	FY19-20	FY20-21	FY21-22
<b>Planning Commission</b>						
Personnel	\$ 1,163	\$ 2,584	\$ 538	\$ -	\$ -	\$ -
Supplies	\$ 139	\$ 275	\$ 275	\$ 250	\$ 250	\$ 250
Other Operating	1,468	3,100	3,600	3,600	3,615	3,630
<b>Planning Commission Total</b>	<b>2,770</b>	<b>5,959</b>	<b>4,413</b>	<b>3,850</b>	<b>3,865</b>	<b>3,880</b>
<b>Community Development</b>						
Personnel	\$ 132,960	\$ 158,164	\$ 156,875	\$ 147,928	\$ 157,050	\$ 163,879
Supplies	2,296	3,600	3,300	2,150	2,200	2,250
Other Operating	2,604,949	2,214,531	2,214,206	70,963	71,458	71,513
<b>Comm. Develop. Total</b>	<b>2,740,205</b>	<b>2,376,295</b>	<b>2,374,381</b>	<b>221,041</b>	<b>230,708</b>	<b>237,642</b>
<b>Historic District Commission</b>						
Other Operating	\$ 115	\$ 3,200	\$ 2,750	\$ 3,200	\$ 3,225	\$ 3,250
<b>Historic District Comm. Total</b>	<b>115</b>	<b>3,200</b>	<b>2,750</b>	<b>3,200</b>	<b>3,225</b>	<b>3,250</b>
<b>Department Total</b>	<b>\$ 2,743,090</b>	<b>\$ 2,385,454</b>	<b>\$ 2,381,544</b>	<b>\$ 228,091</b>	<b>\$ 237,798</b>	<b>\$ 244,772</b>
<b>Expenditures as a % of the</b>						
<b>Total General Fund</b>	12.27%	10.32%	10.22%	1.10%	1.13%	1.15%

**Office of Economic Development**  
**2019-2020 Budget Narrative**

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

**Objectives:**

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

**2018-19 Accomplishments**

- Collaborated with the Port of Monroe, Monroe County Business Development Corporation and the Detroit Regional Chamber to attract Shun Li Steel to commit to building a new manufacturing facility at the Port of Monroe. This represents a \$60.3 million investment commitment with at least 110 new jobs over the next three years.
- Secured a commitment from Gerdau to invest \$70 million in capital improvements to its Monroe Mill at the Port of Monroe. While this investment did not create new jobs, it did represent Gerdau's long-term commitment to continue its operations in our community.
- Continued the implementation of the Michigan Natural Resource Trust Fund project to bring the total properties acquired in the River Raisin Heritage Corridor to 31 spanning across approximately 65 acres. Nineteen properties have been demolished as of the completion of this report. This department was also instrumental in securing a \$206,000 grant through the National Park Trust and Carl's Foundation to assist in the local match required of the

MNRTF grant agreement.

- Successfully negotiated with ITC Corporation to relocate ITC's planned infrastructure improvements in a manner that compliments future redevelopment plans in the area of the River Raisin Heritage Corridor.
- Initiated discussions with the Michigan Department of Transportation to implement the recommendations of the I-75 Interchange Modification study completed in 2018.
- Negotiated a new long-term lease and commenced the implementation of the space analysis completed for the repurposing of the former Multi-Sports Complex to the new education and visitor center for the River Raisin National Battlefield Park.
- Completed the draft Cooperative Land Management Plan for four primary units of the River Raisin National Battlefield Park through the National Park Service's American Battlefield Protection Program (ABPP) grant the City received in 2014.
- Worked with City Council to establish the River Raisin Heritage Corridor Advisory Commission to advise the Citizen's Planning Commission and City Council on implementation of the River Raisin Heritage Corridor Master Plan.
- Successfully secured a \$471,070 grant through the Federal Emergency Management Agency's (FEMA) Predisaster Mitigation program to acquire certain properties that are within the floodplain and fall within the River Raisin Heritage Corridor project area.
- Achieved the federal designation of two Opportunity Zones in the City of Monroe. This is a new tool in the economic development toolbox to attract new long-term development in two of the City's economically challenged census tracts.
- Expanded the Student Advisory Council in partnership with Monroe Public Schools to include St. Mary's Catholic Central and Monroe Catholic Elementary Schools. In partnership with the Monroe County Opportunity Program, three grants totaling \$2,500 were secured to assist the Advisory Council in its efforts to improve the City.
- Secured funding to develop a Telegraph Road Corridor Improvement Plan through SEMCOG. The department collaborated with the Monroe County Business Development Corporation to convene a multi-jurisdiction task force to develop a plan to improve the busiest commercial corridor in Monroe County.
- Completed a subarea plan for the redevelopment of the former La-Z-Boy headquarters property on North Telegraph Road.
- Worked with the board of the Arthur Lesow Community Center and the Monroe County Convention and Tourism Bureau to navigate through organizational challenges and leadership transitions.

- Developed a Closed Point of Dispensing policy in partnership with the Monroe County Health Department to ensure City employees and their families are cared for in the event of a natural disaster or terrorist attack.

### 2018-19 Department Goals

- Continue the implementation of grants secured and explore additional state and federal grant funding opportunities.
- Implement the recommendations of the Telegraph Road Corridor Improvement Plan, including the establishment of a Telegraph Road Corridor Improvement Authority.
- Continue negotiations with MDOT to implement recommendations of the I-75 Interchange Modification Study.
- Implement the recommendations and marketing plan developed as part of the subarea plan created for the former La-Z-Boy headquarters site.
- Establish and execute strategies to redevelop key heritage sites in the City, including the former La-Z-Boy Headquarters, current central fire station, St. Mary's Center, former MAECO site and Hy Property.
- Continue to collaborate with our regional partners to attract trade and commerce and position our region, and specifically the Port of Monroe, to benefit from expanded commerce anticipated as a result of construction of the new Gordie Howe Bridge.
- Develop a formal economic development plan and strategy for the area of the city located along the I-75 corridor.

<b>FUNDING LEVEL SUMMARY</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>City Manager's Office</b>						
Personnel	\$ -	\$ 190,395	\$ 194,492	\$ 204,884	\$ 208,909	\$ 213,104
Supplies	-	1,425	1,425	1,525	1,525	1,525
Other Operating	-	14,809	14,809	20,781	21,420	21,509
<b>Total</b>	<b>\$ -</b>	<b>\$ 206,629</b>	<b>\$ 210,726</b>	<b>\$ 227,190</b>	<b>\$ 231,854</b>	<b>\$ 236,138</b>
<b>Expenditures as a % of</b>						
<b>the General Fund</b>	0.00%	0.89%	0.90%	1.10%	1.10%	1.11%

# 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 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 sports and programs for youth and adults include: Adult Softball, Indoor Adult Volleyball, Adult Sand Volleyball, Free Drop in Pickleball, Adult Sand Volleyball, Adult Soccer, AKC Canine Classes, Youth Tee Ball, Softball, Baseball, Track and Field, Summer Playground Program (Tot Lot), Free Guided Bike Tours of the River Raisin Heritage Trail, individual skill classes, Concerts in the Park, Court Dances, Nature programs including birding fishing, and Community Garden Plots. Free exercise in the park, including Yoga, Tai Chi, and Yoga for Kids, has allowed participants to join in a free community venue for health and fitness. Volunteer Instructors are encouraged to bring their knowledge, enthusiasm, and equipment to allow participants to try out new recreational activities for free. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are held in cooperation with Monroe Public Schools. The Monroe County Library System has partnered to offer Family Story Time in the Park. Discount ticket programs through Michigan Recreation and Parks Association include the Detroit Zoo. Since 2008, the Recreation Department has offered approximately 50 new programs to include nature programming, more programs for seniors, additional team sports, and a greater variety of interests and hobbies to serve better a variety of interests.

With the growing senior population, a walkable city like Monroe can become an even greater central location to provide recreational and social opportunities for its residents. "Healthy Aging" is no longer only a concept but is quickly becoming a necessary way of life. As insurance rates skyrocket, individuals are once again turning to healthy aging habits to increase their quality of life in the areas of prevention, personal development, and recreation. Physical, social, and intellectual recreational opportunities are an integral step toward meeting these goals. Educating residents by providing opportunities to reach these goals is vital to achieving wellness for our community.

**Parks Maintenance:** The City of Monroe has approximately 300 acres of parks and recreation land along with the River Raisin Heritage Trail, which is a non-motorized trail system. Park staff

is responsible to maintain all parks and park amenities. The Parks maintenance crew merged back into the Recreation Department in summer, 2015 and is responsible to ensure that all City parks are safe, clean, and up to date.

The parks maintenance staff consists of two full time workers; one Parks Maintenance Supervisor and one Maintenance Worker. Several seasonal parks maintenance staff assist spring through fall. The Park Maintenance Supervisor oversees personnel to accomplish park maintenance, grooming and maintaining athletic fields and courts, cleaning park restrooms and shelters, preparing an annual schedule of maintenance and special projects, contributing input for capital improvement projects, and providing support for City sponsored special events held in the parks. Facilities include athletic fields, picnic shelters, skate parks, permanent and temporary restrooms, a community band shell, basketball courts, boat launch facilities, walking/bike path, tennis courts, 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 Parks and Recreation Advisory Commission (PRAC) appointed by the Mayor and City Council. The PRAC works with Recreation Department staff to create recommendations for review by the City Manager and to the Mayor and Council regarding the provision of parks and recreation needs and services. The Parks and Recreation Advisory Commission played an integral role in updating the 2019 Parks and Recreation Master Plan. This plan will serve as a guideline for the PRAC in updating parks and services for the next five years.

### **Parks and Recreation Master Plan 2019-2023**

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

### **Goal 1. Park Maintenance and Improvement**

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

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

- 1.1 Continue to offer high quality recreation programming and services for residents;
- 1.2 Ensure park facilities and equipment are well-maintained, clean, and safe to use;
- 1.3 Upgrade or repair aging play equipment, paved surfaces, park structures, and furnishings as needed;
- 1.4 Ensure that all parks meet accessibility standards;

- 1.5 Maintain, preserve, and enhance the City’s neighborhood parks as the focal point of the neighborhoods;
- 1.6 Implement the park master plans envisioned for the larger City parks; and
- 1.7 Recommend an annual capital improvement budget and maintenance program for the City’s budgeting process.

**Goal 2. River Raisin Corridor – Land & Water Recreation**

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

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

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

**Goal 3. Heritage, Arts and Culture**

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

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

- 3.1 Continue to work with the Monroe County Historical Society, National Park Foundation, and adjacent Townships to implement the River Raisin Heritage Corridor-East Master Plan projects and coordinate unified park facilities and recreation programs;

- 3.2 Explore program opportunities to partner with interest groups to provide public art and interpretation of historic events within City parks;
- 3.3 Establish a “Veteran’s Honor Trail” that links Heck Park, Soldiers and Sailors Park, Veteran’s Park, Memorial Place, and the National Battlefield Park as a commemorative trail with educational interpretive stations; and
- 3.4 Partner with the River Raisin National Battlefield Park and the Monroe County Historical Society to design and install a cultural asset wayfinding system.

#### **Goal 4. Pedestrian and Bicycle Network**

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

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

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

#### **Goal 5. Stewardship**

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

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

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

## Michigan Municipal League's Hierarchy of Municipal Needs



*The League's Hierarchy of Municipal Needs*

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

### **MONROE PUBLIC SCHOOLS**

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

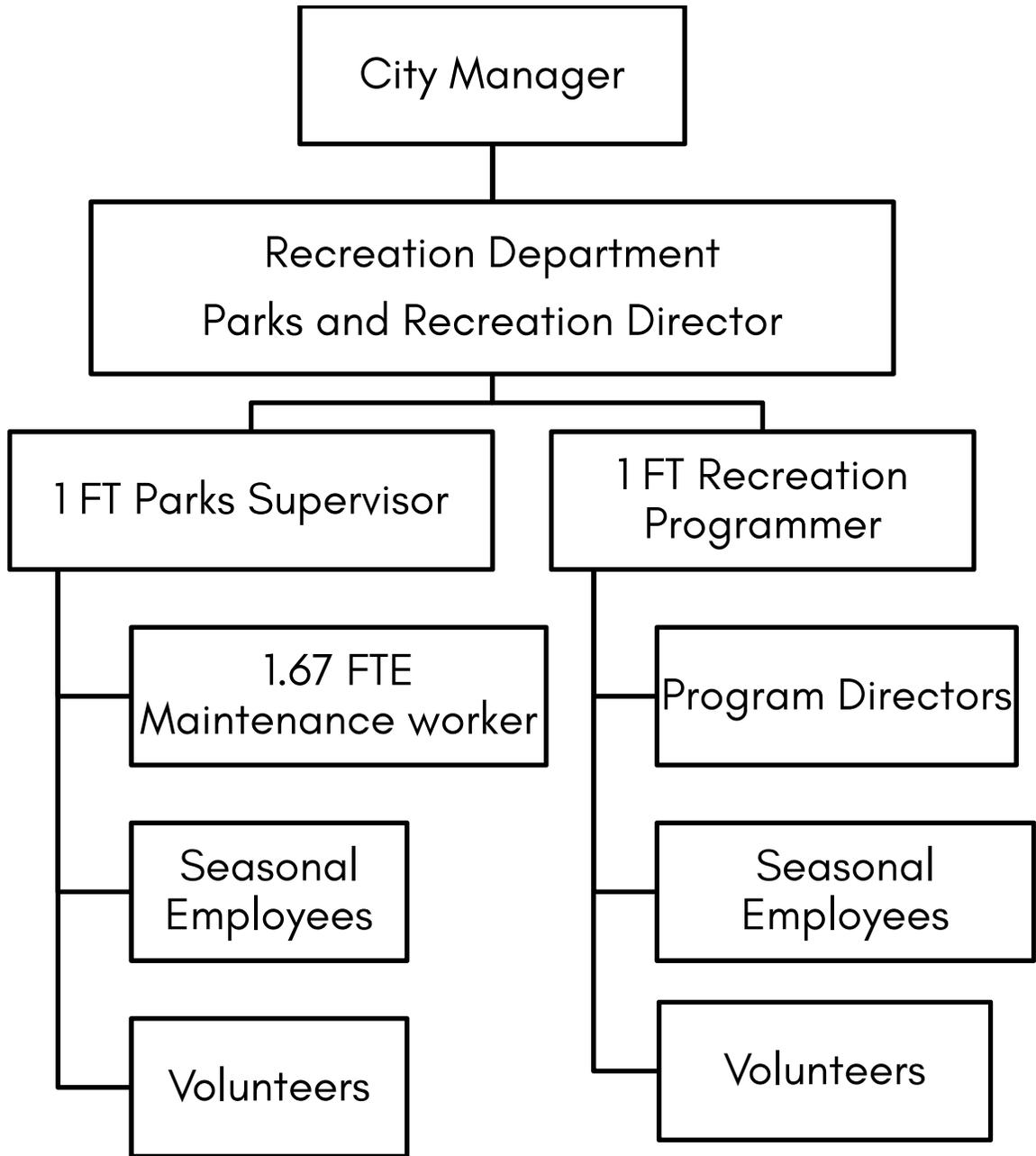
## Stewardship Monroe

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

### FUNDING LEVEL SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>General Administration</b>						
Personnel	\$ 182,135	\$ 196,627	\$ 198,383	\$ 215,240	\$ 221,796	\$ 226,127
Other Operating	43,478	42,654	42,654	31,826	32,802	32,455
Supplies	2,698	2,800	2,700	2,300	2,250	2,250
<b>Total General Admin.</b>	<b>\$ 228,311</b>	<b>\$ 242,081</b>	<b>\$ 243,737</b>	<b>\$ 249,366</b>	<b>\$ 256,848</b>	<b>\$ 260,832</b>
<b>Parks Maintenance</b>						
Personnel	\$ 319,421	\$ 376,256	\$ 374,305	\$ 403,778	\$ 410,365	\$ 417,221
Other Operating	227,016	234,793	238,311	244,521	248,997	250,284
Supplies	31,988	31,500	31,500	33,498	33,498	33,498
<b>Total Parks Maintenance</b>	<b>\$ 578,425</b>	<b>\$ 642,549</b>	<b>\$ 644,116</b>	<b>\$ 681,797</b>	<b>\$ 692,860</b>	<b>\$ 701,003</b>
<b>Multi-Sports Complex</b>						
Personnel	\$ 1,580	\$ 7,896	\$ 4,666	\$ 8,147	\$ 8,143	\$ 8,142
Other Operating	542,403	531,908	531,908	498,724	502,533	503,699
Supplies	6,034	1,000	1,000	1,000	1,000	1,000
<b>Total Multi-Sprts Cmplx</b>	<b>\$ 550,017</b>	<b>\$ 540,804</b>	<b>\$ 537,574</b>	<b>\$ 507,871</b>	<b>\$ 511,676</b>	<b>\$ 512,841</b>
<b>Recreation Programs</b>						
Personnel	\$ 52,043	\$ 60,002	\$ 60,002	\$ 60,646	\$ 60,675	\$ 60,704
Other Operating	18,210	24,400	24,000	24,000	24,000	24,000
Supplies	23,747	19,000	19,000	19,000	19,000	19,000
<b>Total Rec. Programs</b>	<b>\$ 94,000</b>	<b>\$ 103,402</b>	<b>\$ 103,002</b>	<b>\$ 103,646</b>	<b>\$ 103,675</b>	<b>\$ 103,704</b>
<b>Recreation Dept. Total</b>	<b>\$ 1,450,753</b>	<b>\$ 1,528,836</b>	<b>\$ 1,528,429</b>	<b>\$ 1,542,680</b>	<b>\$ 1,565,059</b>	<b>\$ 1,578,380</b>
<b>Expenditures as a % of the Total General Fund</b>	6.49%	6.61%	6.56%	7.44%	7.41%	7.39%

# Organizational Chart



<b>Program</b>	2016 Residents	2016 Non-Residents	2016 Total	2017 Residents	2017 Non-Residents	2017 Total	2018 Residents	2018 Non-Residents	2018 Total	Projected 2019	Projected 2020	Projected 2021
Local Tournaments										2	2	2
Number of Adult Summer Softball Teams			66			58			62	62	62	62
Summer Adult Softball Individual Participants	246	871	1,117	167	778	945	196	844	1,040	1,040	1,040	1,040
Number of Fall Adult Softball Teams			29			19			12	12	12	12
Fall Adult Softball Individual Participants	102	329	431	68	207	275	51	137	188	188	188	188
Number of Adult Indoor Volleyball Teams			7			7			8	8	8	8
Adult Volleyball Individual Participants	18	53	71	20	85	105	26	57	83	83	83	83
Summer Youth Ball	259	209	468	226	221	447	230	181	411	425	425	425
Daddy Daughter Dance			413	166	261	427	170	261	431	455	485	485
Garden Plots	14	7	21	12	8	20	12	9	21	23	23	23
Mother Son Bowling			96	29	59	88	28	73	101	104	104	104
Family Story Time w/ Monroe County Library			62			30			40	40	40	40
Adult Sand Volleyball teams			11			9			7	8	8	8
Adult Sand Volleyball	27	60	87	19	56	75	15	54	69	69	69	69
Tennis			0	5	6	11						
Track	13	6	19	4	7	11	10	9	19	20	20	20
Park Rentals	62	28	90	58	31	89	54	26	80	80	80	80
Tot Lot			1,842			2,649			2,251	2,251	2,251	2,251
Walk Monroe	1	24	25									
Concerts in the Park			13,538			18,912			18,512	19,000	19,000	19,000
Historic Monroe			176			77	59	101	160	160	160	160
Adult Yoga			313			389	222	363	585	585	585	585
Kids Free Yoga			34		13	13	14	15	29	30	30	30
Free Fishing Derby	4	3	7	7	2	9						
Bus Travel Trips		2	2									
AKC Canine Classes			0	6	16	22	7	9	16	16	16	16

<b>Program</b>	2016 Residents	2016 Non-Residents	2016 Total	2017 Residents	2017 Non-Residents	2017 Total	2018 Residents	2018 Non-Residents	2018 Total	Projected 2019	Projected 2020	Projected 2021
Guided Bike Tours										5	5	5
Pickleball			221	84	152	236	93	164	257	25	30	35
Aerobic Exercise in the Park			117	34	35	69	13	98	111	111	111	111
Tai Chi in the Park			49	21	26	47				50	50	50
Birding Groups	4	21	25							25	25	25
Court Dance			960			766			571	700	700	700
Tiny Tikes Triathlon	7	4	11									
Art in the Park	7	2	9									
Girls Indoor Volleyball Camp	5	6	11									
Adult Flag Football teams						3						
Adult Flag Football				5	27	32						
Adult Soccer Spring teams						4			6	6	6	6
Adult Soccer Spring				10	38	48	14	60	74	75	75	75
Adult Soccer Summer teams						5			5	6	6	6
Adult Soccer Summer				15	41	56	13	36	49	60	60	60
Adult Soccer Fall teams						5			5	5	5	5
Adult Soccer Fall				14	48	62	8	43	51	51	51	51
Totals			20,125			26,020			25,238	25,770	25,800	25,800

## NON - DEPARTMENTAL

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

<b>NON - DEPARTMENTAL</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Property Taxes</b>	\$ 5,009	\$ 1,485	\$ 3,500	\$ 2,000	\$ 2,000	\$ 2,000
<b>Special Assessments</b>	131,007	130,000	127,369	123,400	119,400	115,400
<b>Interest - Interfund Loans</b>	7,154	7,154	7,154	-	-	-
<b>Tax Sharing Agreement</b>	6,022	6,142	6,161	6,315	6,473	6,635
<b>Refunds - BOR Settlements</b>	12,418	23,515	15,000	15,000	10,000	10,000
<b>Grant-Lesow Comm. Center</b>	145,000	156,000	156,000	156,000	156,000	156,000
<b>Franchise Fee Transfer-MPACT</b>	159,234	158,000	164,500	164,500	164,500	164,500
<b>Library Appropriation</b>	57,500	57,500	57,500	65,000	65,000	65,000
<b>Contingencies</b>	-	1,599,750	1,599,750	1,600,000	1,600,000	1,600,000
<b>Debt Administration</b>	1,672,439	1,672,192	1,672,118	1,797,907	1,801,304	1,801,269
<b>Operating Transfers</b>	2,159,395	861,643	935,792	482,545	476,478	509,163
<b>Non-Departmental Total</b>	<b>\$ 4,355,178</b>	<b>\$ 4,673,381</b>	<b>\$ 4,744,844</b>	<b>\$ 4,412,667</b>	<b>\$ 4,401,155</b>	<b>\$ 4,429,967</b>
<b>Expenditures as a % of the</b>						
<b>Total General Fund</b>	19.48%	20.21%	20.37%	21.28%	20.83%	20.74%



**SPECIAL REVENUE FUNDS**

## **MAJOR STREET FUND**

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

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

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

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

The revenues generated from the gas and weight tax are collected by the State of Michigan and are shared with Counties, Cities, and Villages based on a state-wide formula of miles of streets and community population. Starting with the 2017 fiscal year, changes in state legislation resulted in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons was financed in part by bonding against the increases in funding. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and the City's State Trunkline maintenance contract. Lastly, since 2003 the City has been receiving an annual share of Federal roadway funds for use in resurfacing or reconstruction of arterial and collector roadways. These funds are expected to be approximately \$235,000 for fiscal year 19-20, and they funnel through the Major Street fund as well. In 2018, these funds were intended to 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. However, due to poor unit pricing, this project was rebid and will be constructed in spring 2019 instead. Also in 2019, the City will utilize its 2019 funds along with \$240,000 in "advance construct" funds from 2020 to resurface West Front Street from US-24 to Harrison Street, along with the replacement of most curbs and drive approaches.

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 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 FY 2019-20 CAPITAL PROJECTS**

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

**MAJOR STREET FUND  
FUND BALANCE TREND**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 16,617	\$ 13,000	\$ 26,581	\$ 27,000	\$ 27,000	\$ 27,000
Public Works	1,520,454	1,477,553	1,600,000	1,728,000	1,866,240	1,903,565
Program Services Revenue						
Public Works	38,491	37,800	37,800	37,800	37,800	37,800
Operating Grants						
Public Works	107,426	-	176,444	-	-	-
Capital Grants						
Public Works	549,999	590,000	597,500	475,000	-	245,000
<b>Total Revenue</b>	<b>2,232,987</b>	<b>2,118,353</b>	<b>2,438,325</b>	<b>2,267,800</b>	<b>1,931,040</b>	<b>2,213,365</b>
<b>Total Expenditures</b>	<b>2,998,948</b>	<b>2,486,030</b>	<b>2,465,038</b>	<b>2,809,272</b>	<b>2,045,135</b>	<b>2,053,014</b>
Excess (Deficiency) of Revenues over Expenditures	(765,961)	(367,677)	(26,713)	(541,472)	(114,095)	160,351
<b>Beginning Fund Balance</b>	<b>1,782,366</b>	<b>1,016,405</b>	<b>1,016,405</b>	<b>989,692</b>	<b>448,220</b>	<b>334,125</b>
<b>Ending Fund Balance</b>	<b>\$ 1,016,405</b>	<b>\$ 648,728</b>	<b>\$ 989,692</b>	<b>\$ 448,220</b>	<b>\$ 334,125</b>	<b>\$ 494,476</b>

**MAJOR STREET FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Major Street Operations</b>						
Construction	\$ 2,027,409	\$ 1,597,448	\$ 1,638,518	\$ 1,908,500	\$ 1,069,500	\$ 1,069,500
Surface Maintenance	50,116	140,000	117,000	141,000	141,000	141,000
Guard Rails & Posts	172	800	800	800	800	800
Drain Structures	59,044	54,000	29,500	54,500	54,500	54,500
Grass & Weed Control	1,784	7,500	3,000	3,000	3,000	3,000
Bridge Maintenance	-	10,000	12,350	5,000	10,000	10,000
RR Crossing Maintenance	15,622	16,500	16,500	17,000	17,500	18,000
Sign Maintenance	23,803	20,000	22,000	22,000	22,000	22,000
Signal Maintenance	24,856	27,500	32,500	31,000	31,500	32,000
Pavement Marking	-	87,000	70,000	50,000	50,000	50,000
Winter Maintenance	136,064	118,000	120,000	118,000	118,000	118,000
Administration	3,000	3,000	316	-	-	-
Transfers Out	526,745	270,500	268,800	224,640	242,611	247,463
<b>Major St Operations Total</b>	<b>2,868,615</b>	<b>2,352,248</b>	<b>2,331,284</b>	<b>2,575,440</b>	<b>1,760,411</b>	<b>1,766,263</b>
<b>M-125</b>						
Surface Maintenance	1,317	2,800	2,800	2,800	2,800	2,800
Sweeping	3,930	3,100	3,100	3,100	3,100	3,100
Forestry	440	4,000	4,000	4,000	4,000	4,000
Drain Structures	-	1,800	1,800	1,800	1,800	1,800
Sign Maintenance	263	400	400	400	400	400
Signal Maintenance	173	-	-	-	-	-
Winter Maintenance	26,066	23,000	23,000	23,000	23,000	23,000
<b>M-125 Total</b>	<b>32,189</b>	<b>35,100</b>	<b>35,100</b>	<b>35,100</b>	<b>35,100</b>	<b>35,100</b>
<b>M-50</b>						
Surface Maintenance	-	700	700	700	700	700
Sweeping	862	1,000	1,000	1,000	1,000	1,000
Forestry	26	1,000	1,000	1,000	1,000	1,000
<b>M-50 Total</b>	<b>888</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
<b>DEBT ADMINISTRATION</b>						
Principal and Interest	<b>97,256</b>	<b>95,982</b>	<b>95,954</b>	<b>196,032</b>	<b>246,924</b>	<b>248,951</b>
<b>Major Street Fund Total</b>	<b>\$ 2,998,948</b>	<b>\$ 2,486,030</b>	<b>\$ 2,465,038</b>	<b>\$ 2,809,272</b>	<b>\$ 2,045,135</b>	<b>\$ 2,053,014</b>

## LOCAL STREET FUND

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

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

The revenues generated from the gas and weight tax are collected by the State of Michigan and are shared with Counties, Cities, and Villages based on a state-wide formula of miles of streets and community population. Starting with the 2017 fiscal year, changes in state legislation resulted in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons was financed in part by bonding against the increases in funding. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and a portion of the Major Street Fund Act 51 revenue as provided for by State law.

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

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

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

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

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

**LOCAL STREET FUND FY 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

Note: Maple, Parkwood, and Scottwood projects are scheduled for completion in spring 2019, these were delayed due to contractor schedules and weather.

**LOCAL STREET FUND FY 2019-20 CAPITAL PROJECTS**

Hollywood Drive Resurfacing - Elm to north of Maywood

Jefferson Court Resurfacing - Western to Huron

## LOCAL STREET FUND FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 6,275	\$ 4,500	\$ 15,651	\$ 15,500	\$ 16,000	\$ 16,000
Public Works	660,771	763,018	797,800	796,640	860,611	877,463
Operating Grants						
Public Works	35,809	-	68,617	-	-	-
Capital Grants						
Public Works	375,000	2,440,000	840,000	875,000	500,000	500,000
<b>Total Revenue</b>	<b>1,077,855</b>	<b>3,207,518</b>	<b>1,722,068</b>	<b>1,687,140</b>	<b>1,376,611</b>	<b>1,393,463</b>
<b>Total Expenditures</b>	810,977	3,787,706	1,649,322	2,392,989	1,375,013	1,377,006
Excess (Deficiency of Revenues) over Expenditures	266,878	(580,188)	72,746	(705,849)	1,598	16,457
<b>Beginning Fund Balance</b>	510,604	777,486	777,486	850,232	144,383	145,981
<b>Ending Fund Balance</b>	<b>\$ 777,482</b>	<b>\$ 197,298</b>	<b>\$ 850,232</b>	<b>\$ 144,383</b>	<b>\$ 145,981</b>	<b>\$ 162,438</b>

**LOCAL STREET FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Local Street Operations</b>						
Construction	\$ 370,133	\$ 3,344,988	\$ 1,186,999	\$ 1,836,700	\$ 768,700	\$ 768,700
Surface Maintenance	40,132	104,000	111,000	104,000	104,000	104,000
Guard Rails & Posts	21,498	1,400	3,500	1,700	1,700	1,700
Drain Structures	99,542	81,500	84,000	81,500	81,500	81,500
Grass & Weed Control	18,160	13,000	9,000	10,000	10,000	10,000
Railroad Crossing Maintenance	992	1,100	1,000	1,000	1,000	1,000
Sign Maintenance	47,480	29,000	57,000	46,000	46,000	46,000
Signal Maintenance	1,129	1,400	1,400	1,400	1,400	1,400
Pavement Marking	-	-	-	2,000	2,000	2,000
Winter Maintenance	115,314	116,000	101,000	116,000	116,000	116,000
Administrative & Engineering	1,000	1,000	105	-	-	-
Debt Administration	95,597	94,318	94,318	192,689	242,713	244,706
<b>Local Street Fund Total</b>	<b>\$ 810,977</b>	<b>\$ 3,787,706</b>	<b>\$ 1,649,322</b>	<b>\$ 2,392,989</b>	<b>\$ 1,375,013</b>	<b>\$ 1,377,006</b>

## REFUSE FUND

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

A refuse millage, specifically authorized by Michigan Public Act 298 of 1917, is the primary source of funding for the Refuse Fund. The millage rate is set at 1.655 mills for fiscal year 2019-20. 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 current contract runs through June 30, 2023 and is adjusted annually based on the Consumer Price Index, capped at a maximum of 3 percent and minimum of 0 percent.

This fund has no employees, but labor costs of the Department of Public Services for street sweeping are charged to this fund, usually for a period of approximately nine months during each year. In addition, residents are furnished, free of charge, biodegradable paper yard waste bags, which are distributed to residents in October and November as supplies last. These have proven to be a popular item among residents, and free distribution likely helps to limit the amount of leaves that remain in or eventually blow into the street area, which then must be collected by the City's street sweepers. Consideration is being given to the review of other options for leaf collection in the purchase of replacement trucks that are capable of accepting vacuum attachments should the City decide to take on a larger role with its own forces in the future. Staff began in the 2017 season to shift staff resources to some degree from bi-weekly street sweeping to a less frequent schedule to devote a full time vector truck crew. This will slightly increase labor charges to the Refuse Fund but is expected over the long term to result in increased benefit to the street and storm sewer systems at large.

**REFUSE FUND  
FUND BALANCE TREND**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 1,671,602	\$ 1,646,749	\$ 1,662,684	\$ 1,726,982	\$ 1,760,897	\$ 1,795,491
Program Service Revenue:						
Public Works	4,219	4,100	500	500	500	500
<b>Total Revenue</b>	<b>1,675,821</b>	<b>1,650,849</b>	<b>1,663,184</b>	<b>1,727,482</b>	<b>1,761,397</b>	<b>1,795,991</b>
<b>Total Expenditures</b>	<b>1,516,327</b>	<b>1,716,783</b>	<b>1,698,934</b>	<b>1,818,499</b>	<b>1,823,331</b>	<b>1,854,363</b>
Excess (Deficiency of Revenues) over Expenditures	159,494	(65,934)	(35,750)	(91,017)	(61,934)	(58,372)
<b>Beginning Fund Balance</b>	<b>182,035</b>	<b>341,529</b>	<b>341,529</b>	<b>305,779</b>	<b>214,762</b>	<b>152,828</b>
<b>Ending Fund Balance</b>	<b>\$ 341,529</b>	<b>\$ 275,595</b>	<b>\$ 305,779</b>	<b>\$ 214,762</b>	<b>\$ 152,828</b>	<b>\$ 94,456</b>

**REFUSE FUND  
EXPENDITURE SUMMARY**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Department of Public Service</b>						
<b>Street Sweeping</b>						
Other Operating	\$ 227,559	\$ 254,000	\$ 240,000	\$ 242,000	\$ 244,000	\$ 246,000
<b>Street Sweeping Total</b>	<b>227,559</b>	<b>254,000</b>	<b>240,000</b>	<b>242,000</b>	<b>244,000</b>	<b>246,000</b>
<b>Drain Structures</b>						
Other Operating	72,315	139,000	65,000	121,000	121,000	121,000
<b>Drain Structures Total</b>	<b>72,315</b>	<b>139,000</b>	<b>65,000</b>	<b>121,000</b>	<b>121,000</b>	<b>121,000</b>
<b>Administration &amp; General</b>						
Other Operating	64,995	69,283	69,283	76,499	77,731	79,163
<b>Admin &amp; General Total</b>	<b>64,995</b>	<b>69,283</b>	<b>69,283</b>	<b>76,499</b>	<b>77,731</b>	<b>79,163</b>
<b>Rubbish Pick-Up</b>						
Other Operating	1,117,181	1,195,000	1,270,000	1,320,000	1,321,000	1,348,000
<b>Rubbish Pick-Up Total</b>	<b>1,117,181</b>	<b>1,195,000</b>	<b>1,270,000</b>	<b>1,320,000</b>	<b>1,321,000</b>	<b>1,348,000</b>
<b>Leaf Collection</b>						
Other Operating	32,980	36,436	31,587	33,000	33,600	34,200
<b>Leaf Collection Total</b>	<b>32,980</b>	<b>36,436</b>	<b>31,587</b>	<b>33,000</b>	<b>33,600</b>	<b>34,200</b>
<b>Clerk/Treasurer</b>						
Other Operating	1,297	1,000	1,000	1,000	1,000	1,000
<b>Clerk/Treasurer Total</b>	<b>1,297</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Contingencies</b>						
Other Operating	0	22,064	22,064	25,000	25,000	25,000
<b>Contingencies Total</b>	<b>-</b>	<b>22,064</b>	<b>22,064</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Refuse Fund Total</b>	<b>\$ 1,516,327</b>	<b>\$ 1,716,783</b>	<b>\$ 1,698,934</b>	<b>\$ 1,818,499</b>	<b>\$ 1,823,331</b>	<b>\$ 1,854,363</b>

## **PARKING FUND**

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

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

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

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

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

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

**PARKING FUND  
FUND BALANCE TREND**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 1,817	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Program Services Revenue:						
Public Safety	169,074	190,000	162,000	175,000	175,000	175,000
<b>Total Revenue</b>	<b>170,891</b>	<b>192,000</b>	<b>165,000</b>	<b>178,000</b>	<b>178,000</b>	<b>178,000</b>
<b>Total Expenditures</b>	<b>174,059</b>	<b>180,425</b>	<b>170,858</b>	<b>194,013</b>	<b>198,370</b>	<b>202,405</b>
Excess (Deficiency of Revenues) over Expenditures	(3,168)	11,575	(5,858)	(16,013)	(20,370)	(24,405)
<b>Beginning Fund Balance</b>	125,439	122,271	122,271	116,413	100,400	80,030
<b>Ending Fund Balance</b>	<b>\$ 122,271</b>	<b>\$ 133,846</b>	<b>\$ 116,413</b>	<b>\$ 100,400</b>	<b>\$ 80,030</b>	<b>\$ 55,625</b>

<b>PARKING FUND</b>						
<b>EXPENDITURE SUMMARY</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Clerk/Treasurer</b>						
<b>Parking Fee/Fine Collections</b>						
Other Operating	\$ 13,116	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Police Department</b>						
<b>Parking Enforcement</b>						
Personnel	\$ 79,385	\$ 100,920	\$ 100,920	\$ 115,489	\$ 119,084	\$ 122,806
Supplies	3,425	5,300	5,300	5,600	5,850	5,850
Other Operating	2,315	3,021	3,021	4,008	4,217	4,231
Capital Outlay	3,556	4,500	4,500	4,500	4,500	4,500
<b>Parking Enfrcmnt. Total</b>	<b>\$ 88,681</b>	<b>\$ 113,741</b>	<b>\$ 113,741</b>	<b>\$ 129,597</b>	<b>\$ 133,651</b>	<b>\$ 137,387</b>
<b>Department of Public Service</b>						
<b>Parking Maintenance</b>						
Personnel	19,221	20,000	15,000	20,000	20,000	20,000
Supplies	6,240	5,000	5,000	5,000	5,000	5,000
Other Operating	19,016	24,900	20,300	22,600	22,900	23,200
<b>Parking Maintenance Total</b>	<b>\$ 44,477</b>	<b>\$ 49,900</b>	<b>\$ 40,300</b>	<b>\$ 47,600</b>	<b>\$ 47,900</b>	<b>\$ 48,200</b>
<b>Downtown Development Authority</b>						
<b>Downtown Parking Development</b>						
Other Operating	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Finance</b>						
<b>Debt Administration</b>						
Bond Issue Costs	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	2,784	2,784	2,817	2,816	2,819	2,818
<b>Parking Maintenance Total</b>	<b>\$ 2,785</b>	<b>\$ 2,784</b>	<b>\$ 2,817</b>	<b>\$ 2,816</b>	<b>\$ 2,819</b>	<b>\$ 2,818</b>
<b>Parking Fund Total</b>	<b>\$ 174,059</b>	<b>\$ 180,425</b>	<b>\$ 170,858</b>	<b>\$ 194,013</b>	<b>\$ 198,370</b>	<b>\$ 202,405</b>

## ECONOMIC DEVELOPMENT FUND

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

For Fiscal 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.

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

### ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 30,464	\$ 54,000	\$ 56,400	\$ 2,000	\$ 2,000	\$ 2,000
Community Development	-	-	-	-	-	-
Operating Grants:						
Community Development	54,230	16,470	16,470	-	-	-
Capital Grants:						
Community Development	500	-	-	-	-	-
<b>Total Revenue</b>	<b>85,194</b>	<b>70,470</b>	<b>72,870</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>164,574</b>	<b>108,038</b>	<b>108,039</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (Deficiency) of Revenues over Expenditures	(79,380)	(37,568)	(35,169)	2,000	2,000	2,000
<b>Beginning Fund Balance</b>	<b>122,747</b>	<b>43,368</b>	<b>43,368</b>	<b>8,199</b>	<b>10,199</b>	<b>12,199</b>
<b>Ending Fund Balance</b>	<b>\$ 43,367</b>	<b>\$ 5,800</b>	<b>\$ 8,199</b>	<b>\$ 10,199</b>	<b>\$ 12,199</b>	<b>\$ 14,199</b>

**ECONOMIC DEVELOPMENT FUND  
EXPENDITURE SUMMARY**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Community Development Dept. Economic Development</b>						
Other Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Economic Development</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Battlefield Property Acquisition-Non Grant Funded Costs</b>						
Other Operating	164,574	108,038	108,039	-	-	-
<b>Total Rail Grant</b>	<b>164,574</b>	<b>108,038</b>	<b>108,039</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Economic Dev. Fund</b>	<b>\$ 164,574</b>	<b>\$ 108,038</b>	<b>\$ 108,039</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## Planning Department • Building Department

### BUILDING SAFETY FUND

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

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

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

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

**Dangerous Buildings:** In its effort 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 threats to life and safety.

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

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

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

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

## **GOALS AND OBJECTIVES FY 2019-20**

### **Building Department**

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

### **City Website**

1. Create printable and downloadable handouts for the most common construction projects undertaken 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.

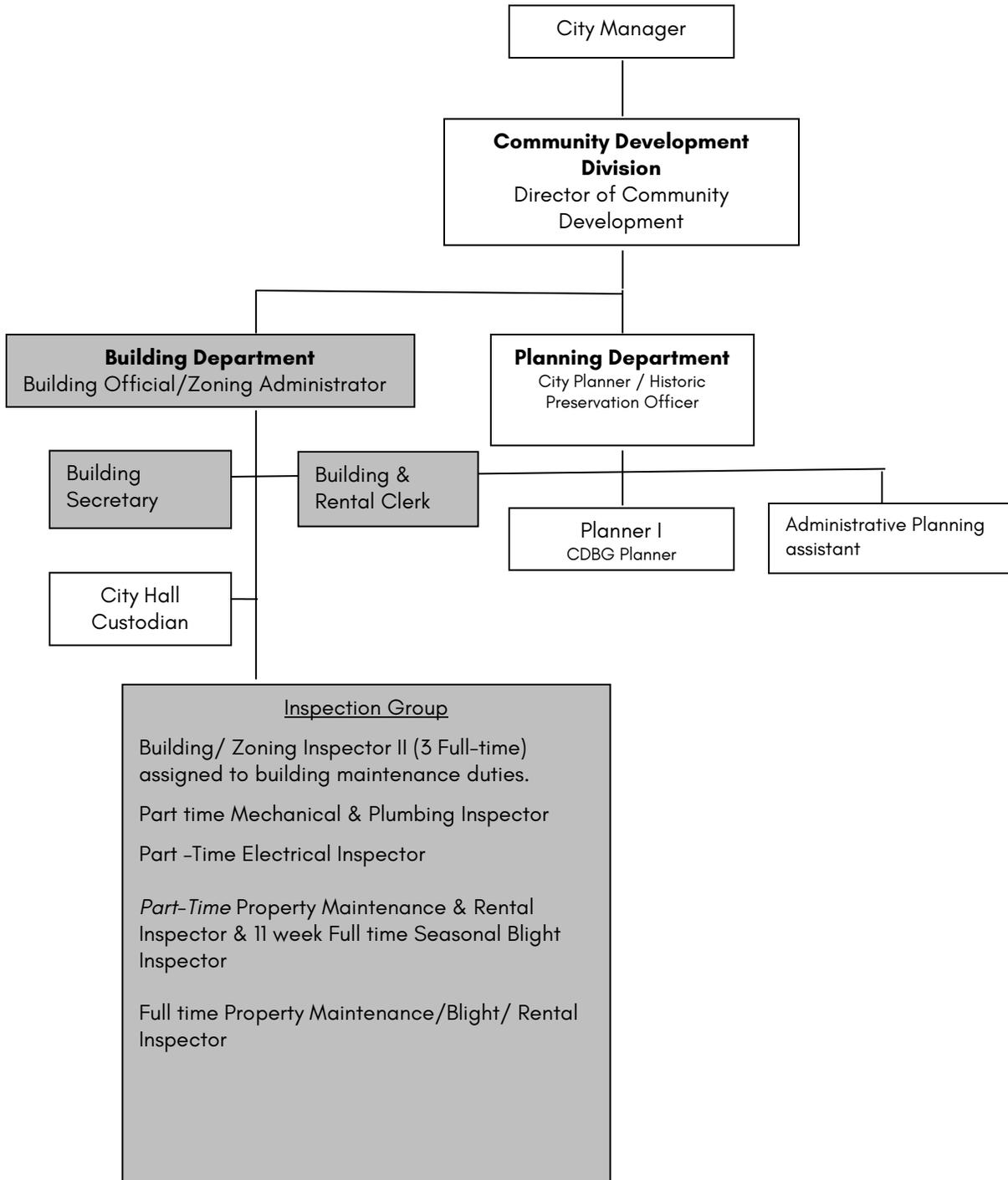
### **Building Department Fees**

1. Research and adopt a construction valuation fee schedule for consistent permit costs.

### **Permits**

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

**PROPOSED ORGANIZATIONAL MODEL FY 2019-2020**



## Performance Indicators

Type of Permit / Inspection	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Actual	18-19 Estimate
Building Permits	1676	710	1062	840	413
Mechanical Permits	438	194	265	381	182
Plumbing Permits	237	169	196	196	55
Electrical Permits	209	286	336	122	101
Sign Permits	40	19	22	29	11
<b>Total Permits Issued</b>	<b>2600</b>	<b>1378</b>	<b>4487</b>	<b>1568</b>	<b>762</b>
Building Inspections	5761	5561	3907	4537	2498
Mechanical Inspections	42	395	476	889	435
Plumbing Inspections	311	373	419	263	144
Electrical Inspections	404	399	334	512	298
Rental Inspections	1624	1618	1064	1622	769
<b>Total Inspections</b>	<b>8542</b>	<b>8346</b>	<b>6203</b>	<b>7823</b>	<b>1646</b>
Building Licenses	147	173	274	134	98
Mechanical Licenses	36	73	42	44	38
Plumbing Licenses	15	17	20	21	14
Electrical Licenses	38	3	33	36	27
<b>Total Licenses</b>	<b>236</b>	<b>266</b>	<b>369</b>	<b>235</b>	<b>177</b>

## FUNDING LEVEL SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Personnel Services</b>	\$ 456,227	\$ 493,489	\$ 417,708	\$ 392,094	\$ 410,268	\$ 427,879
<b>Supplies</b>	8,489	12,350	12,350	11,500	11,700	12,000
<b>Other Operating</b>	114,127	126,245	126,487	112,418	114,883	113,752
<b>Debt Service</b>	52,912	52,915	52,914	52,951	52,932	52,968
<b>Subtotal</b>	<b>\$ 631,755</b>	<b>\$ 684,999</b>	<b>\$ 609,459</b>	<b>\$ 568,963</b>	<b>\$ 589,783</b>	<b>\$ 606,599</b>
<b>Expenditure Credits</b>	(18,345)	(23,500)	(10,000)	(15,000)	(15,000)	(15,000)
<b>Total</b>	<b>\$ 613,410</b>	<b>\$ 661,499</b>	<b>\$ 599,459</b>	<b>\$ 553,963</b>	<b>\$ 574,783</b>	<b>\$ 591,599</b>

<b>FUND BALANCE TREND</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 1,986	\$ 2,500	\$ 21,000	\$ 1,500	\$ 2,000	\$ 2,500
Program Services Revenue						
Public Safety	340,047	631,650	588,300	629,800	663,800	698,810
<b>Total Revenue</b>	<b>342,033</b>	<b>634,150</b>	<b>609,300</b>	<b>631,300</b>	<b>665,800</b>	<b>701,310</b>
<b>Total Expenditures</b>	<b>613,410</b>	<b>661,499</b>	<b>599,459</b>	<b>553,963</b>	<b>574,783</b>	<b>591,599</b>
Excess (Deficiency of Revenues) over Expenditures	(271,377)	(27,349)	9,841	77,337	91,017	109,711
<b>Beginning Fund Balance</b>	271,936	559	559	10,400	87,737	178,754
<b>Ending Fund Balance</b>	<b>\$ 559</b>	<b>\$ (26,790)</b>	<b>\$ 10,400</b>	<b>\$ 87,737</b>	<b>\$ 178,754</b>	<b>\$ 288,465</b>

## BUDGET STABILIZATION FUND

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

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

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

### FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Ending Fund Balance</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>

## DRUG FORFEITURE FUND

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

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

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

### FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 1,257	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Program Services Revenue:						
Public Safety	39,246	22,000	30,000	30,000	30,000	30,000
Capital Grants Revenue:						
Public Safety	-	1,500	-	-	-	-
<b>Total Revenue</b>	<b>40,503</b>	<b>24,500</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>	<b>31,500</b>
<b>Total Expenditures</b>	<b>33,323</b>	<b>32,250</b>	<b>32,250</b>	<b>34,750</b>	<b>35,000</b>	<b>35,000</b>
Excess (Deficiency) of Revenues over Expenditures	7,180	(7,750)	(750)	(3,250)	(3,500)	(3,500)
<b>Beginning Fund Balance</b>	<b>70,119</b>	<b>77,299</b>	<b>77,299</b>	<b>76,549</b>	<b>73,299</b>	<b>69,799</b>
<b>Ending Fund Balance</b>	<b>\$ 77,299</b>	<b>\$ 69,549</b>	<b>\$ 76,549</b>	<b>\$ 73,299</b>	<b>\$ 69,799</b>	<b>\$ 66,299</b>

**DRUG FORFEITURE FUND  
EXPENDITURE SUMMARY**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Police Department</b>						
<b>Police Operations</b>						
Supplies	\$ 1,255	\$ 1,750	\$ 1,750	\$ 1,750	\$ 2,000	\$ 2,000
Other Operating	4,866	7,500	7,500	7,500	7,500	7,500
Capital Outlay	27,202	23,000	23,000	25,500	25,500	25,500
<b>Drug Forfeiture Fund Total</b>	<b>\$ 33,323</b>	<b>\$ 32,250</b>	<b>\$ 32,250</b>	<b>\$ 34,750</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>

## GRANT FUND

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

### FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 2,580	\$ 2,500	\$ 3,000	\$ 2,500	\$ 2,500	\$ 2,500
Capital and Operating Grants						
Community Development	317,616	807,237	927,757	500,000	500,000	500,000
<b>Total Revenue</b>	<b>320,196</b>	<b>809,737</b>	<b>930,757</b>	<b>502,500</b>	<b>502,500</b>	<b>502,500</b>
<b>Total Expenditures</b>	<b>342,616</b>	<b>899,757</b>	<b>979,757</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
Excess (Deficiency of Revenues) over Expenditures	(22,420)	(90,020)	(49,000)	2,500	2,500	2,500
<b>Beginning Fund Balance</b>	<b>201,725</b>	<b>179,305</b>	<b>179,305</b>	<b>130,305</b>	<b>132,805</b>	<b>135,305</b>
<b>Ending Fund Balance</b>	<b>\$ 179,305</b>	<b>\$ 89,285</b>	<b>\$ 130,305</b>	<b>\$ 132,805</b>	<b>\$ 135,305</b>	<b>\$ 137,805</b>

### EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Dept. of Comm. Dev. &amp; Planning</b>						
<b>Comm. Development Block Grant</b>						
Other Operating	317,616	847,757	927,757	500,000	500,000	500,000
<b>Comm. Dev. Block Grant Total</b>	<b>317,616</b>	<b>847,757</b>	<b>927,757</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Transfers Out</b>						
Operating Transfer	25,000	52,000	52,000	-	-	-
<b>Target Mkt Analysis Grant Total</b>	<b>25,000</b>	<b>52,000</b>	<b>52,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grant Fund Total</b>	<b>\$ 342,616</b>	<b>\$ 899,757</b>	<b>\$ 979,757</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

## **AIRPORT FUND**

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

The current structure of the on-site Airport staff consists of an Airport Manager and other part-time staff that handle day-to-day operations, under the general oversight of the Public Services Department. In such a fashion, the City retains the revenue generated from hangar rental and aviation fuel sales, which are the primary revenue sources to this fund. Concession agreements are negotiated with operators for aircraft rental, aviation maintenance and repair services, charter services and flight training schools. The Department of Public Services is responsible for administration of the concession contracts as well as snow removal, facility maintenance and grass cutting at the Airport.

Custer Airport receives an annual allotment of \$150,000 in Federal Aviation grant funds, which can be used each year, or can be banked for multiple years for use on larger projects. Periodically, the Engineering and Public Services Department staff prepare an updated airport layout (future development) plan, which is used to program these grant funds in conjunction with the Michigan Department of Transportation (MDOT). During the previous decade, grant funds have been used to rehabilitate the airfield lighting, install new taxiway lighting, install new airport fencing and access control, and completely rehabilitate the runway, which also included a substantial amount of State discretionary funds. Also, a revised airport layout plan was approved by the FAA and MDOT in 2013, and this document sets forth the 20-year vision for the Airport's future development. During 2013, rehabilitation of the concrete apron adjacent to the main bay hangar building was completed. In 2015, the Automated Weather Observing System (AWOS) was replaced by MDOT with a portion of our 2015 entitlement funds. The remainder of our funding for the years 2014 through 2017 was combined in 2017 for a larger project that rehabilitated the asphalt pavement areas around some of the hangars and repaved the access roadway into the airport from North Custer Road. A small portion of the 2018 dollars was used to crack seal various other asphalt pavements that are presently in fair condition as an asset management strategy, with the remaining funds to be banked for a larger project in the future. There are no planned 2019 capital projects.

**AIRPORT FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Department of Public Service</b>						
<b>Airport Operations</b>						
Personnel	\$ 82,244	\$ 84,603	\$ 78,600	\$ 83,885	\$ 83,911	\$ 85,037
Supplies	1,477	1,750	1,750	1,750	1,750	1,750
Other Operating	219,575	169,033	158,733	169,500	170,907	172,316
<b>Airport Fund Total</b>	<b>\$ 303,296</b>	<b>\$ 255,386</b>	<b>\$ 239,083</b>	<b>\$ 255,135</b>	<b>\$ 256,568</b>	<b>\$ 259,103</b>

<b>AIRPORT FUND FUND BALANCE TREND</b>						
	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 68,263	\$ 48,000	\$ 45,500	\$ 51,000	\$ 53,000	\$ 55,000
Program Services Revenue:						
Public Works	204,460	209,648	197,448	204,448	204,448	204,448
Program Revenue:						
Capital Grant	5,041	-	-	-	-	-
<b>Total Revenue</b>	<b>277,764</b>	<b>257,648</b>	<b>242,948</b>	<b>255,448</b>	<b>257,448</b>	<b>259,448</b>
<b>Total Expenditures</b>	<b>303,296</b>	<b>255,386</b>	<b>239,083</b>	<b>255,135</b>	<b>256,568</b>	<b>259,103</b>
Excess (Deficiency of Revenues) over Expenditures	(25,532)	2,262	3,865	313	880	345
<b>Beginning Fund Balance</b>	<b>59,122</b>	<b>33,590</b>	<b>33,590</b>	<b>37,455</b>	<b>37,768</b>	<b>38,648</b>
<b>Ending Fund Balance</b>	<b>\$ 33,590</b>	<b>\$ 35,852</b>	<b>\$ 37,455</b>	<b>\$ 37,768</b>	<b>\$ 38,648</b>	<b>\$ 38,993</b>

## EXPENDABLE TRUST FUND

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

### EXPENDABLE TRUST FUND EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Expendable Trust Fund</b>						
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -
CEWQ-Public Education	603	570	570	-	-	-
Laker Erie Microcystins Testing	-	3,000	3,000	-	-	-
RR PAC Support Grant	-	12	12	-	-	-
RR 2016 PAC Support Grant	-	-	-	-	-	-
RR 2017 PAC Support Grant	15,576	3,131	3,131	-	-	-
River Raisin Cleanup 2018	830	696	696	-	-	-
Recognize the Raisin 18 AOC Grant	-	21,150	21,885	-	-	-
Flowering Rush Grant	6,000	-	-	-	-	-
Engineering Escrow	1,480	5,000	1,500	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	-	-	-	-	-	-
Sawyer House Trust	4,325	8,175	8,175	5,000	5,000	5,000
Custer Monument	7,000	-	-	-	-	-
Park Munition Signs	-	-	-	-	-	-
Children's Concert Donations	-	374	374	-	-	-
PEG Cable Support	39,401	44,000	44,000	44,000	44,000	44,000
<b>Fund Total</b>	<b>\$ 75,215</b>	<b>\$ 104,734</b>	<b>\$ 101,970</b>	<b>\$ 54,000</b>	<b>\$ 54,000</b>	<b>\$ 54,000</b>

<b>EXPENDABLE TRUST FUND</b>						
<b>FUND BALANCE TREND</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 44,401	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000
Public Safety	2,400	5,000	1,500	5,000	5,000	5,000
Community Development	5,000	-	-	-	-	-
Operating Grant Revenue:						
Public Works	200	1,525	4,025	-	-	-
Community Development	6,668	39,189	39,924	-	-	-
<b>Total Revenue</b>	<b>58,669</b>	<b>94,714</b>	<b>94,449</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>
<b>Total Expenditures</b>	<b>75,215</b>	<b>104,734</b>	<b>101,970</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>
Excess (Deficiency of Revenues) over Expenditures	(16,546)	(10,020)	(7,521)	-	-	-
<b>Beginning Fund Balance</b>	<b>32,285</b>	<b>15,739</b>	<b>15,739</b>	<b>8,218</b>	<b>8,218</b>	<b>8,218</b>
<b>Ending Fund Balance</b>	<b>\$ 15,739</b>	<b>\$ 5,719</b>	<b>\$ 8,218</b>	<b>\$ 8,218</b>	<b>\$ 8,218</b>	<b>\$ 8,218</b>



**DEBT SERVICE FUNDS**

## DEBT SERVICE FUND

The Debt Service Fund is used to account for the current principal and interest payments of the City's general obligation debt. The City issued a Recovery Zone Economic Development Bond in 2010 to fund the rehabilitation of the Winchester Street Bridge and repairs to City Hall. This bond was refunded in 2014. In 2012, the City issued a capital improvement bond for the Macomb Street Bridge Rehabilitation and for the Downtown Development Authority's parking project at the Laurel-Finzel parking lot. In May 2015, the City issued a capital improvement bond for the Roessler Street Bridge Rehabilitation. 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:

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

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

## **DEBT MANAGEMENT POLICY**

Principal and interest payments on the City's long term general obligation debt will be accounted for within the Debt Service Fund. Revenue bonds will be accounted for in the appropriate Enterprise Fund.

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

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

## FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 556,229	\$ 531,635	\$ 540,747	\$ 551,682	\$ 562,366	\$ 573,253
Other Financing Sources						
Transfers from other funds	172,681	181,624	181,624	188,862	200,747	202,207
<b>Total Revenue</b>	<b>728,910</b>	<b>713,259</b>	<b>722,371</b>	<b>740,544</b>	<b>763,113</b>	<b>775,460</b>
<b>Total Expenditures</b>	<b>688,712</b>	<b>698,641</b>	<b>698,654</b>	<b>708,017</b>	<b>717,062</b>	<b>979,220</b>
Excess (Deficiency of Revenues) over Expenditures	40,198	14,618	23,717	32,527	46,051	(203,760)
<b>Beginning Fund Balance</b>	<b>450,286</b>	<b>490,484</b>	<b>490,484</b>	<b>514,201</b>	<b>546,728</b>	<b>592,779</b>
<b>Ending Fund Balance</b>	<b>\$ 490,484</b>	<b>\$ 505,102</b>	<b>\$ 514,201</b>	<b>\$ 546,728</b>	<b>\$ 592,779</b>	<b>\$ 389,019</b>

## EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Finance Department</b>						
<b>Debt Service</b>						
Debt Service - Bridge Bond	\$ 514,287	\$ 513,717	\$ 513,717	\$ 515,842	\$ 513,002	\$ 513,700
Debt Service - City Hall	67,187	67,630	67,630	66,668	70,653	69,513
Debt Service - DDA	105,494	113,994	113,994	122,194	130,094	132,694
Fiscal Agent Fee	1,313	1,300	1,313	1,313	1,313	1,313
<b>Dept Service Total</b>	<b>688,281</b>	<b>696,641</b>	<b>696,654</b>	<b>706,017</b>	<b>715,062</b>	<b>717,220</b>
<b>Clerk/Treasurer</b>						
Other Operating	431	2,000	2,000	2,000	2,000	262,000
<b>Total Clerk/Treasurer</b>	<b>431</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>262,000</b>
<b>Other Financing Uses</b>						
Transfers to Other Funds	-	-	-	-	-	-
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Service Fund Total</b>	<b>\$ 688,712</b>	<b>\$ 698,641</b>	<b>\$ 698,654</b>	<b>\$ 708,017</b>	<b>\$ 717,062</b>	<b>\$ 979,220</b>

## DEBT SERVICE FUND FIRE STATION 1 BOND

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

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

### FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ -	\$ -	\$ 452,858	\$ 463,186	\$ 472,416	\$ 481,831
Other Financing Sources						
Transfers from other funds	-	-	441,757	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>894,615</b>	<b>463,186</b>	<b>472,416</b>	<b>481,831</b>
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>333,544</b>	<b>411,525</b>	<b>415,075</b>	<b>418,325</b>
Excess (Deficiency of Revenues) over Expenditures	-	-	561,071	51,661	57,341	63,506
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>561,071</b>	<b>612,732</b>	<b>670,073</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 561,071</b>	<b>\$ 612,732</b>	<b>\$ 670,073</b>	<b>\$ 733,579</b>

## EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Finance Department</b>						
<b>Debt Service</b>						
Debt Service - Fire Station 1	\$ -	\$ -	\$ 333,044	\$ 411,025	\$ 414,575	\$ 417,825
Fiscal Agent Fee	-	-	500	500	500	500
<b>Dept Service Total</b>	<b>-</b>	<b>-</b>	<b>333,544</b>	<b>411,525</b>	<b>415,075</b>	<b>418,325</b>
<b>Clerk/Treasurer</b>						
Other Operating	-	-	-	-	-	-
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Financing Uses</b>						
Transfers to Other Funds	-	-	-	-	-	-
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Service Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 333,544</b>	<b>\$ 411,525</b>	<b>\$ 415,075</b>	<b>\$ 418,325</b>



**CAPITAL PROJECT FUND**

## CAPITAL PROJECT FUND

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

With the exception of special assessments, projects are usually funded by contributions from other funds, bond issuance proceeds, or grants. In the past, General Fund support of capital projects has been targeted at approximately one mill 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 FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Capital Projects by Department</b>						
Clerk/Treasurer	\$ 15,375	\$ 2,625	\$ 5,000	\$ -	\$ -	\$ -
Engineering	1,146,313	355,590	304,634	319,000	500,000	500,000
Building Services	81,239	946,601	941,600	25,000	-	-
Public Safety Division	500,788	5,701,995	5,731,995	-	-	-
Fire	3,918	1,322,448	1,764,205	-	-	-
Public Services	-	50,000	50,000	145,000	-	-
Forestry	66,255	-	-	-	-	-
Community Development	28,050	75,000	75,000	25,000	-	-
Parks and Recreation	35,466	892,577	892,577	356,637	-	-
Multi Sports Complex	-	-	-	25,000	25,000	25,000
<b>Capital Project Fund Total</b>	<b>\$ 1,877,404</b>	<b>\$ 9,346,836</b>	<b>\$ 9,765,011</b>	<b>\$ 895,637</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>

**CAPITAL PROJECT FUND  
FUND BALANCE TREND**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 32,966	\$ 79,150	\$ 154,150	\$ 29,150	\$ 29,150	\$ 29,150
Public Safety	-	1,025,000	1,025,000	-	-	-
<b>Program Services Revenue</b>						
Public Works	22,556	75,000	60,105	71,000	21,000	21,000
<b>Capital Grants Revenue:</b>						
General Government	1,785,039	254,183	254,183	-	-	-
Public Safety	100,000	6,188,301	6,188,301	-	-	-
Public Works	75,000	-	-	156,545	70,000	70,000
Community Development	-	-	-	-	-	-
Recreation & Culture	42,055	447,725	527,725	150,000	-	-
<b>Total Revenue</b>	<b>2,057,616</b>	<b>8,069,359</b>	<b>8,209,464</b>	<b>406,695</b>	<b>120,150</b>	<b>120,150</b>
<b>Total Expenditures</b>	<b>1,877,404</b>	<b>9,346,836</b>	<b>9,765,011</b>	<b>895,637</b>	<b>525,000</b>	<b>525,000</b>
Excess (Deficiency of Revenues) over Expenditures	180,212	(1,277,477)	(1,555,547)	(488,942)	(404,850)	(404,850)
<b>Beginning Fund Balance</b>	<b>3,368,138</b>	<b>3,548,350</b>	<b>3,548,350</b>	<b>1,992,803</b>	<b>1,503,861</b>	<b>1,099,011</b>
<b>Ending Fund Balance</b>	<b>\$ 3,548,350</b>	<b>\$ 2,270,873</b>	<b>\$ 1,992,803</b>	<b>\$ 1,503,861</b>	<b>\$ 1,099,011</b>	<b>\$ 694,161</b>



**ENTERPRISE FUNDS**

## WASTEWATER DEPARTMENT FY 2019-2020

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

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

**History of the Wastewater Department:** To comply with the 1972 Clean Water Act, a partnership was formed to expand the system and provide secondary treatment to residents in the City of Monroe, Monroe Charter Township and Frenchtown Charter Township. To address mandated pollution control regulations, the collection system was expanded, pump stations were added, and the primary treatment works were upgraded to provide secondary treatment. To fund the local shares required for the improvements, the County of Monroe acted as the agent to issue bonds in the principal amount of \$7,100,000. The partners entered into an operating contract referred to as the Base Contract. In the agreement, dated January 1, 1976, the City of Monroe agreed to lease the primary treatment facility to the County for a period of 40 years. The City of Monroe, Frenchtown Township and Monroe Township agreed to use funds from the bond sale to improve, enlarge, and extend the system. After the project was completed, the entire system was turned over to the City of Monroe. On September 9, 1969, Monroe Township transferred to Raisinville Township equivalent capacity in the amount of 994 single family residential equivalent connections. A new Master Agreement was finalized in 2001 and expires in 2040 for the Monroe Metropolitan Water Pollution Control System. The City of Monroe is responsible for overseeing administration, operation, and maintenance of the Metropolitan System and each unit of government own the infrastructure in their respective jurisdiction.

**Challenges:** The most important challenge for the system this upcoming fiscal year is meeting all requirements of our National Pollutant Discharge Elimination System Permit (NPDES). The NPDES permit includes all state and federal guidelines including constraints that are specific to our facility and must be met to stay in compliance. Our NPDES permit expires on October 1, 2019; application for reissuance will be submitted by the April 4, 2019 deadline. Our current permit was amended in June 2018 to include a Corrective Action Plan (CAP). The CAP is a long-term process to study and make improvements to the overall sewer system so as to meet the MDEQ Remedial Design Standard. Our CAP completion date and certification is scheduled for February 2026 with numerous steps in between. The first phase of the CAP is flow monitoring and that is underway. Once flow monitoring is complete, a sewer model will be created to identify areas of the system that need improvements to develop a Basis-of-Design for improvements. The BOD is due to the MDEQ by November 2020 with plans & specifications due by the end of May 2021.

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 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 modifying the fixed rates and reducing / maintaining expenses where applicable in all operations of the system. Proposed FY 2019-2020 staffing full time equivalents (FTE) is 25.7, a part-time position is proposed to be added.

Capital Improvement Projects that are scheduled to begin after July 1, 2019 are: Sunset and Detroit Beach MCC / Distribution Panel & Transfer Switch Replacement, Sanitary Sewer System Rehabilitation / Replacement, Air Compressor Replacement and Scum Well Grease Collector. Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2019 are: Lift Station Truck Replacement, FY 2018-2019 Sanitary Sewer System Replacement / Rehabilitation (~0.9 miles), Detroit Beach Pump Station Barscreen Replacement, and MCC Replacement - Sludge Loading & Lighting Panel.

**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 21, 2019 Control Board meeting at 4.17% for FY 2019-2020 using a 5 year average of percentages & to be reviewed annually. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) ) in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019.

**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 Wayne, MI - secondary).

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

In 2018, our Collection System transported approximately 4.6 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 in the past including the 1979 SSES, 1987 CAP, 2009 Limited SSES, 2010 SSES, and ongoing CAP into 2026 to aid our crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2019 - 2020 including rehabilitating approximately 0.6 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:** In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) specializing in rate structures in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019. Per the study methodology, it is recommended to reduce the read charge per read to be based on a percentage of recovery based on meter size per the table below. This read charge includes funding a portion of the Information System User Fee, Meter Reading Fees, Administrative Support Fee and Depreciation.

**Bond Recovery Charge:** This charge was established in FY 2016-17. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) specializing in rate structures in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019. Per the study methodology, it is recommended to increase the Bond Recovery Charge for customers per read as shown in the table below. This charge includes funding a portion of the Debt Service based on a percentage of recovery.

**Quarterly Meter Read and Bond Recovery Charge \$/Read**

<b><u>Size</u></b>	<b><u>FY 19-20 Meter Reading Charge per Read</u></b>	<b><u>FY 19-20 Bond Recovery Charge per Read</u></b>	<b><u>FY 19-20 Total Meter Reading &amp; Bond Recovery Cost per Read</u></b>
5/8"	\$6.11	\$11.89	\$18.00
3/4"	\$9.17	\$17.84	\$27.01
1"	\$15.28	\$29.73	\$45.01
1-1/4"	\$21.39	\$41.62	\$63.01
1-1/2"	\$30.55	\$59.45	\$90.00
2"	\$48.88	\$95.12	\$144.00
2-1/2"	\$67.21	\$130.79	\$198.00
3"	\$91.65	\$178.35	\$270.00
4"	\$152.75	\$297.25	\$450.00
6"	\$305.50	\$594.50	\$900.00
8"	\$488.80	\$951.20	\$1,440.00
10"	\$702.65	\$1,367.35	\$2,070.00
12"	\$1,313.65	\$2,556.35	\$3,870.00

**Monthly Meter Read and Bond Recovery Charge \$/Read**

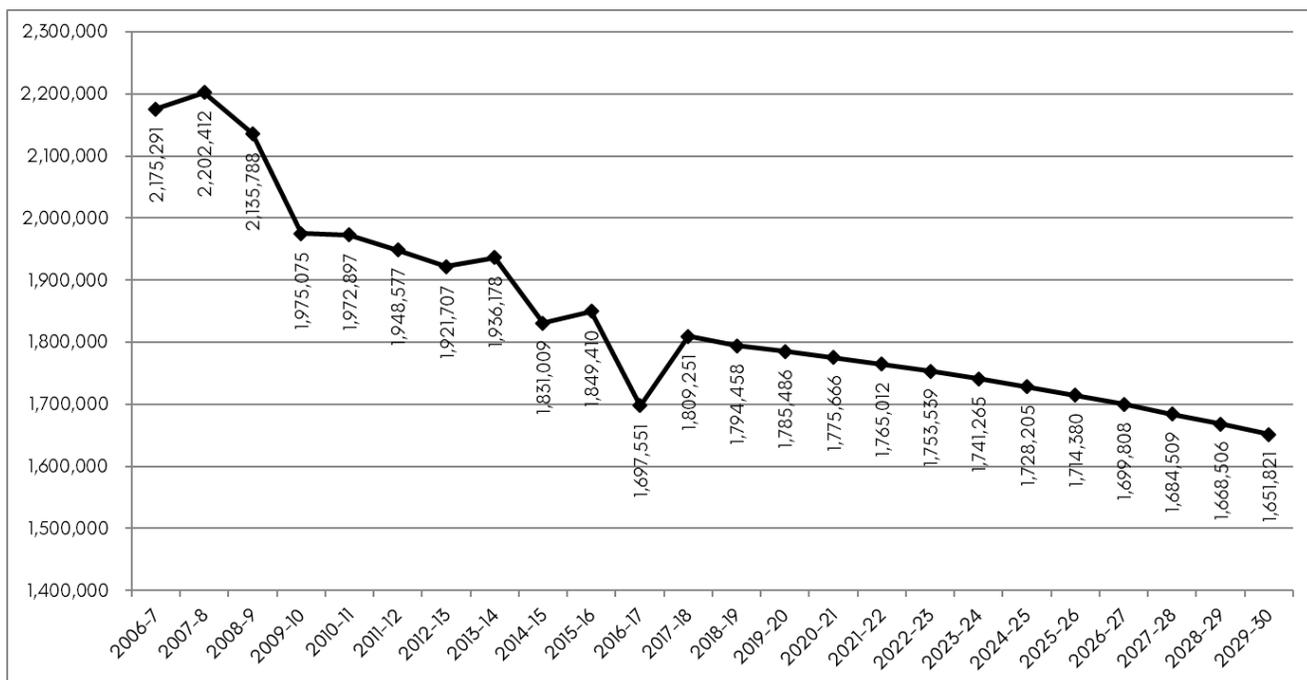
<b><u>Size</u></b>	<b><u>FY 19-20 Meter Reading Charge per Read</u></b>	<b><u>FY 19-20 Bond Recovery Charge per Read</u></b>	<b><u>FY 19-20 Total Meter Reading &amp; Bond Recovery Cost per Read</u></b>
5/8"	\$2.04	\$3.96	\$6.00
3/4"	\$3.06	\$5.94	\$9.00
1"	\$5.10	\$9.90	\$15.00
1-1/4"	\$7.14	\$13.86	\$21.00
1-1/2"	\$10.20	\$19.80	\$30.00
2"	\$16.32	\$31.68	\$48.00
2-1/2"	\$22.44	\$43.56	\$66.00
3"	\$30.60	\$59.40	\$90.00
4"	\$51.00	\$99.00	\$150.00
6"	\$102.00	\$198.00	\$300.00
8"	\$163.20	\$316.80	\$480.00
10"	\$234.60	\$455.40	\$690.00
12"	\$438.60	\$851.40	\$1,290.00

The Metropolitan water system is proposing a meter conversion program that includes moving to monthly billing of all customers over an 8-year timeframe; both rates are provided and reflective of this plan.

**Commodity Charge:** This budget we are recommending to increase of the commodity charge to \$4.19 per CCF, an increase of 4.70%. 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 a reduction to the Read Charge and increase to the Bond Recovery Charge such that the net effect of revising the fix charge methodology based on meter size is an overall reduction of 7.9% along with a 4.7% 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. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) specializing in rate structures in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019.

SEWER USAGE (CCF) BY FISCAL YEAR



The net impact to our average system customer (5/8" meter size ~ 94% of all customers in system) will be an overall increase of 2.3% or an estimated \$9.04 per year. We continue to attempt to obtain grants (when available) to help offset new revenue needed for projects. In recent years we were been awarded 3 low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), S2 grant funds (\$1,000,000), Qualified Energy Conservation Bond (Net 1.236% interest)

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

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

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

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

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

RATE HISTORY				
Fiscal Year	Commodity Charge (\$/ccf)	**Quarterly Meter Read & Bond Recovery Charge (\$/Bill)		
July 2014	\$3.25	\$13.59		
July 2015	\$3.43	\$13.59		
July 2016	\$3.62	\$16.59		
July 2017	\$3.81	\$16.97		
July 2018	\$4.00	\$19.54		
<b>July 2019</b>	<b>\$4.19</b>	<b>\$18.00</b>		
July 2020	\$4.39	\$25.49		
July 2021	\$4.52	\$26.78		
July 2022	\$4.52	\$27.60		
July 2023	\$4.52	\$27.83		
July 2024	\$4.52	\$28.68		
July 2025	\$4.57	\$28.54		
July 2026	\$4.62	\$27.71		
July 2027	\$4.67	\$26.67		
July 2028	\$4.69	\$26.63		
July 2029	\$4.69	\$26.19		
<b>**5/8" Meter</b>				
<b>COST TO AVERAGE CONSUMER</b>				
*Based on Residential / 20 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$99.54	\$101.80	\$2.26	2.3%
Annual Cost	\$398.16	\$407.20	\$9.04	2.3%
Annual Sewer Flat (18 CCF/Qtr)	\$366.16	\$373.68	\$7.52	2.1%
<b>SEWAGE RATE COMPARISON*</b>				
LOCATION	ANNUAL COST	\$/CCF	READ COSTS	
City of Woodhaven	\$224.71	\$2.75	\$1.13	
Village of Maybee	\$231.00	-	\$57.75	
City of Flat Rock	\$256.84	\$3.09	\$2.50	
London Township	\$249.00	-	\$62.25	
City of Wyandotte	\$290.38	\$2.64	\$19.83	
YUCA - Township	\$300.48	\$2.58	\$23.52	
Ida / Raisinville Twps	\$360.00	-	\$90.00	
City of Petersburg	\$360.00	-	\$90.00	
City of Tecumseh	\$383.63	\$3.41	\$27.69	
City of Howell	\$386.89	\$3.30	\$30.75	
City of Adrian	\$403.48	\$3.26	\$35.67	
<b>Monroe Metropolitan</b>	<b>\$407.20</b>	<b>\$4.19</b>	<b>\$18.00</b>	
City of Saline	\$459.81	\$4.05	\$34.02	
Bedford Township	\$462.32	\$4.10	\$33.60	
City of Milan	\$471.41	\$4.24	\$33.03	
City of Ann Arbor	\$500.04	\$5.55	\$14.01	
Village of Blissfield	\$513.78	\$2.79	\$72.65	
Berlin Township	\$567.79	\$5.60	\$30.00	
Village of South Rockwood	\$641.14	\$3.46	\$91.17	
Ash Township (Village of Carleton)	\$663.60	\$6.55	\$35.00	
Village of Dundee	\$676.86	\$6.45	\$40.26	
City of Dexter	\$691.77	\$7.44	\$24.24	
LaSalle Township	\$993.97	\$7.61	\$96.35	
*Based on Residential / 20 CCF per bill				

## WASTEWATER FUND NET ASSET TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue						
General Government	\$ 71,179	\$ 30,000	\$ 48,000	\$ 55,000	\$ 55,000	\$ 55,000
Program Services Revenue						
Public Works	9,467,676	9,722,975	9,945,425	10,468,667	11,159,621	11,391,261
Operating Grants						
Public Works	531,691	278,616	255,049	-	-	-
<b>Total Revenue</b>	<b>10,070,546</b>	<b>10,031,591</b>	<b>10,248,474</b>	<b>10,523,667</b>	<b>11,214,621</b>	<b>11,446,261</b>
<b>Total Expenditures</b>	8,091,265	8,752,420	8,816,549	9,439,509	8,640,783	9,259,708
Excess (Deficiency of Revenues) over Expenditures	1,979,281	1,279,171	1,431,925	1,084,158	2,573,838	2,186,553
<b>Beg. Net Assets</b>	27,945,791	23,657,790	23,657,790	25,089,715	26,173,873	28,747,711
Fund Bal Adj	(6,267,279)					
<b>End. Net Assets</b>	<b>\$ 23,657,793</b>	<b>\$ 24,936,961</b>	<b>\$ 25,089,715</b>	<b>\$ 26,173,873</b>	<b>\$ 28,747,711</b>	<b>\$ 30,934,264</b>

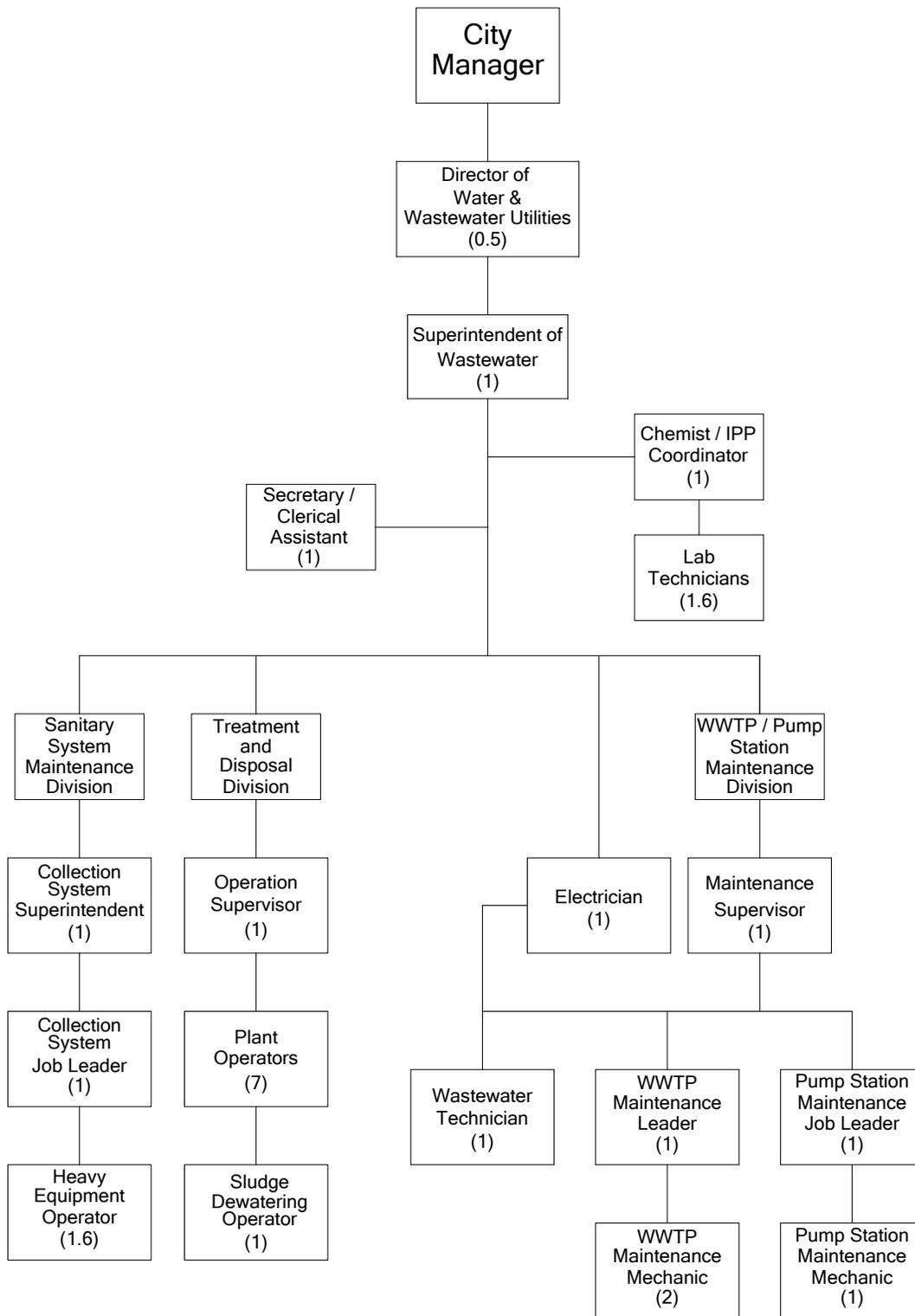
PERFORMANCE INDICATORS	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Requested
Commodity Charge (\$/CCF)	\$2.86	\$3.04	\$3.25	\$3.43	\$3.62	\$3.81	\$4.00	\$4.19
Plant Flow (Billion Gallons)	3.82	4.84	4.4	4	4.5	4.6	4.5	4.5
Wet Weather Flows (MG)	39	3.1	29.9	0	0	1.75	0	0
Major Storm	1	6	6	2	3	4	3	5
Major Industrial Customers-IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	11,628	11865	11,995	11,875	11,843	11,842	11,850	11,850
Wet Tons of Sludge	11,214	10,247	10,060	9,648	9,581	9,794	9,600	9600
Collection System (miles)	261	261	261	261	261	261	261	261
Mini-Camera Jobs	51	58	27	12	18	20	15	15
Root Treatment (LFT)	11,885	9,700	11,650	10,350	7,750	10,600	11,000	7,750
Grease Chemical/blocks	6	6	2	2	2	2	0	0
Manhole Inspections	189	75	125	123	114	49	125	500
Sewer Investigations (call-outs)	137	145	197	89	89	102	100	100
Sewer Mains Jetted (LFT)	206,320	103,798	118,700	124,450	141,950	121,850	100,000	150,000
Sewer Mains TV'd (LFT)	21,183	26,632	33,525	33,831	33,220	25,215	30,000	60,000
Miss Digs	2,224	3,384	4,366	4,091	2,604	2,945	2,800	2,750
Work for Other (jobs)	5	5	2	2	2	2	2	2
Pump Stations (#)	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	2,500	2,513	1,707	1,596	1626	1614	1625	1625
Major Repair Hours	2,500	1,283	1,680	1,771	1972.5	1710	1750	1750
In House CIP Project Hours	225	0	0	200	0	50	25	75

## Wastewater Fund Capital Project Detail

Project	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
Winchester Pump Station Rehab	-	48,712	-	-	-	-
Lavender South Pump Station Rehab	-	59,046	59,046	-	-	-
Saw Grant	96,778	-	-	-	-	-
Roof-Chlorine Building & Pump Building(Rear)	84,000	-	-	-	-	-
Pump Station Rehab-Ravenwood	110,937	14,063	-	-	-	-
Roof Replc-Equip Admin & Gallery Bldg	110,000	-	-	-	-	-
Maple/Mich Sanitary Sewer Rehab	22,672	15,692	15,692	-	-	-
Harrison Sanitary Sewer Rehab	34,185	-	3,308	-	-	-
Borgess/St Mary's Sanitary Sewer Rehab	37,506	9,202	9,202	-	-	-
Lemerand Sanitary Sewer Rehab	27,609	9,014	9,014	-	-	-
Navarre Brick Sanitary Sewer Rehab	13,496	2,580	2,580	-	-	-
Pump Station Rehab - Stony Pointe #1	100,998	24,002	11,222	-	-	-
WWTP Tile Flooring Removal/Floor Coating	8,602	-	-	-	-	-
Moyno Pumps Replacement/Rehab	6,688	3,312	-	-	-	-
N Custer Pump Station Rehab	7,506	-	-	-	-	-
Lift Station Truck Replacement	-	125,000	125,000	-	-	-
San. Sewer Rehab-Parkwood MH 328-331	2,719	76,600	28,900	-	-	-
San. Sewer Rehab-Parkwood MH 331-333	-	28,400	28,400	-	-	-
San. Sewer Rehab-Bentley& Huber MH21-19	-	79,000	47,100	-	-	-
San. Sewer Rehab-Arbor/Maple-MH924-927	-	64,500	62,600	-	-	-
San. Sewer Rehab-Smith MH 37-39	-	35,300	32,300	-	-	-
San. Sewer Rehab-W. Nobile-MH141-141A	-	19,100	18,000	-	-	-
San. Sewer Rehab-East of Gadroy MH722-204	-	48,900	46,900	-	-	-
Detroit Beach Barscreen Replacment	-	100,000	100,000	-	-	-
MCC Replacement-Sludge Load Bay/Light Panel	-	150,000	150,000	-	-	-
San. Sewer Rehab-W 5th-Adams to West	-	53,500	53,500	-	-	-
West Front Sanitary Sewer Reroute	-	219,500	217,000	-	-	-
E Dunbar Sanitary Sewer Repairs	-	53,700	53,700	-	-	-
WWTP Distribution Panels & Transfer Switch	-	-	-	300,000	-	-
San Sewer Rehab-Stockton Full Length	-	-	-	79,600	-	-
San. Sewer Rehab-Sylvan Full Length	-	-	-	79,600	-	-
San. Sewer Rehab-Stanford Full Length	-	-	-	42,500	-	-
San. Sewer Rehab-Standish Full Length	-	-	-	28,300	-	-
WWTP Air Compressor	-	-	-	45,000	-	-
Scum Well Grease Collector Upgrade	-	-	-	150,000	-	-
Sanitary Sewer System Rehab/Replacement	-	-	-	-	130,000	135,000
Vactor Replacement	-	-	-	-	500,000	-
Cathodic Protection-Underground Pump Stations	-	-	-	-	150,000	-
Pump Station Rehab-Keegan	-	-	-	-	75,000	-
Pump Station Rehab-Stony Pointe #2	-	-	-	-	-	125,000
Sunset & Detroit Beach MCC/Dist Panel & Switch	-	-	-	-	-	300,000
Transformer Replacement (T-3)	-	-	-	-	-	40,000
Ventilator-Barscreen Lower Level	-	-	-	-	-	20,000
Polebarn Repairs (Roof, Doors, Drain, Walls)	-	-	-	-	-	50,000
Bldg Repair-Tuck Pointing & Siffit Replacement	-	-	-	-	-	125,000
Sludge Tank Ventilation Fan	-	-	-	-	-	30,000
Operating Equipment	11,999	2,500	2,500	50,800	-	-
<b>Capital Project Total</b>	<b>\$ 675,695</b>	<b>\$ 1,241,623</b>	<b>\$ 1,075,964</b>	<b>\$ 775,800</b>	<b>\$ 855,000</b>	<b>\$ 825,000</b>

**WASTEWATER FUND  
EXPENDITURE SUMMARY**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>General Administration</b>						
Personnel Services	\$ 220,619	\$ 282,020	\$ 282,981	\$ 304,249	\$ 314,901	\$ 323,670
Supplies	23,856	28,755	28,300	27,675	30,855	32,275
Other Operating	3,088,480	3,267,177	3,261,163	3,403,317	3,451,833	3,585,394
<b>General Admin. Total</b>	<b>3,332,955</b>	<b>3,577,952</b>	<b>3,572,444</b>	<b>3,735,241</b>	<b>3,797,589</b>	<b>3,941,339</b>
<b>Treatment &amp; Disposal</b>						
Personnel Services	1,140,897	1,472,130	1,386,246	1,499,331	1,544,508	1,594,593
Supplies	19,937	23,800	24,200	19,100	19,100	19,100
Other Operating	1,832,762	1,597,807	1,689,852	1,345,975	1,321,675	1,356,375
Capital Outlay	-	-	-	-	-	-
<b>Treatment &amp; Dpsl. Total</b>	<b>2,993,596</b>	<b>3,093,737</b>	<b>3,100,298</b>	<b>2,864,406</b>	<b>2,885,283</b>	<b>2,970,068</b>
<b>Maint.-Sanitary Sewers</b>						
Personnel Services	250,761	334,586	345,070	338,640	347,595	357,079
Supplies	6,129	6,000	6,500	6,500	6,500	6,500
Other Operating	56,081	315,628	320,800	1,043,100	187,800	188,220
Capital Outlay	-	-	-	-	-	-
<b>Maint.- Sntry. Swrs. Total</b>	<b>312,971</b>	<b>656,214</b>	<b>672,370</b>	<b>1,388,240</b>	<b>541,895</b>	<b>551,799</b>
<b>Maint.-Pump Stations</b>						
Personnel Services	230,195	283,462	321,334	346,508	353,212	360,270
Supplies	12,408	14,250	15,250	15,250	20,250	15,250
Other Operating	175,271	139,852	147,900	149,950	151,250	152,450
Capital Outlay	-	-	-	-	-	-
<b>Maint.- Pump Stns. Total</b>	<b>417,874</b>	<b>437,564</b>	<b>484,484</b>	<b>511,708</b>	<b>524,712</b>	<b>527,970</b>
<b>Debt Administration</b>						
Interest	1,033,870	986,953	986,953	939,914	891,304	1,268,532
<b>Debt Administration Total</b>	<b>1,033,870</b>	<b>986,953</b>	<b>986,953</b>	<b>939,914</b>	<b>891,304</b>	<b>1,268,532</b>
<b>Wastewater Fund Total</b>	<b>\$ 8,091,266</b>	<b>\$ 8,752,420</b>	<b>\$ 8,816,549</b>	<b>\$ 9,439,509</b>	<b>\$ 8,640,783</b>	<b>\$ 9,259,708</b>



Wastewater Department FY 19-20 FTE Total = 25.7  
 FY 17-18 ~ 18-19 FTE Total = 25.1  
 FY 16-17 FTE Total = 25.4  
 FY 11-12 ~ 15-16 FTE Total = 26.1  
 FY 09-10 ~ 10-11 FTE Total = 27.1  
 FY 08-09 FTE Total = 31.0

## WATER DEPARTMENT - FY 2019-2020

### 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, 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 (\$8.00 per meter read) and commodity charge. No changes to the debt service charge for all meter sizes, pump surcharge, system development fees, and fire line charge are recommended for the upcoming fiscal year, see tables below. With these recommendations, we will be able to maintain our current level of service, meet regulatory required compliance and pursue a Capital Improvement Program in coordination with our Asset Management Plan with the revised rate structure.

### Water Rates (QUARTERLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>		<u>OUTSIDE the City Limits WITH Surcharge</u>	
**Most Residences		(Townships of Monroe & LaSalle)		(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
\$2.00 / CCF of Water Plus Charge Below By Meter Size		\$4.00 / CCF of Water Plus Charge Below By Meter Size		\$4.16 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$16.00	5/8" **	\$24.00	5/8" **	\$24.00
3/4"	\$20.03	3/4"	\$32.06	3/4"	\$32.06
1"	\$28.04	1"	\$48.08	1"	\$48.08
1 1/4"	\$36.05	1 1/4"	\$64.10	1 1/4"	\$64.10
1 1/2"	\$48.06	1 1/2"	\$88.12	1 1/2"	\$88.12
2"	\$72.11	2"	\$136.22	2"	\$136.22
2 1/2"	\$108.16	2 1/2"	\$208.32	2 1/2"	\$208.32
3"	\$148.22	3"	\$288.44	3"	\$288.44
4"	\$248.38	4"	\$488.76	4"	\$488.76
6"	\$508.80	6"	\$1,009.60	6"	\$1,009.60
8"	\$729.13	8"	\$1,450.26	8"	\$1,450.26
10"	\$1,169.82	10"	\$2,331.64	10"	\$2,331.64
12"	\$1,730.69	12"	\$3,453.38	12"	\$3,453.38

\*Wholesale Water (Village of Dundee & City of Petersburg): \$2.16 / CCF of Water Plus Charge By Meter Size

## Water Rates (MONTHLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>		<u>OUTSIDE the City Limits WITH Surcharge</u>	
**Most Residences		(Townships of Monroe & LaSalle)		(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
\$2.00 / CCF of Water Plus Charge Below By Meter Size		\$4.00 / CCF of Water Plus Charge Below By Meter Size		\$4.16 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$5.34	5/8" **	\$8.01	5/8" **	\$8.01
3/4"	\$6.68	3/4"	\$10.69	3/4"	\$10.69
1"	\$9.35	1"	\$16.03	1"	\$16.03
1¼"	\$12.02	1¼"	\$21.37	1¼"	\$21.37
1½"	\$16.02	1½"	\$29.37	1½"	\$29.37
2"	\$24.04	2"	\$45.41	2"	\$45.41
2 ½"	\$36.06	2 ½"	\$69.45	2 ½"	\$69.45
3"	\$49.41	3"	\$96.15	3"	\$96.15
4"	\$82.80	4"	\$162.93	4"	\$162.93
6"	\$169.60	6"	\$336.53	6"	\$336.53
8"	\$243.05	8"	\$483.43	8"	\$483.43
10"	\$389.94	10"	\$777.21	10"	\$777.21
12"	\$576.90	12"	\$1,151.13	12"	\$1,151.13

\*Wholesale Water (Village of Dundee & City of Petersburg): \$2.16 / CCF of Water Plus Charge By Meter Size

## Fire Line Rates (QUARTERLY)

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

### Fire Line Rates (MONTHLY)

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

<b>WATER RATE COMPARISON</b>				
JURISTITION	ANNUAL COST (72 CCF)	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
City of Wyandotte	\$166.57	\$1.21	\$19.83	
City of Tecumseh	\$172.00	\$1.87	\$9.34	
City of Milan	\$191.56	\$1.86	\$14.50	
<b>City of Monroe</b>	<b>\$208.00</b>	<b>\$2.00</b>	<b>\$16.00</b>	<b>9.7%</b>
Frenchtown Township	\$222.84	\$2.57	\$9.45	
City of Flat Rock	\$230.16	\$3.09	\$2.00	
Ash Township	\$269.28	\$3.74	\$50.00	
City of Ann Arbor	\$287.32	\$2.83	\$20.89	
City of Dexter	\$302.58	\$2.81	\$25.02	
YUCA-Township	\$322.20	\$3.23	\$22.41	
Village of Dundee	\$322.21	\$3.92	\$10.00	
City of Adrian	\$340.32	\$2.70	\$36.48	
City of Howell	\$357.39	\$3.57	\$25.13	
Berlin Charter Township	\$366.05	\$3.42	\$30.00	
City of Woodhaven	\$366.95	\$5.03	\$1.13	
<b>Monroe &amp; LaSalle Township- Monroe System</b>	<b>\$384.00</b>	<b>\$4.00</b>	<b>\$24.00</b>	<b>7.5%</b>
City of Saline	\$387.41	\$3.93	\$26.03	
<b>Raisinville, Ida, London, Exeter Townships &amp; Village of Maybee - Monroe System</b>	<b>\$395.52</b>	<b>\$4.16</b>	<b>\$24.00</b>	<b>7.3%</b>
Village of Blissfield	\$491.46	\$2.79	\$72.65	
Village of South Rockwood	\$543.73	\$2.78	\$85.98	
City of Petersburg	\$565.58	\$4.49	\$60.61	
South County Water	\$652.60	\$7.27	\$32.28	
<b>Dundee-Wholesale (6")</b>	<b>\$637,839.84</b>	<b>\$2.16</b>	<b>\$508.80</b>	<b>1.9%</b>
<b>Petersburg-Wholesale (2~4")</b>	<b>\$113,626.64</b>	<b>\$2.16</b>	<b>\$496.76</b>	<b>2.2%</b>

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES**	
Meter Size	Fee	Jurisdiction	Fee
5/8"***	\$2,000	South County Water	\$200
1"	\$5,000	City of Flat Rock	\$2,780
1-1/2"	\$10,000	Village of Dundee	\$912
2"	\$16,000	YCUA	\$1,440
3"	\$35,000	City of Saline	\$2,418
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	\$3,300
		City of Petersburg	\$3,200
		City of Dexter	\$3,000

\*\* Most common meter installation

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

#### Call-Out and Turn-On Fees FY 2019-2020

- 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 full time and one part time Department Aides (2.6 FTE). The Administration Division is located on the first floor of City Hall in rented space from the City. The staff is supported with networked computers accessible to 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 certified plant mechanics, and one journeyman 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 15,571 active water meters, 3,393 fire hydrants, 3,089 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 2018 the billed water consumption in the Monroe Water System decreased 4.3% from CY 2017. 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 21<sup>th</sup> annual "Consumer Confidence Report" via URL link (<https://goo.gl/sJ3moT>) 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 2018-2019 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous hours of expertise were dedicated to maintain system compliance with the Total Coliform Rule. In June 2018, the state of Michigan signed into law the Lead and Copper Rule Revisions (LCR). Additional sampling, bill flyers and media relations have been completed to maintain customer satisfaction. Significant planning and funding requirements are necessary to maintain compliance with the LCR that are reflective with the proposed budget.
- Expanded customer base with the installation of 54 new water services (1" through 2"); 113 service renewals (lead & galvanized), an increase due to the LCR as a response to the Flint Water Crisis. Under the LCR and reviewing our current records approximately 3,792 services that are lead, galvanized, or unknown will need to be replaced over a 20 year period starting in January 2021 or approximately 190 service renewals per year.
- Maintained an uninterrupted supply of water and continue to improve response time on customer requests by minimizing outstanding work orders through scheduling appointments at more convenient times for our customers.
- Repaired / replaced / installed / relocated 9 distribution system valves and 17 fire hydrants. 176 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. 1,533 hydrants were operated / flushed, 35 autoflushers flush daily, and 10 hydrants were flow tested.
- Replaced / installed 350 meters and 390 radio reading units. Replaced / repaired / tested 26 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: WTP pipe #3 gallery painting, stand-by power generator replacement, turbidimeter replacements, allocate funds for H.S. pump / motor / drive / discharge pipe replacement, and an additional raw water pump.
- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure, facilities, & equipment to provide a reliable water system and improve quality, flow, pressure, capacity, and operations - specifically Main Replacements on W. Maple Ave, Sylvan Dr, Stockton Dr, Stedman Dr, Parkwood Ave, Scottwood Ave; Equipment Replacements for a mini-excavator & trailer and a wheel loader; Completing the survey & design of main replacements on W. Front St, Godfroy Ave, Hollywood Dr, Maywood Ave, & Jefferson Ct.

The Transmission and Distribution Division installed 54 new water services and completed 113 service renewals. Increased service renewals (lead & galvanized), an increase due to the LCR as a response to the Flint Water Crisis. Under the LCR and reviewing our current records approximately 3,792 services that are lead, galvanized, or unknown will need to be replaced over a 20-year period starting in January 2021 or approximately 190 service renewals per year. 17 fire hydrants were repaired / replaced / installed, 1,533 hydrants were operated / flushed, 42 water main breaks were repaired, 48 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 9 valves were repaired or replaced with minimal inconvenience to our customers. 2,633 MISS DIG tickets were received which required 2,119 tickets to be responded to during the year. The Service Section completed 3,637 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, cross-connection inspections along with miscellaneous meter services. 6,441 delinquent notices were mailed out which ultimately required 2,640 final notices to be mailed. They collected 799 system bacteriological samples, and were called out 49 times. The meter readers read approximately 15,571 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During CY 2018, 815 total new or old cross-connection sites were tested. Per the MDEQ requirements, on July 1, 2018 the Residential Cross Connection Control program starting to have a comprehensive cross connection program for the elimination and prevention of all cross connections and are integrated into our daily work tasks.

Water Service Workers installed / replaced 350 meters and 390 radio reading units. The radio reading device is currently a Neptune system "R-900 or E-Coder" 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. FY 2019-2020 includes Year 1 (All Non-Residential Customers ~1,576 meters) of an 8 year program to convert the current meter reading system to a Cellular Based Meter Reading System using Badger Meter Beacon Advanced Metering Analytics (AMA). This new system will allow staff to read meters from the office or via smartphone in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the smartphone app & emails, eliminate cross connections via inspections and the app, move to monthly billing as each year is converted to the new system, and engage / improve the customer experience.

## **WATER DEPARTMENT GOALS / CHALLENGES**

The Water Department Divisions set the following goals:

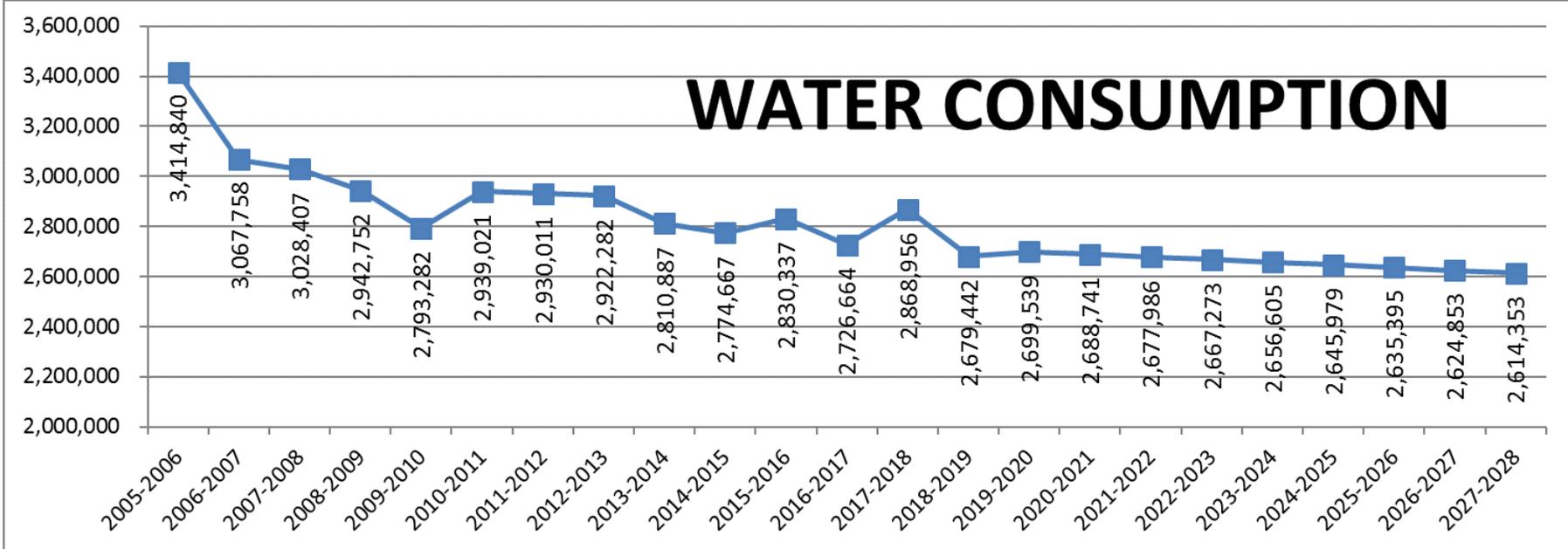
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will challenge some of the facilities antiquated components abilities. See list below:
  - DBP2 testing is ongoing and LT2 Rule testing has been completed and does not require any system improvements.
  - UCMR 4 sampling will be completed in March 2019, it is unknown what system improvements may be required pending future regulations from the results.
  - The LCR was signed into law in 2018 in which our current records show approximately 3,792 services that are lead, galvanized, or unknown. The law requires replacement of these over a 20 year period or with an our Asset Management Plan schedule (pending MDEQ approval) starting in January 2021, this results in approximately 190 service renewals per year.
  - Per the MDEQ requirements, a Residential Cross Connection Control program was started July 1, 2018 to have a comprehensive cross connection program for the elimination and prevention of all cross connections.
- Service additional customers where it is in the City's interest to spread department costs over a larger customer base in order to maintain the existing rate structure and strategically using the City's excess water system capacity. CY 2018 billed water consumption was 4.3% lower than CY 2017. DTE (largest user) has reduced their water usage that results in 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 2019-2020 FTE is proposed to be 28.6 FTE. A part-time Department Aide is being added to FY 19-20 in an effort to aid with cross-connection data entry, billing, meter conversion program, assist with LCR coordination and aid in maintaining daily work tasks.
- Reduced overall water consumption coupled with increasing expenses (labor, fringe benefits, City Fees, Depreciation, Operations & Maintenance, and Debt Service) will 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.
- FY 2019-2020 starts an 8-year program to convert the current meter reading system to a Cellular Based Meter Reading System using Badger Meter Beacon Advanced Metering Analytics (AMA). Year 1 includes all Non-Residential Customers (~1,576 meters) and the

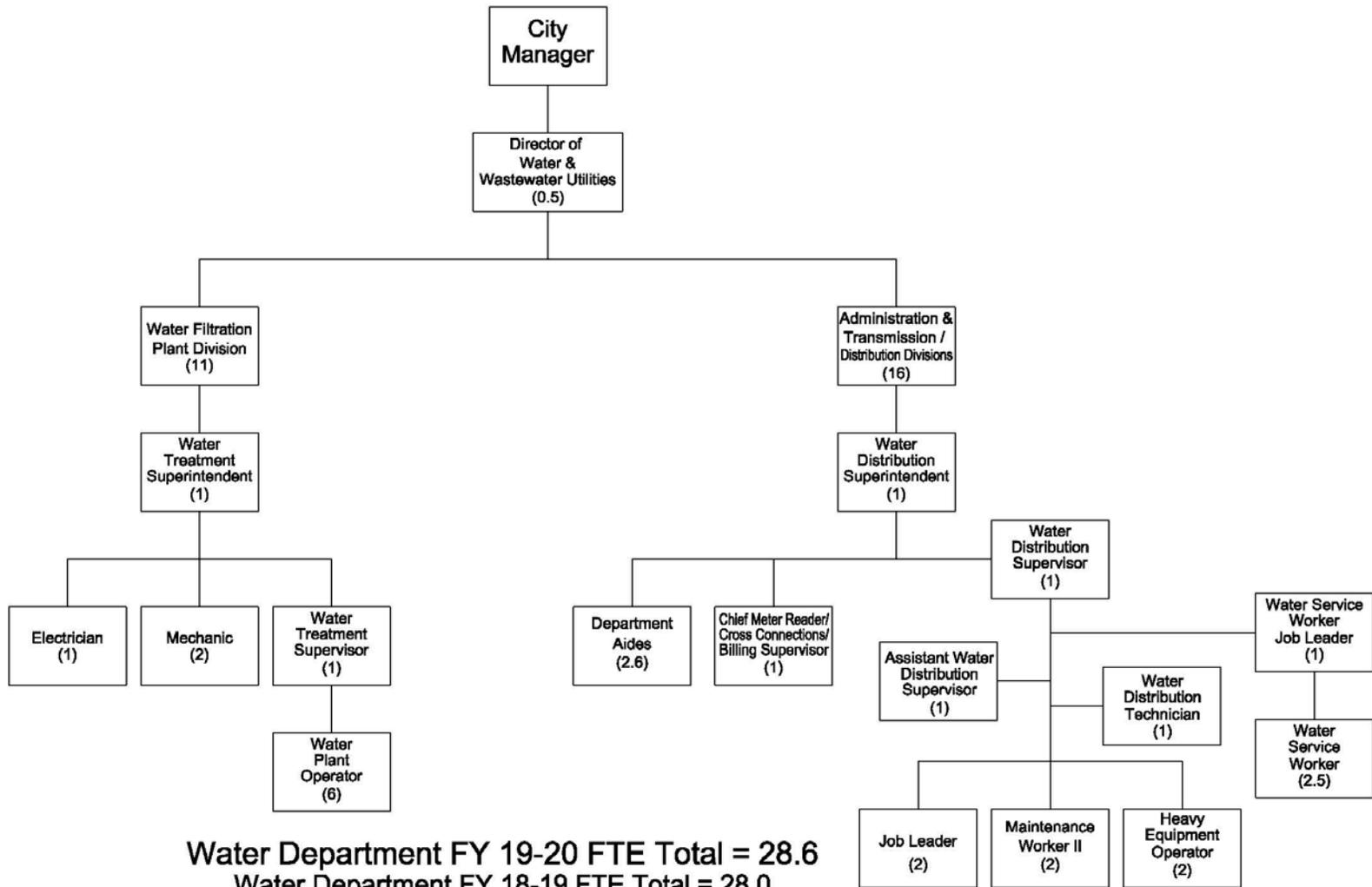
remaining 7 years will be Residential Customers (~14,182 meters). The new system will allow staff to read meters from the office or via smartphone in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the smartphone app & emails, eliminate cross connections via inspections and the app, move to monthly billing as each year is converted to the new system, and engage / improve the customer experience.

- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: WTP #1 & #2 pipe gallery painting, WTP filter & clarifier valve actuator replacements, allocate funds for the SCBS service are upgrade Phase 2, 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 W. Front St, Godfroy Ave, Hollywood Dr, Maywood Ave, & Jefferson Ct.

## Water Department Activity Measures

	<b>CY2016</b>	<b>CY2017</b>	<b>CY2018</b>	<b>CY2019</b>	<b>CY2020</b>
<b>Performance Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Project</b>	<b>Request</b>
Customers Invoiced	66,453	65,669	66,060	66,300	74,500
Work Orders Completed	3,823	3,854	3,637	3,800	3,850
Final Notices Sent	2,640	2,472	2,640	2,700	2,750
Water Treated (mg)	2,798	2,760	2,639	2,650	2,700
Routine Bacti Samples/Positive	779/1	791/4	777/0	800/0	800/0
Turbidity Samples/Violations	2196/0	2190/0	2190/0	2190/0	2190/0
New Services	54	46	54	55	55
Repair / Replace Valves	12	9	9	10	10
Service Renewals	92	64	113	190	190
Repair Main Breaks	42	31	42	40	40
Read Meters	63,835	63,893	64,150	64,300	64,400
Inspect/Test Cross Connections	614	863	815	2,200	3,200
Repair / Replace Hydrants	17	15	17	20	20





**Water Department FY 19-20 FTE Total = 28.6**  
**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 FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue						
General Government	\$ 74,625	\$ 76,230	\$ 98,379	\$ 102,000	\$ 100,000	\$ 98,000
Program Services Revenue						
Public Works	10,800,718	9,144,699	9,379,471	10,024,197	10,924,646	11,890,564
Operating Grants						
Public Works	1,800					
<b>Total Revenue</b>	<b>10,877,143</b>	<b>9,220,929</b>	<b>9,477,850</b>	<b>10,126,197</b>	<b>11,024,646</b>	<b>11,988,564</b>
<b>Total Expenditures</b>	<b>6,776,393</b>	<b>8,132,393</b>	<b>8,030,652</b>	<b>9,562,945</b>	<b>9,273,924</b>	<b>9,817,797</b>
Excess (Deficiency of Revenues) over Expenditures	4,100,750	1,088,536	1,447,198	563,252	1,750,722	2,170,767
<b>Beginning Net Assets</b>	<b>45,189,172</b>	<b>49,289,922</b>	<b>49,289,922</b>	<b>50,737,120</b>	<b>51,300,372</b>	<b>53,051,094</b>
<b>Ending Net Assets</b>	<b>\$ 49,289,922</b>	<b>\$ 50,378,458</b>	<b>\$ 50,737,120</b>	<b>\$ 51,300,372</b>	<b>\$ 53,051,094</b>	<b>\$ 55,221,861</b>

## WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>General Administration</b>						
Personnel Services	\$ 257,773	\$ 323,176	\$ 329,424	\$ 373,560	\$ 385,547	\$ 395,939
Supplies	19,285	24,325	24,425	24,725	28,925	31,225
Other Operating	2,394,399	2,505,800	2,504,102	2,615,113	2,611,463	2,645,149
Capital Outlay	-	-	-	-	-	-
<b>General Admin. Total</b>	<b>2,671,457</b>	<b>2,853,301</b>	<b>2,857,951</b>	<b>3,013,398</b>	<b>3,025,935</b>	<b>3,072,313</b>
<b>W. High Service Pump Station</b>						
Personnel	11,507	9,081	8,429	8,629	8,802	8,978
Other Operating	37,881	42,164	42,213	44,082	44,640	45,193
<b>Custer Booster Stn. Total</b>	<b>49,388</b>	<b>51,245</b>	<b>50,642</b>	<b>52,711</b>	<b>53,442</b>	<b>54,171</b>
<b>Filtration Plant</b>						
Personnel Services	727,980	902,721	893,102	935,815	964,631	991,316
Supplies	38,348	34,123	34,273	34,563	35,363	36,163
Other Operating	1,140,499	1,374,978	1,329,341	1,388,295	1,508,675	1,605,962
Capital Outlay	695	-	-	-	-	-
<b>Filtration Plant Total</b>	<b>1,907,522</b>	<b>2,311,822</b>	<b>2,256,716</b>	<b>2,358,673</b>	<b>2,508,669</b>	<b>2,633,441</b>
<b>Transmission &amp; Distribution</b>						
Personnel Services	578,912	686,637	668,829	738,058	764,039	783,196
Supplies	48,281	118,860	112,034	115,682	120,879	123,726
Other Operating	279,680	527,107	537,090	1,063,219	1,085,486	1,101,081
Capital Outlay	(101)	-	-	-	-	-
<b>Trans. &amp; Distrib. Total</b>	<b>906,772</b>	<b>1,332,604</b>	<b>1,317,953</b>	<b>1,916,959</b>	<b>1,970,404</b>	<b>2,008,003</b>
<b>Meter Shop</b>						
Personnel Services	307,008	515,766	511,050	539,267	551,204	562,137
Supplies	20,649	34,959	32,930	31,225	36,475	37,175
Other Operating	236,823	347,689	318,403	994,880	502,621	864,416
<b>Meter Shop Total</b>	<b>564,480</b>	<b>898,414</b>	<b>862,383</b>	<b>1,565,372</b>	<b>1,090,300</b>	<b>1,463,728</b>
<b>Debt Administration</b>						
Interest	676,773	685,007	685,007	655,832	625,174	586,141
<b>Debt Administration Total</b>	<b>676,773</b>	<b>685,007</b>	<b>685,007</b>	<b>655,832</b>	<b>625,174</b>	<b>586,141</b>
<b>Water Fund Total</b>	<b>\$ 6,776,392</b>	<b>\$ 8,132,393</b>	<b>\$ 8,030,652</b>	<b>\$ 9,562,945</b>	<b>\$ 9,273,924</b>	<b>\$ 9,817,797</b>

**Water Fund  
Capital Project Detail**

Project	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
SCBS Service Area Upgrades	\$ 14,875	\$ 108,919	\$ 121,767	\$ 149,000	\$ -	\$ -
GIS-Water System and Services	27,619	12,848	-	-	-	-
Water Main -Kentucky-1st to 4th	52,715	-	49,871	-	-	-
SCADA Upgrade	15,600	-	-	-	-	-
Standby Power Generator Rehab/Replace	49,437	703,313	703,313	-	-	-
West Reservoir Access Hatch Replacement	16,000	-	-	-	-	-
Water Main-N. Macomb-Elm to Lorain	256,217	-	-	-	-	-
Water Main-Conant-Wood to Third	122,086	-	-	-	-	-
Water Main-Union-8th to 5th	254,614	-	-	-	-	-
Water Main-Jerome-Cemetery to 4th	485	-	-	-	-	-
Water Plant Security Camera Replacement	11,995	-	-	-	-	-
East Reservoir Joint & Crack Repair	7,100	-	-	-	-	-
Cyanotoxin Test Equipment Replacement	32,320	-	-	-	-	-
Filtration Plant Floor Removal/Replacement	25,830	-	-	-	-	-
Cartegraph Upgrade for Asset Mgmt	18,293	-	-	-	-	-
Water Main-Sylvan Drive	108,801	31,252	31,252	-	-	-
Water Main-Stockton Drive	88,855	42,081	42,081	-	-	-
Water Main-Maple West	8,343	478,457	482,018	-	-	-
West High Station Pump Rehab	-	41,811	41,811	-	-	-
Water Main-Stedman/Borgess to Monroe	28,538	31,662	30,700	-	-	-
Water Main-Parkwood/Hollywood to Maple	8,944	215,056	215,000	-	-	-
Water Main-Scottwood/Hollywood to Maple	3,072	256,694	262,308	-	-	-
Dump Truck Replacement	-	85,000	70,000	-	-	-
Backhoe Replacement	-	40,000	90,000	-	-	-
Turbidimeter Replacement	-	69,500	69,500	-	-	-
WTP Pipe Galler Painting	-	115,000	115,000	-	-	-
High SVC Pump/Motor/Drive/Dis. Pipe	-	128,062	128,062	-	-	-
Subtotal	\$ 1,151,739	\$ 2,359,655	\$ 2,452,683	\$ 149,000	\$ -	\$ -

## Water Fund Capital Project Detail

Project	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
Water Main - Orchard b/w R'view&Maple	-	100,000	100,000	-	-	-
Water Plant Lab Sterilizer System Replace	-	42,000	42,000	-	-	-
West Front Water Main Replacement	-	871,500	871,500	-	-	-
Water Main - Hollywood-Elm to Maywood	-	1,409,800	1,409,800	-	-	-
Water Main - Maywood-Macomb to R'view	-	281,700	281,700	-	-	-
Water Main - Jefferson Ct-Western-Huron	-	241,300	241,300	-	-	-
Water Main - Godfroy-Elm to Nobile	-	10,900	10,900	824,000	-	-
Filter & Clarifier Valve & Actuator Replace	-	51,000	51,000	-	-	-
E 2nd St Watermain-Washington to East	-	-	-	-	41,310	-
E Willow St Watermain-Monroe to Macomb	-	-	-	-	221,130	-
W Lorain St-Huber to E of Lavender	-	-	-	-	439,830	-
Excavator/Trailer Replacement	-	-	-	-	110,250	-
Air compressor/Hydraulic Unit Replacement	-	-	-	-	17,000	-
Water Service Boring/Trencher Replace	-	-	-	-	35,000	-
S Custer Booster Station Upgrades	-	-	-	-	260,000	137,500
W Vine St Watermain-W St Marys to Monroe	-	-	-	-	-	121,500
E 7tjh St Watermain-Monroe to Washington	-	-	-	-	-	97,200
Washington St Watermain-7th to 4th	-	-	-	-	-	274,590
Jones Ave Watermain-Monroe to Washington	-	-	-	-	-	109,350
Distribution Service Truck Replacement	-	-	-	-	-	78,750
Roessler Elevated Storage Tank Imp	-	-	-	-	-	500,000
HS Pump/Motor/Drive/Discharge Pipe Rplc	-	-	-	-	-	162,500
Boiler Replacement Main Plant	-	-	-	-	-	50,000
Chlorine Analyzer Replacement	-	-	-	-	-	30,000
Recoat/Paint Clarifier #3 Dome Roof	-	-	-	-	-	30,000
WTP Driveway Replacement	-	-	-	-	-	100,000
West Reservoir Crack Repair	-	-	-	-	-	25,000
Operating Equipment	-	10,000	7,000	10,750	11,500	-
Subtotal - Previous Page	1,151,739	2,359,655	2,452,683	149,000	-	-
<b>Capital Project Total</b>	<b>\$ 1,151,739</b>	<b>\$ 5,377,855</b>	<b>\$ 5,467,883</b>	<b>\$ 983,750</b>	<b>\$ 1,136,020</b>	<b>\$ 1,716,390</b>

## RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. Capital projects at the facility that are funded from the capital reserves fund include: Allocating funds for L.S. pump rehabilitation, motor and VFD upgrades.

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

### RAW WATER PARTNERSHIP FUND NET ASSETS TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 10,248	\$ 8,500	\$ 17,500	\$ 18,000	\$ 18,500	\$ 19,000
Operating Grant Revenue						
Public Works	389,236	419,230	412,685	416,788	422,594	426,240
<b>Total Revenue</b>	<b>399,484</b>	<b>427,730</b>	<b>430,185</b>	<b>434,788</b>	<b>441,094</b>	<b>445,240</b>
<b>Total Expenditures</b>	<b>389,236</b>	<b>418,669</b>	<b>412,685</b>	<b>416,788</b>	<b>422,594</b>	<b>426,240</b>
Excess (Deficiency of Revenues) over Expenditures	10,248	9,061	17,500	18,000	18,500	19,000
<b>Beginning Net Assets</b>	<b>5,583,369</b>	<b>5,593,617</b>	<b>5,593,617</b>	<b>5,611,117</b>	<b>5,629,117</b>	<b>5,647,617</b>
<b>Ending Net Assets</b>	<b>\$ 5,593,617</b>	<b>\$ 5,602,678</b>	<b>\$ 5,611,117</b>	<b>\$ 5,629,117</b>	<b>\$ 5,647,617</b>	<b>\$ 5,666,617</b>

## RAW WATER PARTNERSHIP EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Water Department</b>						
<b>Administration</b>						
Personnel	\$ 36,779	\$ 53,985	\$ 50,103	\$ 51,170	\$ 52,196	\$ 53,242
Supplies	10,852	14,000	12,154	12,000	12,000	12,000
Other Operating	341,605	350,684	350,428	353,618	358,398	360,998
<b>Administration Total</b>	<b>389,236</b>	<b>418,669</b>	<b>412,685</b>	<b>416,788</b>	<b>422,594</b>	<b>426,240</b>
<b>Raw Water Partnership</b>						
<b>Fund Total</b>	<b>\$ 389,236</b>	<b>\$ 418,669</b>	<b>\$ 412,685</b>	<b>\$ 416,788</b>	<b>\$ 422,594</b>	<b>\$ 426,240</b>

### Raw Water Partnership Capital Project Detail

Project	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
PAP: Addition of Raw Water Pump	\$ 2,022	\$ 769,290	\$ 769,290	\$ -	\$ -	\$ -
PAP: Motor and VFP Upgrades	-	86,021	86,021	142,700	142,700	142,700
<b>Capital Project Total</b>	<b>\$ 2,022</b>	<b>\$ 855,311</b>	<b>\$ 855,311</b>	<b>\$ 142,700</b>	<b>\$ 142,700</b>	<b>\$ 142,700</b>



**INTERNAL SERVICE FUNDS**

## **INFORMATION SYSTEMS FUND**

### **INFORMATION TECHNOLOGY PROGRAM**

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

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.

## NET ASSETS TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
<b>General Revenue</b>						
General Government	\$ 3,356	\$ 2,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Program Service Revenue</b>						
General Government	445,626	639,060	639,060	726,069	770,329	759,275
<b>Program Service Revenue</b>						
General Government	15,000	-	-	-	-	-
<b>Total Revenue</b>	<b>463,982</b>	<b>641,560</b>	<b>644,060</b>	<b>731,069</b>	<b>775,329</b>	<b>764,275</b>
<b>Total Expenditures</b>	<b>481,494</b>	<b>604,029</b>	<b>618,337</b>	<b>686,874</b>	<b>732,216</b>	<b>730,752</b>
Excess (Deficiency of Revenues) over Expenditures	(17,512)	37,531	25,723	44,195	43,113	33,523
Fund Balance Adjustment	14415					
<b>Beginning Net Assets</b>	<b>560,386</b>	<b>557,289</b>	<b>557,289</b>	<b>583,012</b>	<b>627,207</b>	<b>670,320</b>
<b>Ending Net Assets</b>	<b>\$ 557,289</b>	<b>\$ 594,819</b>	<b>\$ 583,012</b>	<b>\$ 627,207</b>	<b>\$ 670,320</b>	<b>\$ 703,843</b>

## INFORMATION SYSTEMS FUND EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Personnel</b>	\$ 12,887	\$ 135,325	\$ 78,836	\$ 205,434	\$ 215,964	\$ 223,980
<b>Supplies</b>	7,140	11,000	13,000	14,320	14,320	14,320
<b>Other Operating</b>	340,236	359,596	428,293	361,484	366,814	365,597
<b>Depreciation</b>	60,199	97,644	97,644	105,072	134,554	126,290
<b>Capital Outlay</b>	60,803	-	-	-	-	-
<b>Debt Service</b>	229	464	564	564	564	565
<b>Total</b>	<b>\$ 481,494</b>	<b>\$ 604,029</b>	<b>\$ 618,337</b>	<b>\$ 686,874</b>	<b>\$ 732,216</b>	<b>\$ 730,752</b>

**Information Systems Fund  
Capital Project Detail**

<b>Project</b>	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
Telephone System and Network Upgrade	\$ 77,816	\$ 28,988	\$ 28,988	\$ -	\$ -	\$ -
Laserfiche Licenses - 6	5,550	-	-	-	-	-
Misc Network Server Upgrade or Replace	-	40,000	40,000	-	15,000	15,000
Network Storage Array Replacement	-	-	-	50,000	-	-
Computer Replacements/Upgrades/Misc.	-	15,000	20,000	20,000	20,000	20,000
Network Switch Replacement	-	-	-	-	-	50,000
Laserfiche Forms	-	22,000	27,000	-	-	-
New Fire Station Technology	-	-	-	14,600	-	-
Website Upgrade	7,494	8,162	8,162	-	-	-
Council Chambers-Audio/Video Upgrade	-	85,107	85,582	-	-	-
Electronic Timesheets Software	12,405	-	-	-	-	-
SmartBoard and Related Costs	10,542	-	-	-	-	-
Work Order/Inv. Management Software	1,750	22,180	21,660	-	-	-
BS&A Citizen Request Management	-	5,270	-	-	-	-
City Sourced CRMS Implementation	4,750	-	-	-	-	-
Police Wireless Network/Wifi	-	5,000	-	5,000	-	-
DPS Wireless Network/Wifi	-	-	-	5,000	-	-
Police In Car Computers	-	30,000	25,189	-	-	-
Fire in Truck Computers	-	14,000	6,801	-	-	-
Copier - 1st Floor City Hall	-	10,990	-	-	-	-
Folder/Inserter Machine Replacement	-	-	-	15,000	-	-
Network Storage-Police Video	-	-	-	30,000	-	-
Misc Items	-	-	12,459	4,200	-	-
<b>Capital Project Total</b>	<b>\$ 120,307</b>	<b>\$ 286,697</b>	<b>\$ 275,841</b>	<b>\$ 143,800</b>	<b>\$ 35,000</b>	<b>\$ 85,000</b>

## **STORES AND EQUIPMENT FUND**

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

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

The primary asset of the fund, other than the equipment and supplies, is the building and property located at 222 Jones Avenue, which presently houses the Public Services Department. Therefore, revenues from this fund must also be used to cover capital projects on the building and property itself, unless City Council provides separate funding for this purpose. The 2019-20 Capital Improvements Program includes \$220,000 in funding for replacement of the middle section of the building roof, which should occur in 2019. Ideally, a small storage facility should be considered as well, as storage sites at the former Winchester Street property have been the subject of frequent vandalism.

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

**STORES AND EQUIPMENT FUND  
NET ASSETS TREND**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 100,969	\$ 26,000	\$ 203,218	\$ 105,200	\$ 98,100	\$ 154,200
Program Services Revenue:						
Public Works	1,072,698	1,147,247	1,183,060	1,218,710	1,218,710	1,225,620
<b>Total Revenue</b>	<b>1,173,667</b>	<b>1,173,247</b>	<b>1,386,278</b>	<b>1,323,910</b>	<b>1,316,810</b>	<b>1,379,820</b>
<b>Total Expenditures</b>	<b>853,733</b>	<b>1,115,401</b>	<b>1,074,063</b>	<b>1,201,984</b>	<b>1,235,849</b>	<b>1,277,596</b>
Excess (Deficiency of Revenues) over Expenditures	319,934	57,846	312,215	121,926	80,961	102,224
<b>Beginning Net Assets</b>	<b>1,320,305</b>	<b>1,640,239</b>	<b>1,640,239</b>	<b>1,952,454</b>	<b>2,074,380</b>	<b>2,155,341</b>
<b>Ending Net Assets</b>	<b>\$ 1,640,239</b>	<b>\$ 1,698,085</b>	<b>\$ 1,952,454</b>	<b>\$ 2,074,380</b>	<b>\$ 2,155,341</b>	<b>\$ 2,257,565</b>

**STORES & EQUIPMENT FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Department of Public Service Stores &amp; Equipment</b>						
Personnel	\$ 62,706	\$ 226,990	\$ 212,200	\$ 226,212	\$ 224,428	\$ 222,942
Supplies	152,240	149,000	158,000	163,700	163,400	163,400
Other Operating	359,921	458,618	439,577	531,563	570,151	615,924
Depreciation	253,686	240,000	240,000	240,000	240,000	240,000
Capital Outlay	4,356	-	-	-	-	-
Debt Service	20,824	32,793	18,786	32,509	29,870	27,350
<b>Operations Total</b>	<b>853,733</b>	<b>1,107,401</b>	<b>1,068,563</b>	<b>1,193,984</b>	<b>1,227,849</b>	<b>1,269,596</b>
Operating Transfer	0	8,000	5,500	8,000	8,000	8,000
<b>Stores &amp; Equipment Fund Total</b>	<b>\$ 853,733</b>	<b>\$ 1,115,401</b>	<b>\$ 1,074,063</b>	<b>\$ 1,201,984</b>	<b>\$ 1,235,849</b>	<b>\$ 1,277,596</b>

**Stores and Equipment Fund  
Capital Project Detail**

<b>Project</b>	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
Operating Equipment	\$ 81,364	\$ 430,000	\$ 434,230	\$ 393,000	\$ 5,000	\$ 5,000
Buildings & Improvements	5,250	10,676	17,176	123,500	5,000	5,000
Vehicles	291,748	260,324	290,324	321,000	200,000	200,000
<b>Capital Project Total</b>	<b>\$ 378,362</b>	<b>\$ 701,000</b>	<b>\$ 741,730</b>	<b>\$ 837,500</b>	<b>\$ 210,000</b>	<b>\$ 210,000</b>

## EMPLOYMENT BENEFIT FUND

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

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

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

<b>EMPLOYMENT BENEFIT FUND</b>						
<b>NET ASSET TREND</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 7,805	\$ 6,500	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
<b>Program Services Revenue:</b>						
General Government	2,268,345	2,231,705	2,471,895	2,472,159	2,570,100	2,672,126
<b>Total Revenue</b>	<b>2,276,150</b>	<b>2,238,205</b>	<b>2,486,895</b>	<b>2,487,159</b>	<b>2,585,100</b>	<b>2,687,126</b>
<b>Total Expenditures</b>	<b>2,305,280</b>	<b>2,534,525</b>	<b>2,546,718</b>	<b>2,591,975</b>	<b>2,629,837</b>	<b>2,667,607</b>
Excess (Deficiency of Revenues) over Expenditures	(29,130)	(296,320)	(59,823)	(104,816)	(44,737)	19,519
<b>Beginning Net Position</b>	<b>1,543,278</b>	<b>1,514,148</b>	<b>1,514,148</b>	<b>1,454,325</b>	<b>1,349,509</b>	<b>1,304,772</b>
<b>Ending Net Position</b>	<b>\$ 1,514,148</b>	<b>\$ 1,217,828</b>	<b>\$ 1,454,325</b>	<b>\$ 1,349,509</b>	<b>\$ 1,304,772</b>	<b>\$ 1,324,291</b>

**EMPLOYEE BENEFIT FUND  
EXPENDITURE SUMMARY**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY21-22</b>
<b>Human Resources</b>						
<b>Administration</b>						
Other Operating	\$ 47,374	\$ 46,525	\$ 46,301	\$ 46,452	\$ 46,606	\$ 46,763
<b>Administration Total</b>	<b>47,374</b>	<b>46,525</b>	<b>46,301</b>	<b>46,452</b>	<b>46,606</b>	<b>46,763</b>
<b>Medical Insurance</b>						
Other Operating	1,145,150	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
<b>Medical Insurance Total</b>	<b>1,145,150</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>
<b>Prescription Insurance</b>						
Other Operating	622,969	375,000	375,000	400,000	425,000	450,000
<b>Prescription Insurance Total</b>	<b>622,969</b>	<b>375,000</b>	<b>375,000</b>	<b>400,000</b>	<b>425,000</b>	<b>450,000</b>
<b>Dental Insurance</b>						
Other Operating	181,356	172,000	182,000	184,000	186,000	188,000
<b>Dental Insurance Total</b>	<b>181,356</b>	<b>172,000</b>	<b>182,000</b>	<b>184,000</b>	<b>186,000</b>	<b>188,000</b>
<b>Flexible Benefit Plan</b>						
Other Operating	800	1,000	1,000	1,000	1,000	1,000
<b>Flexible Benefit Total</b>	<b>800</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Life &amp; L/T Disability Insurance</b>						
Other Operating	31,956	37,000	37,000	37,000	37,000	37,000
<b>Life &amp; L/T Disability Insurance Total</b>	<b>31,956</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>
<b>Unemployment Insurance</b>						
Other Operating	-	-	282	1,000	1,000	1,000
<b>Unemployment Insurance Total</b>	<b>-</b>	<b>-</b>	<b>282</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Workers' Compensation Insurance</b>						
Other Operating	275,675	203,000	205,135	222,523	233,231	243,844
<b>Workers' Comp. Insurance Total</b>	<b>275,675</b>	<b>203,000</b>	<b>205,135</b>	<b>222,523</b>	<b>233,231</b>	<b>243,844</b>
<b>Employment Benefit Fund Total</b>	<b>\$ 2,305,280</b>	<b>\$ 2,534,525</b>	<b>\$ 2,546,718</b>	<b>\$ 2,591,975</b>	<b>\$ 2,629,837</b>	<b>\$ 2,667,607</b>

## INSURANCE FUND

The Insurance Fund is used to account for property and general liability insurance required in the day-to-day operations of the City of Monroe, including deductible payment regarding general liability type cases. The fund also pays for insurance related to underground storage tanks operated at two locations.

Property and liability insurance premiums from the city's insurance carrier are expected to increase 4-5% in the next year.

<b>NET ASSETS TREND</b>						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY17-18	FY18-19	FY18-19	FY19-20	FY20-21	FY21-22
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 3,931	\$ 6,000	\$ 6,309	\$ 7,000	\$ 7,000	\$ 7,000
<b>Program Services Revenue:</b>						
General Government	247,937	255,000	305,399	310,524	349,002	355,983
<b>Total Revenue</b>	<b>251,868</b>	<b>261,000</b>	<b>311,708</b>	<b>317,524</b>	<b>356,002</b>	<b>362,983</b>
<b>Total Expenditures</b>	<b>349,023</b>	<b>410,534</b>	<b>398,711</b>	<b>405,284</b>	<b>411,989</b>	<b>418,827</b>
Excess (Deficiency of Revenues) over Expenditures	(97,155)	(149,534)	(87,003)	(87,760)	(55,987)	(55,844)
<b>Beginning Retained Earn.</b>	<b>563,723</b>	<b>466,568</b>	<b>466,568</b>	<b>379,565</b>	<b>291,805</b>	<b>235,818</b>
<b>Ending Retained Earnings</b>	<b>\$ 466,568</b>	<b>\$ 317,034</b>	<b>\$ 379,565</b>	<b>\$ 291,805</b>	<b>\$ 235,818</b>	<b>\$ 179,974</b>

## INSURANCE FUND EXPENDITURE SUMMARY

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Administration</b>						
Other Operating	\$ -	\$ 45,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
<b>Administration Total</b>	<b>-</b>	<b>45,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Property &amp; Liability Insurance</b>						
Other Operating	349,023	365,534	383,711	390,284	396,989	403,827
<b>P&amp;L Insurance Total</b>	<b>349,023</b>	<b>365,534</b>	<b>383,711</b>	<b>390,284</b>	<b>396,989</b>	<b>403,827</b>
<b>Insurance Fund Total</b>	<b>\$ 349,023</b>	<b>\$ 410,534</b>	<b>\$ 398,711</b>	<b>\$ 405,284</b>	<b>\$ 411,989</b>	<b>\$ 418,827</b>



CITY OF  
**MONROE**  
*Michigan*

**TRUST FUND**

## **POST-RETIREMENT HEALTH CARE TRUST FUND**

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

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

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

On November 1, 1999 the Governor signed Act Number 149 of the Public Acts of 1999 into law. This legislation enabled investment activity similar to retirement systems. At the December 20, 1999 City Council meeting a resolution was adopted designating the Board of Trustees of the City Employees Retirement System as the Post-Retirement Health Care Fund's investment fiduciary. In December 2012, the City Council created a trust for the deposit of the funds. The same Board was maintained for the Trust Fund Board.

An actuarial study was completed as of December 31, 2014. The valuation calculated the annual required contribution for fiscal year 2018 as \$3.927 million. In June 2016, the City issued \$35.5 million in OPEB bonds to fund 82% of the unfunded liability of the system. The funds were deposited in the Trust throughout the remainder of 2016.

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

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

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 6,018,403	\$ 4,540,000	\$ 4,541,500	\$ 4,538,000	\$ 4,535,000	\$ 4,532,000
<b>Program Services Revenue:</b>						
General Government	1,140,401	917,216	939,716	925,281	923,496	923,496
<b>Total Revenue</b>	<b>7,158,804</b>	<b>5,457,216</b>	<b>5,481,216</b>	<b>5,463,281</b>	<b>5,458,496</b>	<b>5,455,496</b>
<b>Total Expenditures</b>	<b>4,153,998</b>	<b>4,466,823</b>	<b>4,675,823</b>	<b>4,876,389</b>	<b>5,076,457</b>	<b>5,276,526</b>
Excess (Deficiency of Revenues) over Expenditures	3,004,806	990,393	805,393	586,892	382,039	178,970
<b>Beginning Net Assets</b>	<b>58,196,803</b>	<b>61,201,609</b>	<b>61,201,609</b>	<b>62,007,002</b>	<b>62,593,894</b>	<b>62,975,933</b>
<b>Ending Net Assets</b>	<b>\$ 61,201,609</b>	<b>\$ 62,192,002</b>	<b>\$ 62,007,002</b>	<b>\$ 62,593,894</b>	<b>\$ 62,975,933</b>	<b>\$ 63,154,903</b>

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

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Finance Department</b>						
Actuarial Services	\$ 25,500	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Audit Services	3,226	3,323	3,323	3,389	3,457	3,526
Investment Cost	333,331	200,000	390,000	390,000	390,000	390,000
Fiduciary Insurance	7,475	8,500	7,500	8,000	8,000	8,000
<b>Total Finance Dept.</b>	<b>369,532</b>	<b>261,823</b>	<b>450,823</b>	<b>451,389</b>	<b>451,457</b>	<b>451,526</b>
<b>Personnel Department</b>						
Contractual	-	-	20,000	20,000	20,000	20,000
Actuarial Services	5,000	3,000	3,000	3,000	3,000	3,000
Medical Insurance	2,042,410	2,400,000	2,400,000	2,500,000	2,600,000	2,700,000
Prescription Insurance	1,726,129	1,800,000	1,800,000	1,900,000	2,000,000	2,100,000
Employee Refunds	10,927	2,000	2,000	2,000	2,000	2,000
<b>Total Personnel Dept.</b>	<b>3,784,466</b>	<b>4,205,000</b>	<b>4,225,000</b>	<b>4,425,000</b>	<b>4,625,000</b>	<b>4,825,000</b>
<b>Post-Retirement Health</b>						
<b>Care Fund Total</b>	<b>\$ 4,153,998</b>	<b>\$ 4,466,823</b>	<b>\$ 4,675,823</b>	<b>\$ 4,876,389</b>	<b>\$ 5,076,457</b>	<b>\$ 5,276,526</b>



**PERMANENT FUND**

## Cemetery Fund

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

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

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

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

**CEMETERY FUND  
FUND BALANCE TREND**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 27,862	\$ 40,000	\$ 40,000	\$ 68,000	\$ 68,000	\$ 68,000
Program Services Revenue:						
General Government	22,003	20,000	20,000	20,000	20,000	20,000
<b>Total Revenue</b>	<b>49,865</b>	<b>60,000</b>	<b>60,000</b>	<b>88,000</b>	<b>88,000</b>	<b>88,000</b>
<b>Total Expenditures</b>	<b>37,777</b>	<b>44,239</b>	<b>44,239</b>	<b>72,259</b>	<b>72,264</b>	<b>72,269</b>
Excess (Deficiency of Revenues) over Expenditures	12,088	15,761	15,761	15,741	15,736	15,731
<b>Beginning Fund Balance</b>	<b>450,500</b>	<b>462,588</b>	<b>462,588</b>	<b>478,349</b>	<b>494,090</b>	<b>509,826</b>
<b>Ending Fund Balance</b>	<b>\$ 462,588</b>	<b>\$ 478,349</b>	<b>\$ 478,349</b>	<b>\$ 494,090</b>	<b>\$ 509,826</b>	<b>\$ 525,557</b>

**CEMETERY FUND  
EXPENDITURE SUMMARY**

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Community Development Dept.</b>						
<b>Cemetery</b>						
Other Operating	\$ 37,777	\$ 44,239	\$ 44,239	\$ 72,259	\$ 72,264	\$ 72,269
Capital Outlay	-	-	-	-	-	-
<b>Total Cemetery Fund</b>	<b>\$ 37,777</b>	<b>\$ 44,239</b>	<b>\$ 44,239</b>	<b>\$ 72,259</b>	<b>\$ 72,264</b>	<b>\$ 72,269</b>



**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:

- Completion and adoption of Downtown Master Plan Project
- Implemented annual Communications and Marketing Plans
- Approved two façade program applications
- Initiated the development of a concept plan for Riverwalk Enhancement and Expansion
- Initiated a pilot program for Upper Floor Conversion Case Study
- Refreshed the Façade Reinvestment Program and renamed to Building Improvement Program
- Added an event calendar module to the web site
- Approved event calendar policy
- Initiated the development a business recruitment brochure
- Initiated the development of Streetscape Design Standards
- Hosted stakeholder meetings
- Installed limited spring and winter seasonal decorations in planters
- Launched three-year maintenance plan for trees and lighting

Plans for the 2019-2020 budget year include:

- Implement annual Communications and Marketing Plans
- Implement recommendations in Downtown Master Plan that calm streets
- Implement recommendations in Downtown Master Plan that activate storefronts, including installation of art-focused treatments and promotion of sidewalk shopping
- Set aside funds to implement a project from the forthcoming Riverwalk Enhancement and Expansion Plan
- Contribute to alleyway improvement project to be completed by City of

Monroe

- Develop a greater partnership with the Monroe County Convention and Tourism Bureau
- Implement strategies in Downtown Master Plan to improve parking management and infrastructure
- Fund two projects from the Building Improvement Program
- Install limited spring and winter seasonal decorations in planters
- Complete year two of maintenance plan for trees and lighting
- Set aside funds for property assessment and acquisition

### DOWNTOWN DEVELOPMENT AUTHORITY FUND BALANCE TREND

	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 8,146	\$ 7,500	\$ 9,600	\$ 7,200	\$ 2,400	\$ 2,000
Community Development	238,937	223,328	231,685	231,600	236,600	241,700
<b>Total Revenue</b>	<b>247,083</b>	<b>230,828</b>	<b>241,285</b>	<b>238,800</b>	<b>239,000</b>	<b>243,700</b>
<b>Total Expenditures</b>	282,951	379,305	379,469	469,247	262,504	250,667
Excess (Deficiency of Revenues) over Expenditures	(35,868)	(148,477)	(138,184)	(230,447)	(23,504)	(6,967)
<b>Beginning Fund Balance</b>	521,661	485,791	485,791	347,607	117,160	93,656
<b>Ending Fund Balance</b>	<b>\$ 485,793</b>	<b>\$ 337,314</b>	<b>\$ 347,607</b>	<b>\$ 117,160</b>	<b>\$ 93,656</b>	<b>\$ 86,689</b>

**DOWNTOWN DEVELOPMENT AUTHORITY FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Community Development Department</b>						
<b>Downtown Development</b>						
Personnel	\$ 19,529	\$ 23,661	\$ 22,100	\$ 22,088	\$ 22,628	\$ 23,167
Supplies	1,163	1,100	1,020	1,000	1,000	1,000
Other Operating	146,765	220,550	222,355	183,959	78,782	63,806
Capital Outlay	-	-	-	50,000	-	-
Operating Transfers	115,494	133,994	133,994	212,200	160,094	162,694
<b>Downtown Development Total</b>	<b>\$ 282,951</b>	<b>\$ 379,305</b>	<b>\$ 379,469</b>	<b>\$ 469,247</b>	<b>\$ 262,504</b>	<b>\$ 250,667</b>

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

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

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

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

### **Program Activities**

To date, twenty-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**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 20,801	\$ 19,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Community Development	478,113	491,073	590,756	601,376	612,249	623,383
<b>Total Revenue</b>	<b>498,914</b>	<b>510,073</b>	<b>620,756</b>	<b>631,376</b>	<b>642,249</b>	<b>653,383</b>
<b>Total Expenditures</b>	<b>502,729</b>	<b>614,976</b>	<b>723,114</b>	<b>900,221</b>	<b>680,232</b>	<b>605,484</b>
Excess (Deficiency of Revenues) over Expenditures	(3,815)	(104,903)	(102,358)	(268,845)	(37,983)	47,899
<b>Beginning Fund Balance</b>	<b>750,950</b>	<b>747,135</b>	<b>747,135</b>	<b>644,777</b>	<b>375,932</b>	<b>337,949</b>
<b>Ending Fund Balance</b>	<b>\$ 747,135</b>	<b>\$ 642,232</b>	<b>\$ 644,777</b>	<b>\$ 375,932</b>	<b>\$ 337,949</b>	<b>\$ 385,848</b>

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
EXPENDITURE DETAIL**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Community Development Department</b>						
<b>Brownfield Redevelopment</b>						
Other Operating	305,030	386,885	495,023	672,129	454,245	461,740
Debt Services	197,699	228,091	228,091	228,092	225,987	143,744
<b>Brownfield Redevelopment Total</b>	<b>502,729</b>	<b>614,976</b>	<b>723,114</b>	<b>900,221</b>	<b>680,232</b>	<b>605,484</b>
<b>B.R.A Fund Total</b>	<b>\$ 502,729</b>	<b>\$ 614,976</b>	<b>\$ 723,114</b>	<b>\$ 900,221</b>	<b>\$ 680,232</b>	<b>\$ 605,484</b>

## PORT OF MONROE

### Mission Statement

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

### Objectives

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

### PORT OF MONROE NET ASSETS TREND

Revenue:	Actual FY17-18	Budget FY18-19	Projected FY18-19	Adopted FY19-20	Projection FY20-21	Projection FY21-22
General Revenue:						
General Government	\$ 400,074	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Program Services Revenue:						
Community Development	527,765	480,000	480,000	580,000	591,602	592,000
Capital Grants						
Community Development	246,198	-	-	-	-	-
<b>Total Revenue</b>	<b>1,174,037</b>	<b>880,000</b>	<b>880,000</b>	<b>980,000</b>	<b>991,602</b>	<b>992,000</b>
<b>Total Expenditures</b>	<b>1,670,576</b>	<b>880,000</b>	<b>880,000</b>	<b>980,000</b>	<b>991,602</b>	<b>992,000</b>
Excess (Deficiency of Revenues) over Expenditures	(496,539)	-	-	-	-	-
<b>Beginning Net Assets</b>	<b>3,488,192</b>	<b>2,991,653</b>	<b>2,991,653</b>	<b>2,991,653</b>	<b>2,991,653</b>	<b>2,991,653</b>
<b>Ending Net Assets</b>	<b>\$ 2,991,653</b>	<b>\$ 2,991,653</b>	<b>\$ 2,991,653</b>	<b>\$ 2,991,653</b>	<b>\$ 2,991,653</b>	<b>\$ 2,991,653</b>

**PORT OF MONROE  
EXPENDITURE SUMMARY**

	<b>Actual FY17-18</b>	<b>Budget FY18-19</b>	<b>Projected FY18-19</b>	<b>Adopted FY19-20</b>	<b>Projection FY20-21</b>	<b>Projection FY21-22</b>
<b>Community Development Dept.</b>						
<b>Port Operations</b>						
Personnel Services	\$ 254,391	\$ 267,595	\$ 267,595	\$ 380,000	\$ 391,581	\$ 376,671
Other Operating	1,260,834	481,155	481,155	468,000	468,799	479,107
Depreciation	102,685	98,000	98,000	100,000	100,000	107,000
Debt Service	52,666	33,250	33,250	32,000	31,222	29,222
<b>Port Operations Total</b>	<b>1,670,576</b>	<b>880,000</b>	<b>880,000</b>	<b>980,000</b>	<b>991,602</b>	<b>992,000</b>
<b>Port of Monroe Total:</b>	<b>\$ 1,670,576</b>	<b>\$ 880,000</b>	<b>\$ 880,000</b>	<b>\$ 980,000</b>	<b>\$ 991,602</b>	<b>\$ 992,000</b>

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

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



**PERSONNEL SUMMARY**

<b>FY2020</b>			
<b>Budgeted Full-time and Regular Part-time Positions</b>			
<b>FY2020 Adopted Budget</b>	<b>Classification</b>	<b>FY2019 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>General Fund City Manager City Manager's Office</b>		
1.000	City Manager	1.000	-
1.000	Executive Secretary	1.000	-
<b>2.000</b>	<b>Total City Manager's Office</b>	<b>2.000</b>	-
	<b>Communications, Culture, Community Promotion</b>		
1.000	Communication, Culture, & Community Promotion Dir.	1.000	-
<b>1.000</b>	<b>Total Communications, Culture, Community Promotion</b>	<b>1.000</b>	-
	<b>Clerk/Treasurer's Office</b>		
1.000	Clerk/Treasurer	1.000	-
1.000	Chief Deputy Clerk/Treasurer	1.000	-
1.000	Deputy Clerk/Treasurer II	1.000	-
2.000	Deputy Clerk/Treasurer I	-	2.000
-	Deputy City Treasurer	1.000	(1.000)
-	Deputy City Clerk	-	-
-	Cashier	1.000	(1.000)
-	Secretary/Clerical Assistant	-	-
<b>5.000</b>	<b>Total Clerk/Treasurer's Office</b>	<b>5.000</b>	-
	<b>Assessor's Office</b>		
1.000	City Assessor	1.000	-
2.000	Property Appraiser	2.000	-
<b>3.000</b>	<b>Total Assessor's Office</b>	<b>3.000</b>	-
	<b>Finance Department</b>		
0.900	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	-
<b>3.900</b>	<b>Total Finance Department</b>	<b>3.900</b>	-
	<b>Human Resources Department</b>		
1.000	Human Resources Director	1.000	-
1.000	Administrative Assistant	1.000	-
<b>2.000</b>	<b>Total Personnel</b>	<b>2.000</b>	-
	<b>Engineering Department</b>		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Assistant City Engineer	-	1.000
2.000	Engineering Technician	3.000	(1.000)
1.000	Departmental Aide	1.000	-
<b>4.500</b>	<b>Total Engineering Department</b>	<b>4.500</b>	-

<b>FY2020 Adopted Budget</b>	<b>Classification</b>	<b>FY2019 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Public Safety Division</b>		
1.000	Police Chief	1.000	-
3.000	Police Captain	3.000	-
6.000	Lieutenant Public Safety Officer	6.000	-
30.000	Public Safety Officer/Patrol Officer (including Corporals)	30.000	-
1.500	Police Cadets	2.680	(1.180)
1.000	Chief of Fire	1.000	-
2.000	Fire Mechanic	2.000	-
3.000	Fire Captain	3.000	-
3.000	Fire Lieutenant	3.000	-
10.000	Firefighter	10.000	-
3.000	Clerk	3.000	-
0.600	Police Records Supervisor	-	0.600
-	Property Clerk	0.500	(0.500)
<b>64.100</b>	<b>Total Public Safety Division</b>	<b>65.180</b>	<b>(1.080)</b>
	<b>Department of Public Service Operations Division</b>		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	Forestry & Grounds Supervisor	1.000	-
1.000	DPS Job Leader	1.000	-
1.000	Forestry Job Leader	1.000	-
3.000	Heavy Equipment Operator	4.000	(1.000)
4.330	Maintenance Worker I	4.330	-
2.000	Maintenance Worker/Forestry	1.000	1.000
1.000	Receptionist/Clerk Typist	1.000	-
<b>15.830</b>	<b>Total Department of Public Service</b>	<b>15.830</b>	<b>-</b>
	<b>Community Development Department City Hall Grounds Division</b>		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
0.500	Building/Zoning Inspector II	-	0.500
1.000	Custodian	1.000	-
<b>1.880</b>	<b>Total City Hall Grounds Division</b>	<b>1.380</b>	<b>0.500</b>
	<b>Zoning/Ordinance Enforcement Division</b>		
0.250	Community Development Director	0.250	-
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
0.800	Property Maintenance and Zoning Inspector	0.800	-
0.500	Building/Zoning Inspector II	0.500	-
<b>1.830</b>	<b>Total Zoning/Ordinance Enforcement Division</b>	<b>1.830</b>	<b>-</b>

<b>FY2020 Adopted Budget</b>	<b>Classification</b>	<b>FY2019 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Planning Division</b>		
0.750	Community Development Director	0.750	-
1.000	Planner I	-	1.000
-	Planner II	1.000	(1.000)
0.600	Secretary/Clerical Assistant	0.600	-
<b>2.350</b>	<b>Total Planning Division</b>	<b>2.350</b>	<b>-</b>
<b>6.060</b>	<b>Total Community Development Department</b>	<b>5.560</b>	<b>0.500</b>
	<b>Economic/Downtown Development Department</b>		
1.000	Asst. to City Manager/Economic Development Coordinator	1.000	-
1.000	Downtown Development Coordinator	1.000	-
<b>2.000</b>	<b>Total Economic Development Department</b>	<b>2.000</b>	<b>-</b>
	<b>Parks and Recreation Recreation Division</b>		
1.000	Recreation Manager	1.000	-
1.000	Recreation Programmer	1.000	-
<b>2.000</b>	<b>Total Recreation Division</b>	<b>2.000</b>	<b>-</b>
	<b>Recreation-Parks Maintenance Division</b>		
1.000	Parks Maintenance Supervisor	1.000	-
1.670	Maintenance Worker I	1.670	-
<b>2.670</b>	<b>Total Recreation-Parks Maintenance Division</b>	<b>2.670</b>	<b>-</b>
<b>4.670</b>	<b>Total Parks &amp; Recreation Department</b>	<b>4.670</b>	<b>-</b>
<b>114.060</b>	<b>Total General Fund</b>	<b>114.640</b>	<b>(0.580)</b>
	<b>Parking Meter Fund Police Department</b>		
0.400	Police Records Supervisor	-	0.400
1.000	Parking Enforcement Officer	1.500	(0.500)
1.200	Parking Cadets	-	1.200
<b>2.600</b>	<b>Total Police Department</b>	<b>1.500</b>	<b>1.100</b>
<b>2.600</b>	<b>Total Parking Meter Fund</b>	<b>1.500</b>	<b>1.100</b>
	<b>Building Safety Fund Safety Inspection Division</b>		
0.600	Building Official	0.600	-
2.000	Building/Zoning Inspector II	2.100	(0.100)
0.220	Electrical/Code Inspector	-	0.220
0.400	Plumbing/Heating Inspector	1.000	(0.600)
0.800	Property Maintenance and Zoning Inspector	0.800	-
1.740	Secretary/Clerical Assistant	1.740	-
<b>5.760</b>	<b>Total Safety Inspection Division</b>	<b>6.240</b>	<b>(0.480)</b>
<b>5.760</b>	<b>Total Building Safety Fund</b>	<b>6.240</b>	<b>(0.480)</b>

<b>FY2020 Adopted Budget</b>	<b>Classification</b>	<b>FY2019 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Wastewater Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Secretary/Clerical Assistant	1.000	-
<b>2.500</b>	<b>Total Administration Division</b>	<b>2.500</b>	-
	<b>Treatment &amp; Disposal Division</b>		
1.000	Electrician	0.500	0.500
1.000	Chemist	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Operations Supervisor	-	1.000
-	Wastewater Chief Plant Operator	1.000	(1.000)
-	Wastewater Technician	1.000	(1.000)
7.000	Wastewater Plant Operator	7.000	-
1.000	Wastewater Sludge Dewatering Operator	1.000	-
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.600	Lab Technician	1.600	-
<b>16.100</b>	<b>Total Treatment &amp; Disposal Division</b>	<b>16.600</b>	<b>(0.500)</b>
	<b>Sanitary Sewers Maintenance Division</b>		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.600	Heavy Equipment Operator	1.000	0.600
<b>3.600</b>	<b>Total Sanitary Sewers Maintenance Division</b>	<b>3.000</b>	<b>0.600</b>
	<b>Pump Stations Maintenance Division</b>		
0.500	Wastewater Maintenance Supervisor	0.500	-
1.000	Electrician	0.500	0.500
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
<b>3.500</b>	<b>Total Pump Stations Maintenance Division</b>	<b>3.000</b>	<b>0.500</b>
<b>25.700</b>	<b>Total Wastewater Fund</b>	<b>25.100</b>	<b>0.600</b>

<b>FY2020 Adopted Budget</b>	<b>Classification</b>	<b>FY2019 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Water Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.600	Departmental Aide II	2.000	0.600
<b>4.100</b>	<b>Total Administration Division</b>	<b>3.500</b>	<b>0.600</b>
	<b>Filtration Plant Division</b>		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
<b>11.000</b>	<b>Total Filtration Plant Division</b>	<b>11.000</b>	-
	<b>Transmission &amp; Distribution Division</b>		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
2.000	Maintenance Worker II	2.000	-
<b>8.500</b>	<b>Total Transmission &amp; Distribution Division</b>	<b>8.500</b>	-
	<b>Meter Shop Division</b>		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.600	Water Service Worker	2.000	0.600
1.000	Chief Meter Reader	1.000	-
<b>5.100</b>	<b>Total Meter Shop Division</b>	<b>4.500</b>	<b>0.600</b>
<b>28.700</b>	<b>Total Water Fund</b>	<b>27.500</b>	<b>1.200</b>
	<b>Information Systems Fund</b>		
	<b>Finance Department</b>		
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	-
<b>2.100</b>	<b>Total Finance Department</b>	<b>2.100</b>	-
<b>2.100</b>	<b>Total Information Systems Fund</b>	<b>2.100</b>	-
	<b>Stores &amp; Equipment Fund</b>		
	<b>Department of Public Service</b>		
1.000	Certified Mechanic/Welder	1.000	-
1.000	Certified Mechanic	1.000	-
<b>2.000</b>	<b>Total Department of Public Service</b>	<b>2.000</b>	-
<b>2.000</b>	<b>Total Stores &amp; Equipment Fund</b>	<b>2.000</b>	-
<b>180.920</b>	<b>Total Full Time and Regular Part-time Employees</b>	<b>179.080</b>	<b>1.840</b>



**Capital Improvement Program**

**CITY OF MONROE  
CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2019-2020 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	
<b>Building</b>	Sawyer House Porch and Bilco Door	\$25,000							\$25,000		
	<b>SUB-TOTAL</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>		
<b>Engineering Infrastructure</b>	Sidewalk Replacement Program	\$100,000					\$50,000		\$150,000	4	
	DPS Facility Roof Rehabilitation	\$95,000					\$125,000		\$220,000	22	
	Heritage Corridor Site Improvements	\$100,000							\$100,000		
	Stores Fund Vehicle and Equipment Replacement	\$0					\$500,000		\$500,000	16	
	Strategic Property Acquisition	\$25,000							\$25,000		
	St. Mary's Storm Sewer (Conditional)	\$450,000						\$50,000	\$1,000,000	4	
	Alley Paving	\$25,000						\$49,000	\$224,000	4	
	<b>SUB-TOTAL</b>	<b>\$795,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,325,000</b>	<b>\$99,000</b>	<b>\$2,219,000</b>	
	<b>Streets</b>	West Front Street Resurfacing - Telegraph to Harrison		\$425,000				\$475,000	\$50,000	\$950,000	2
		N. Custer Road Resurfacing - City Line to Telegraph		\$750,000						\$750,000	
		Hollywood Drive Resurfacing - Elm to N of Maywood	\$375,000		\$285,000					\$660,000	
		Maywood Ave Resurfacing - N. Macomb to Riverview		\$280,000						\$280,000	
		Jefferson Court Resurfacing - Western to Huron			\$170,000					\$170,000	
		Godfroy Ave Resurfacing - W. Elm to W. Noble		\$220,000						\$220,000	
<b>SUB-TOTAL</b>		<b>\$375,000</b>	<b>\$1,675,000</b>	<b>\$455,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$475,000</b>	<b>\$50,000</b>	<b>\$3,030,000</b>	
<b>Recreation/ Parks</b>	Tractor with Attachments						\$38,000		\$38,000	16	
	Labor Park	\$100,000					\$460,000	\$579,100	\$1,139,100	1, 21, 22	
	<b>SUB-TOTAL</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$498,000</b>	<b>\$579,100</b>	<b>\$1,177,100</b>		
<b>Wastewater</b>	Replace Distribution Panels & Transfer Switches				\$300,000				\$300,000		
	Sanitary Sewer System Rehabilitation / Replacement				\$230,000				\$230,000		
	Wastewater Treatment Plant Air Compressor				\$45,000				\$45,000		
	Scum Well Grease Collector Upgrade				\$150,000				\$150,000		
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$725,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$725,000</b>	
Department	Project	General Fund	Major Streets	Local Streets	Enterprise	Airport Fund	Add / Alternate Funding	Prior Funding	Total Project Cost	Source of Add/Alt Funding	
<b>Water Distribution Division</b>	Water Distribution System Replacement / Rehab				\$2,383,160				\$2,383,160		

**CITY OF MONROE  
CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2019-2020 BUDGET**

<i>Filtration</i>	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,383,160</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,383,160</b>
	Filter and Clarifier Valve & Actuator Replacement				\$51,000				\$51,000
	Water Treatment Plant Pipe Gallery Painting				\$75,000			\$75,000	\$225,000
	S. Custer Booster Statn Service Area Upgrades Ph 2				\$149,000			\$121,419	\$886,000
<i>Water Partnership</i>	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$196,419</b>	<b>\$1,162,000</b>
	PAP: Motor and VFP Upgrades				\$142,700			\$86,021	\$950,000
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$142,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86,021</b>	<b>\$950,000</b>

<b>FUND TOTALS</b>	General Fund	\$1,295,000							\$1,295,000
	Major Streets		\$1,675,000						\$1,675,000
	Local Streets			\$455,000					\$455,000
	Wastewater Enterprise Fund				\$725,000				\$725,000
	Water Enterprise Fund				\$2,658,160				\$2,658,160
	Raw Water Enterprise Fund				\$142,700				\$142,700
	Airport Fund						\$0		\$0
	Add / Alternate Funding						\$2,298,000		\$2,298,000
	Prior Funding							\$1,010,540	\$1,010,540
	<b>TOTAL PROJECT COSTS:</b>								<b>\$10,259,400</b>

<b>Additional / Alternate Funding Source Key:</b>	(1) CDBG Funds	(17) PEG Franchise Fees
	(2) Federal Aid Funds	(18) Lake Erie Transit
	(3) DDA TIF	(19) Transportation Bond Funds
	(4) Assessments	(20) Railroad Closing Reimbursement
	(5) Grant	(21) Reallocated CIP Funds
	(6) Technology Fund/Information Systems Fund	(22) Capital Project Fund
	(7) Economic Development Fund	
	(8) Parking Fund	
	(9) Refuse Fund	
	(10) Building Safety Fund	
	(11) State	
	(12) Federal	
	(13) Monroe County	
	(14) South County Water	
	(15) Special Millage	
	(16) Stores and Equipment Fund	

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