



# 2017 – 2018 Budget

Adopted April 17, 2017

Robert E. Clark, Mayor

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

**CITY OF MONROE**  
**2017 - 2018 BUDGET**

Adopted April 17, 2017

**MAYOR**

*Robert E. Clark*

**FIRST PRECINCT**

*Paula L. Whitman*

**SECOND PRECINCT**

*John Iacoangeli*

**THIRD PRECINCT**

*Kellie M. Vining*

**FOURTH PRECINCT**

*Charles D. Evans*

**FIFTH PRECINCT**

*Gloria Rafko*

**SIXTH PRECINCT**

*William D. Sisk*

**CITY MANAGER**

*Vincent Pastue*

**ASSISTANT CITY MANAGER/FINANCE DIRECTOR**

*Edward J. Sell Jr.*

**CITY OF MONROE**  
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**BUDGET ORDINANCE**

**ORDINANCE 17-003**

Budget Appropriation Act  
July 1, 2017- June 30, 2018

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2018, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2017 and ending June 30, 2018 are hereby appropriated on a departmental and activity total basis as follows:

**GENERAL GOVERNMENT**

City Council	\$122,889
City Manager	469,043
Communications, Culture, Promotions	143,624
Assessor	329,580
Attorney	146,722
Clerk-Treasurer	466,826
Finance	424,004
Human Resources	284,782
Engineering	196,393
City Hall Grounds	250,829

**TOTAL GENERAL GOVERNMENT** **\$2,834,692**

**PUBLIC SAFETY**

Public Safety Division Personnel	7,690,956
Police Operating Cost	622,301
Fire Operating Cost	281,988
Zoning/Code Enforcement	312,656

**TOTAL PUBLIC SAFETY** **\$8,907,901**

**PUBLIC WORKS** **\$2,220,707**

**COMMUNITY DEVELOPMENT** **\$262,532**

**CULTURAL-RECREATION**

Library	\$57,500
Social Services	140,000
Public Access TV	167,000
Parks and Recreation	2,001,733

**TOTAL CULTURAL-RECREATION** **\$2,366,233**

**CONTINGENCIES** **\$180,000**

**DEBT SERVICE** **\$1,801,500**

**TRANSFERS OUT** **\$1,509,757**

**TOTAL EXPENDITURES** **\$20,083,322**

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

**GENERAL FUND**

General Revenue	\$18,108,503
Service Revenue	1,755,992
Operating Grants and Contributions	66,000

**TOTAL REVENUES**

**\$19,930,495**

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2017 through June 30, 2018 for the following funds in the amounts set forth below:

**SUMMARY OF EXPENDITURES BY FUND**

Major Street Fund	\$1,985,084
Local Street Fund	480,482
Refuse Fund	1,606,090
Parking Fund	169,871
Economic Development Fund	10,000
Building Safety Fund	674,756
Budget Stabilization Fund	0
Drug Forfeiture Fund	33,700
Grant Fund	480,000
Airport Fund	268,763
Expendable Trust Fund	54,000
Debt Service	683,043
Capital Project Fund	429,680
Wastewater Department	7,832,221
Water Department	7,526,737
Raw Water Partnership Fund	419,965
Information Systems	410,760
Stores & Equipment Fund	1,027,094
Employment Benefit Fund	2,259,525
Post-Retirement Health Care Fund	4,256,926
Insurance Fund	391,574
Cemetery Fund	44,243
Downtown Development Authority	296,597
Brownfield Redevelopment Authority	552,338
Port of Monroe	880,000

**TOTAL**

**\$32,773,449**

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2017 through June 30, 2018 for the following enterprise and internal service type funds in the amounts set forth below:

**SUMMARY OF CAPITAL EXPENDITURES BY FUND**

Wastewater Department	\$400,000
Water Department	1,780,100
Raw Water Partnership Fund	142,000
Information Systems	75,000
Stores & Equipment Fund	445,000
Port of Monroe	3,852,550
<b>TOTAL</b>	<b>\$6,694,650</b>

Section 5. The City Council does hereby levy a tax of 14.6644 mills for the period of July 1, 2017 through June 30, 2018 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, 2017 through June 30, 2018 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 1.564 mills for the period of July 1, 2017 through June 30, 2018 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 0.0519 mills for the period of July 1, 2017 through June 30, 2018 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, 2017 through June 30, 2018 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 .7084 mills for the period of July 1, 2017 through June 30, 2018 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, 2017, to support the budget for the period July 1, 2017 through

June 30, 2018. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2017.

Section 13. The City Council does hereby amend the budget for the period of July 1, 2016 through June 30, 2017 to the projected budget amounts contained in the budget documents and narratives.

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

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

Section 16. The Finance Director is hereby authorized to make budgetary transfers between appropriation centers at the end of the fiscal year only to rebalance the budgets among appropriation centers. The Finance Director will report these transfers to the City Council.

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

Section 18. The City Manager did on or before the 1st day of April, prepare and furnish to the City Council a City Budget for the period of July 1, 2017 through June 30, 2018, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 19. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2017 through June 30, 2018 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 3, 2017
Public Hearing	April 17, 2017
Second Reading	April 17, 2017
Adoption	April 17, 2017
Publication	April 21, 2017

  
Michelle J. LaVoy  
City Clerk-Treasurer

  
Robert E. Clark  
Mayor

EXHIBIT 1

SERVICE	CURRENT FEE	NEW FEE JULY 1, 2017
Wastewater Commodity Rate	3.62	3.81
Wastewater Administration Fee	13.59	13.59
Wastewater Bond Recovery Charge		
Church, Government, Residential, & Commercial	3.00	3.38
School	23.40	26.70
Miscellaneous & Mutli-Residential	32.76	37.38
Industrial	98.28	112.15
Wastewater Septic Dumping Rate/Gallon	0.070	0.070
Wastewater BOD Surcharge Rate>200mg/l per lb.	0.34	0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	0.22	0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	0.95	0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,000.00	\$ 1,000.00
Tenant Responsibility Security Deposit - Water Only	\$ 500.00	\$ 500.00
<b>WATER RATES AND FEES</b>		
Quarterly Debt Service Charge**		
Meter Size		
5/8"	\$ 5.91	\$ 5.91
¾"	\$ 8.89	\$ 8.89
1"	\$ 14.81	\$ 14.81
1¼"	\$ 20.73	\$ 20.73
1½"	\$ 29.61	\$ 29.61
2"	\$ 47.38	\$ 47.38
2½"	\$ 74.03	\$ 74.03
3"	\$ 103.64	\$ 103.64
4"	\$ 177.67	\$ 177.67
6"	\$ 370.15	\$ 370.15
8"	\$ 533.00	\$ 533.00
10"	\$ 858.72	\$ 858.72
12"	\$ 1,273.28	\$ 1,273.28
Quarterly Fire Line Rates Inside City Limits		
Meter Size		
5/8"	\$ 0.53	\$ 0.53
¾"	\$ 0.85	\$ 0.85
1"	\$ 1.82	\$ 1.82
1¼"	\$ 3.27	\$ 3.27
1½"	\$ 5.29	\$ 5.29
2"	\$ 11.27	\$ 11.27
2½"	\$ 20.26	\$ 20.26
3"	\$ 32.73	\$ 32.73
4"	\$ 69.74	\$ 69.74
6"	\$ 202.59	\$ 202.59
8"	\$ 431.72	\$ 431.72
10"	\$ 776.37	\$ 776.37
12"	\$ 1,254.06	\$ 1,254.06
Quarterly Fire Line Rates Outside City Limits		
Meter Size		
5/8"	\$ 1.06	\$ 1.06
¾"	\$ 1.70	\$ 1.70
1"	\$ 3.64	\$ 3.64
1¼"	\$ 6.54	\$ 6.54
1½"	\$ 10.58	\$ 10.58
2"	\$ 22.54	\$ 22.54
2½"	\$ 40.52	\$ 40.52
3"	\$ 65.46	\$ 65.46
4"	\$ 139.48	\$ 139.48
6"	\$ 405.18	\$ 405.18
8"	\$ 863.44	\$ 863.44
10"	\$ 1,552.74	\$ 1,552.74
12"	\$ 2,508.12	\$ 2,508.12
Water Commodity Rate**	\$ 1.80	\$ 1.80
** - Rates Doubled Outside City Limits		
Water Administrative Fee	\$ 4.50	\$ 4.50
Quarterly Pump Surcharge Rate	\$ 0.15	\$ 0.15
Penalty - 28 Days or more delinquent	5.00%	5.00%



## INTRODUCTION



# CITY OF MONROE

Office of City Manager

April 17, 2017

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2017-18 operating budget for the City of Monroe was adopted by the City Council on April 18, 2016. This budget was prepared in accordance with State of Michigan statutes and Monroe City Charter requirements, and it conforms to generally accepted accounting and budgeting principles. We believe that the information provided for each department along with goals, performance measures and accomplishments allows the reader to better understand the operations of the various City departments, which must be coordinated to provide a high level of service to City residents, businesses, institutions and visitors. The budget which is presented here includes the year-end projected budget for fiscal year 2016-2017 and the operating and capital budget for fiscal year 2017-2018 that was approved with the adoption of the budget ordinance.

The budget process for the preparation of the 2017-18 fiscal year budget also included preparation of a projected budget for 2018-19. That budget projection is included in the supporting reports and departmental budget narratives.

The total number of full-time and regular part-time employees budgeted will increase by 4.75 FTE to 180.98 full-time equivalent employees (FTE). This number does not include seasonal or temporary employees. The 4.75 FTE increase is detailed in the following table.

<b>Department</b>	<b>Classification</b>	<b>FTE +/-</b>
Community Development	Building/Zoning Inspector	1.000
Community Development	Planner II	(1.000)
Community Development	Property Maintenance Inspector	(0.600)
Community Development	Planning Administrative Assistant	0.600
Parks and Recreation	Recreation Programmer	1.000
Parks and Recreation	Recreation Secretary	(0.600)
Parks and Recreation	Multi-Sports Complex General Manager	1.000 **
Parks and Recreation	Multi-Sports Complex Assistant Manager	1.000 **
City Manager	Downtown/Economic Development	2.000
Clerk/Treasurer	Cashier	1.000 **
Engineering	Survey Crew Leader	(1.000)
Human Resources	HR Administrative Assistant	0.400
Finance	Finance Accountant 1	0.400
Public Services	Forestry/Grounds Supervisor	1.000
Public Services	Stores & Equipment Coordinator	(1.000)
Wastewater	Wastewater Maintenance	(0.450)
	<b>Total FTE Change</b>	<b>4.750</b>

The employment positions that are marked with \*\* in the previous tables are not new positions. They are positions that had been contracted to outside firms where the services will now be performed by City employees. .80 of the FTE increase is due to part-time positions being converted to full-time.

The average cost of a full-time employee is \$98,880, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$105,760. 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 \$95,290 for all full-time employees, and \$102,917 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

As with most years, the initial expenditure budget requests made by departments exceeded available revenues and adjustments were made to bring the budget in line with annual revenues. Minor changes were made across most departmental budgets. The General Fund budget as adopted has expenditures exceeding budgeted revenue by \$152,827. This is primarily due to an increased subsidy to the Multi-Sports Complex as a result of increased building and equipment maintenance costs and also expected revenue reductions.

Total revenue in the General Fund is budgeted at \$19,930,495 for the 2017-18 fiscal year. This represents a substantial increase over the prior year adopted budget due to changes made in the 17-18 budget compared to the prior year. Some of those changes are as follows:

- The Port millage rate of .375 mill will not be levied separately and is now included in the total general operating millage that will be deposited in the General Fund instead of being transferred directly to the Port.
- The Fire Station millage of .47 mill will be levied for the first time and will be recognized as revenue in the General Fund.
- An Economic Development millage that is allowed under Public Act 359 of 1925 in the amount of .0519 mill will be levied for the first time generating approximately \$50,000.
- The Multi-Sports Complex revenue was not included in the initially adopted prior year budget.

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
- Initial roll out of the branding project
- Economic and neighborhood development
- Development of the national battlefield park
- Implementation of the neighborhood enterprise zone

- Orchard East Improvements
- Change in the Multi-Sports Complex ice side operations
- Continued effort to convert the non-ice side of the Multi-Sports Complex to a battlefield visitors center
- Expansion of infrastructure investment

Personnel costs are the largest part of the budgeted expenditures and they continue to rise. All full-time and regular part-time employees will receive at least a 2% increase in their wage rate effective July 1, 2017. Pension costs actually declined slightly for the 2017-18 fiscal year from \$1.846 million to \$1.83 million. Due to actuarial assumption changes, the contribution could increase to over \$2.2 million for fiscal year 18-19. Of the \$1.83 million contribution for fiscal year 17-18, \$1.768 million is funded by the General Fund. An asset reallocation study will be reviewed with the Pension Board of Trustees with the goal of allocating the pension costs more broadly across the City's funds.

The retiree-health care contribution recommended by the plan's actuary decreased slightly from \$3.963 million to \$3.927 million, but due to the bond issue that was completed in 2016 to fund approximately 82% of the unfunded actuarial accrued liability (UAAL), the City is only required to fund the normal cost portion of the contribution plus 18% of the UAAL. So instead of budgeting \$3.927 million for the 2017-18 fiscal year, the City is budgeting \$3.378 million in contributions and debt service payments on the debt, a reduction of about \$549,000. A new actuarial study will be completed as of December 31, 2016 for the system to determine the City's contribution for the 2018-19 and 2019-20 fiscal years. While this budget proposes to fund 180.98 full-time and regular part-time public service employees, there are now about 278 former city employees receiving pension benefits and 245 receiving health-care benefits, for themselves and/or their eligible dependents.

#### Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$963,240,686. This represents a 2.66% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2017. The prior year saw a 2.99% decrease due to the implementation of legislation that has begun to exempt commercial and industrial personal property from property taxes. The normal reimbursement process created by the legislation will reimburse less than 80% of the lost revenue resulting in a revenue loss to the City of approximately \$250,000. This loss did not happen during the 2016-17 fiscal year due to surplus funding available to the program. The 2017-18 budget is set at the statutory formula.

Residential taxable value increased again this year by 2.7% after increasing by 1.4% last year. Total ad valorem real property taxable value increased by 3.24% due to an increase in industrial taxable value of 4.05%.

## 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.

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, and the purchase of bags for leaf collection. In fiscal year 2017-18, the fund will also begin to fund storm sewer cleaning. The City annually levies a dedicated millage to cover the costs associated with these services.

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

The *Economic Development Fund* provides seed money for various development projects or to provide local match for grant applications. The fund provided start-up resources to the Brownfield Redevelopment Authority. This fund is also used to account for the revenue and expenditure of major projects such as the Mason Run, Townes on Front Street and the River Raisin Battlefield environmental response activities where federal or state funds have been received to fund those activities. The 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 when Public Act 245 of 1999 was signed into law. P.A. 245 requires that fees generated by the operation of the Building Department be used only for the operation of that department and should be accounted

for in a separate fund.

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

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

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

The *Airport Fund* is the mechanism by which we track the operation of the airport, including work accomplished by DPS personnel such as snow-plowing and grass mowing. We also use these funds as match money for state and federal grants for Airport Capital Improvement Projects.

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

#### Enterprise Funds

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

In the *Wastewater Fund* we will continue working on last year's capital projects and an additional \$400,000 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 4.7% increase in wastewater system user fees will be implemented July 1, 2017.

The *Water Fund* continues to maintain a healthy financial position. The Water Fund's capital improvements for fiscal year 2018 amount to \$1.78 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 no increase for the 2017-18 fiscal year.

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

### Internal Service Funds

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

The *Stores and Equipment Fund* rents and maintains cars, trucks and other equipment for the use of departments within the City. Revenue to operate this fund comes from equipment rental rates. In the past, the fund struggled to generate enough rental income to finance its operations in part because of high personnel overhead. With reductions in personnel overhead, brought about through implementation of the Operations Study recommendations, and more focus on efficient reshaping of this function, we intend to bring this fund into long term balance. For fiscal year 2010, the Police Department's vehicles came under the management of the Stores and Equipment operation. General use vehicles of all departments will be managed by this department in the future. The fund has the need to replace many large pieces of equipment in the future and rental rates charged by the fund or supplemental funding will be needed to keep the fund financially healthy. Past uses of this funds equity to fund non-motor pool activities have hurt the financial capacity of the fund.

The *Information Systems Fund* ensures that all computer equipment purchased is compatible and that staff is properly trained. Revenue from this fund comes from rental rates 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.

The *Employee Benefit Fund* handles all of the City's employment related insurance requirements including health care, workers compensation, life insurance, and long term disability, as well as termination pay. Departments are charged for their costs based upon their number of personnel and premiums charged per employee. The fund then bids out the insurance for the entire city and covers all of the associated costs. Termination pay is a long-term liability that is fully funded. The termination pay benefit has been eliminated for all current employees. The only liability that remains is for terminated employees that have deferred their vested benefit in the retirement system.

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

#### Debt Service Fund

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

#### Capital Project Fund

The *Capital Project Fund* is used to account for capital projects, which are large ticket items (at least \$10,000) and have a useful life of five years or more. The Capital Improvement Project budget was adopted in February as a planning tool. Funding for Capital Projects come from a variety of sources including the General Fund, Major and Local Street Funds, Water and Wastewater Funds and State and Federal grants. The Capital Project budget, as adopted by the City Council in February, is included in this budget recommendation. As you will recall, the Council adopted a fiscal year 2018 General Fund capital project budget of \$321,000. This amount decreased \$537,000 from the previous year, but a total of \$950,000 has been set aside for future allocation.

#### Cemetery Fund

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

#### Component Units

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

#### Trust Funds

The *Post-Retirement Health Care Fund* was established to fund future and

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

During the collective bargaining negotiations in 2011-12, current City employees agreed to assist with the partial funding of future retiree healthcare benefits. Beginning in 2013 and 2014, employees eligible to receive the benefit will be required to contribute 3% of the average base wage of all City full-time employees to the plan. The Police and Fire unions began making the contribution in January 2013. The remaining City employees eligible for the benefit began contributing in July 2014. In the beginning, this amounted to approximately \$196,000 per year in additional funding for the plan, which will be invested in order to be available to partially pay for their healthcare benefits after they retire. In addition, employees agreed to changes in retiree healthcare benefits during previous collective bargaining cycles, which have also resulted in the ability to better control costs. These included the mirroring of the health benefit to that of active employees, capping the amount of the employer-share the City will pay to 4% per year of service, and eliminating the city-provided benefit for employees hired after July 1, 2008. If City employees, the Council and management had not partnered to be proactive in reducing the large unfunded accrued liability and better controlling future benefit costs, the City would have realized more drastic reductions to city services and associated employment in the future.

### 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. We are finally experiencing some very modest growth in taxable values. State revenue sharing continues to be a problem with revenues not meeting estimates and the amount of revenue remaining flat from the previous year. These revenue concerns are the primary reason why cities like Monroe must exercise fiscal caution in planning future services.

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 sixteenth 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 December 2016, the City of Monroe was recognized as one of 2016's best-performing small cities by the Milken Institute, an objective and nonpartisan research institute. Monroe was listed as #14 out of 201 chosen communities.
- The City of Monroe has been recognized by the Arbor Day Foundation as a 2016 Tree City USA in honor of its commitment to effective urban forest management.

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

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

Sincerely,



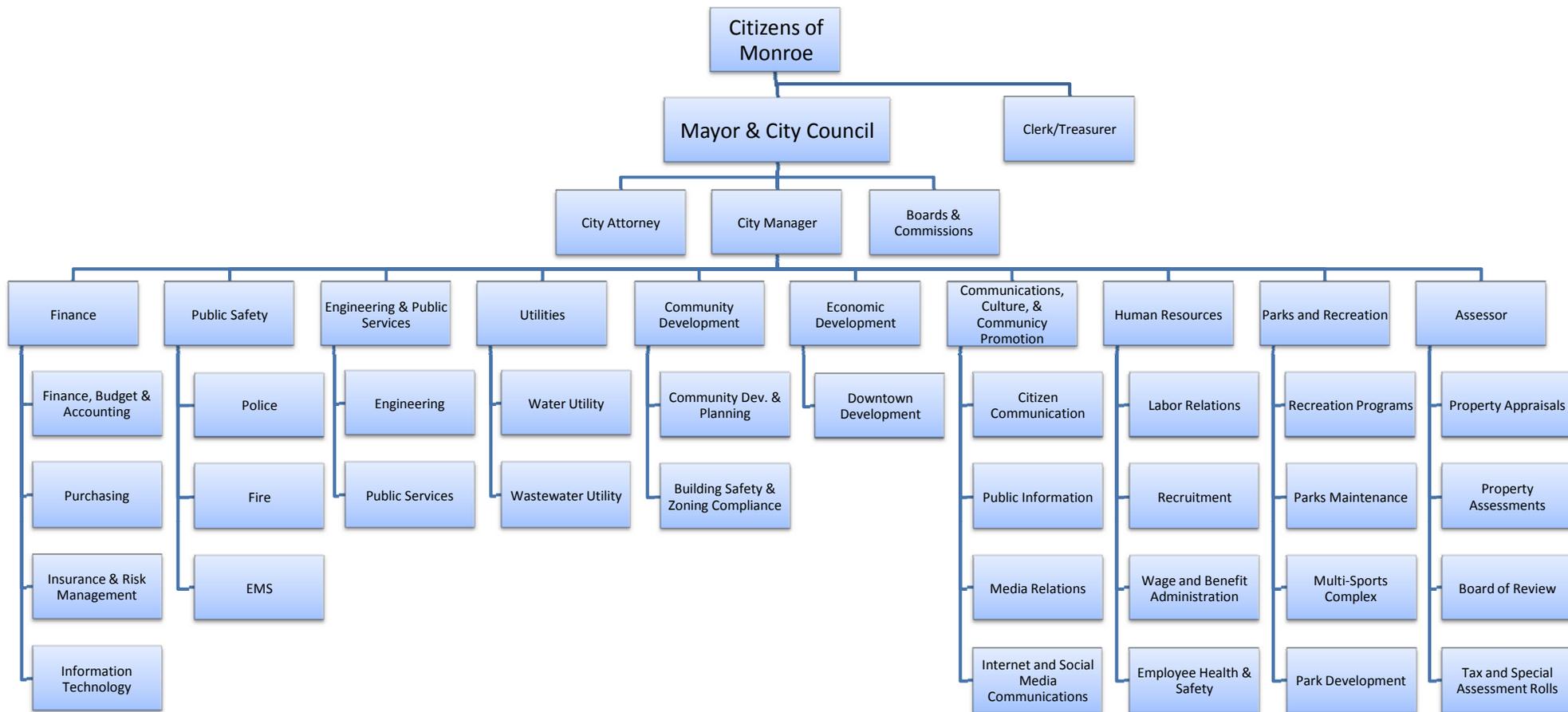
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Vincent Pastue  
City Manager



## **Organizational Chart**

# CITY OF MONROE ORGANIZATIONAL CHART





## **Financial Policies**

**City of Monroe**  
**Financial Policies**  
**Adopted January 12, 2004**

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

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

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

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



**GENERAL FUND**

**GENERAL FUND  
FUND BALANCE TREND**

	Actual FY13-14	Actual FY14-15	Actual FY15-16	Amended Budget FY16-17	Projected Budget FY16-17	Budget Request FY17-18	Projected Budget FY18-19
<b>REVENUE:</b>							
<b>General Revenue:</b>							
General Government	\$15,453,561	\$15,968,508	\$ 41,133,117	\$ 16,792,827	\$ 17,419,481	\$ 18,108,503	\$ 18,475,811
<b>Service Revenue:</b>							
General Government	891,150	937,804	990,761	951,280	951,780	919,516	940,923
Public Safety	348,247	316,646	274,692	342,550	343,153	369,312	371,319
Public Works	67,853	74,463	71,104	71,000	71,000	71,000	71,000
Recreation & Culture	532,391	464,198	415,427	422,367	395,284	396,164	397,664
<b>Operating Grants:</b>							
Public Safety	26,183	47,418	65,388	16,000	16,000	16,000	16,000
Economic Development	12,212	8	-	10,000	10,000	50,000	50,000
<b>Capital Grants</b>							
Public Safety	-	-	17,000	-	-	-	-
Economic Development	-	-	-	4,986,200	4,986,200	-	-
<b>Total Revenue</b>	<b>17,331,597</b>	<b>17,809,045</b>	<b>42,967,489</b>	<b>23,592,224</b>	<b>24,192,898</b>	<b>19,930,495</b>	<b>20,322,717</b>
<b>Total Expenditures</b>	<b>17,082,107</b>	<b>17,506,908</b>	<b>18,594,878</b>	<b>48,096,738</b>	<b>48,562,755</b>	<b>20,083,322</b>	<b>20,400,434</b>
Excess (Deficiency) of Revenues over Expenditures	249,490	302,137	24,372,611	(24,504,514)	(24,369,857)	(152,827)	(77,717)
<b>Beginning Fund Balance</b>	<b>3,540,727</b>	<b>3,790,217</b>	<b>4,092,354</b>	<b>28,464,965</b>	<b>28,464,965</b>	<b>4,095,108</b>	<b>3,942,281</b>
<b>Restricted Fund Balance</b>	-	-	(24,410,801)	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$3,790,217</b>	<b>\$4,092,354</b>	<b>\$ 4,054,164</b>	<b>\$ 3,960,451</b>	<b>\$ 4,095,108</b>	<b>\$ 3,942,281</b>	<b>\$ 3,864,564</b>

**GENERAL FUND  
REVENUE DETAIL**

	Actual FY14-15	Actual FY15-16	Amended Budget FY16-17	Projected Actual FY16-17	Adopted Budget FY17-18	Projected Budget FY18-19
<b>General Revenue</b>						
<b>General Government</b>						
Real Property Taxes	11,088,688	11,456,705	11,812,000	11,811,221	12,967,594	13,226,946
Real Property Taxes-Fire Station	-	-	-	-	415,617	423,929
Real Property Taxes-Econ Dev	-	-	-	-	46,071	46,071
Real Property Taxes - Prhc	455,210	470,329	484,832	484,806	-	-
Tif Capture Real Property	(277,484)	(281,824)	(287,038)	(286,555)	(283,101)	(288,763)
Personal Property Taxes	1,185,158	1,400,767	871,000	868,951	927,402	927,402
Personal Property Taxes-Fire Station	-	-	-	-	29,724	29,724
Personal Property Tax-Econ Dev	-	-	-	-	3,295	3,295
Personal Property Taxes - Prhc	48,649	57,494	36,000	35,667	-	-
Tif Capture-Personal Property	(7,876)	(8,233)	(2,876)	(2,861)	(4,000)	(4,000)
Industrial Facilities Tax	421,252	405,935	193,300	195,559	165,422	168,730
Industrial Facilities Tax - Fire Station	-	-	-	-	5,301	5,407
Industrial Facilities Tax-Econ Dev	-	-	-	-	588	600
Industrial Facilities Tax-Prhc	17,291	16,662	7,930	8,027	-	-
Lcsa Appropriation/Ppt Exempt Reimb	-	-	533,317	1,192,276	649,522	649,522
Payment In Lieu Of Taxes	27,161	29,040	29,200	29,200	30,000	31,000
Int & Pen Delinquent Taxes	67,101	68,275	72,000	72,000	72,000	72,000
Property Tax Admin Fee	464,866	486,171	490,000	486,000	490,000	490,000
Cab Driver Licenses	235	80	150	-	-	-
Vendor License	1,130	1,420	1,200	1,200	1,200	1,200
Zoning Permits	8,600	7,900	8,500	8,500	8,500	8,500
Mobile Food Vending License Fee	-	-	-	500	500	500
Other Licenses & Permits	31,800	31,985	32,000	20,000	20,000	20,000
State Rev Share-Sales Tax	1,873,891	1,872,372	1,900,000	1,886,000	1,922,000	1,960,440
State Rev Share-Liquor License	15,820	16,112	16,197	16,390	16,400	16,400
Interest On Investments	68,192	67,104	100,000	100,000	150,000	200,000
Rent-Land	9,241	9,215	9,200	9,090	9,100	11,000
Rent-Buildings	51,781	52,575	46,715	47,010	36,168	36,708
Franchise Fees	336,590	336,660	336,000	334,000	334,000	334,000
Right Of Way Fee	52,550	70,901	70,000	70,000	70,000	70,000
Sale Of Assets	5,553	-	11,000	11,000	5,000	5,000
Contrib From Private Source	-	-	-	500	-	-
Reimb-Other	2,219	30	4,000	2,000	2,000	2,000
Refunds/Rebates	15,403	7,604	8,000	8,800	8,000	8,000
Trnsfr In-Economic Development	-	-	-	-	-	-
Trnsfr In-Grant Fund	-	-	10,000	10,000	-	-
Transfer In-Dda	-	-	-	-	10,000	20,000
Miscellaneous Revenue	25	166	200	200	200	200
Bond Or Insurance Recoveries	5,462	-	-	-	-	-
Loan Proceeds	-	24,557,672	-	-	-	-
<b>Total General Revenue</b>	<b>15,968,508</b>	<b>41,133,117</b>	<b>16,792,827</b>	<b>17,419,481</b>	<b>18,108,503</b>	<b>18,475,811</b>
<b>Service Revenue</b>						
<b>General Government</b>						
Witness Fees	-	38	50	50	50	50
Zoning Board Of Appeals Fees	2,750	1,250	2,500	2,500	2,500	2,500
Plans & Specifications Review	1,662	2,131	1,500	2,000	2,000	2,000
Enhanced Access Fee	8,774	8,399	8,500	8,500	8,500	8,500
Admin Services-Water Fund	463,418	459,480	459,888	459,888	433,403	444,652
Admin Services-Wastewater Fund	371,846	351,641	327,049	327,049	313,551	325,491
Admin Services - Refuse	-	59,791	61,504	61,504	64,995	64,823
Admin. Svc. - Building Safety	35,400	37,005	39,158	39,158	42,972	41,622
Admin Service Fee - Stores & Equipment	35,028	38,829	36,431	36,431	36,845	36,585
Duplicating Charge	315	42	500	500	500	500
Sales-Miscellaneous	289	138	300	300	300	300
Plans And Specifications Sales	559	386	1,000	1,000	1,000	1,000

	<b>Actual</b>	<b>Actual</b>	<b>Amended</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projected</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
			<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
Vending Commissions/Sales	1,205	1,101	1,400	1,400	1,400	1,400
Other Charges For Services	10,338	23,446	4,000	4,000	4,000	4,000
Penalties	3,279	2,333	3,500	3,500	3,500	3,500
Miscellaneous Revenue	2,941	4,751	4,000	4,000	4,000	4,000
<b>Total General Government</b>	<b>937,804</b>	<b>990,761</b>	<b>951,280</b>	<b>951,780</b>	<b>919,516</b>	<b>940,923</b>
<b>Public Safety</b>						
Excavation Permit	4,700	5,450	6,000	6,000	6,000	6,000
Police Liaison	93,151	72,800	80,000	80,000	80,000	80,000
Emergency Medical Service Fees	677	133	197	1,000	500	500
Fire Inspection Fees	18,675	4,665	5,000	5,000	5,000	5,000
Plans & Specifications Review	10,200	9,700	12,000	12,000	12,000	12,000
Sex Offender Registration Fee	450	640	450	450	450	450
Police/Fire Service-Water	93,934	97,852	99,803	99,803	100,362	102,369
Ouil Fines	9,188	934	5,000	5,000	5,000	5,000
Penal Fines	66,013	62,704	66,000	66,000	66,000	66,000
Civil Fines	1,720	6,500	6,000	5,000	6,000	6,000
Zoning/Blight Fines	1,350	2,350	2,100	2,900	3,000	3,000
Reimb-Demolitions	9,200	85	50,000	50,000	75,000	75,000
Miscellaneous Revenue	7,388	10,879	10,000	10,000	10,000	10,000
<b>Total Public Safety</b>	<b>316,646</b>	<b>274,692</b>	<b>342,550</b>	<b>343,153</b>	<b>369,312</b>	<b>371,319</b>
<b>Public Works</b>						
Blight Pickup	5,598	16,388	15,000	15,000	15,000	15,000
Weed Cutting	40,677	35,819	30,000	30,000	30,000	30,000
Charges For Services-Banners	900	750	1,000	1,000	1,000	1,000
Miscellaneous Revenue	27,288	18,147	25,000	25,000	25,000	25,000
<b>Total Public Works</b>	<b>74,463</b>	<b>71,104</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>
<b>Recreation &amp; Culture</b>						
Skate Sharpening	3,071	2,309	3,520	3,520	3,520	3,520
Youth Ball Program	20,781	19,341	20,800	20,800	21,000	21,000
Adult Ball Program	41,455	39,910	41,000	41,000	42,000	43,000
Adult Volleyball	4,615	5,306	5,200	5,200	5,200	5,200
Youth Basketball	4,881	-	5,760	125	500	1,000
Football Program	730	40	1,250	-	-	-
Track Program	714	156	1,272	1,272	700	700
Tennis Program	661	159	430	430	400	400
Skating Lessons	10,873	8,041	22,221	22,221	22,221	22,221
Sales-Concessions	30,709	28,456	32,350	32,350	32,350	32,350
Sales-Pro Shop	2,347	2,644	2,650	2,650	2,650	2,650
Sales-Miscellaneous	60	238	-	-	-	-
Admission-Public Skating	-	18,212	19,425	19,425	19,425	19,425
Admission-Drop In Hockey	22,092	10,801	13,300	13,300	13,300	13,300
Admission-Sports Camp	12,412	60	-	-	-	-
Admission - Inflatables	90	34,804	-	-	-	-
Rent-Park Facilities	60,455	6,620	7,375	7,375	7,282	7,282
Rent-Ice Surface	6,054	181,601	195,245	195,245	195,245	195,245
Rent-Dry Floor	164,869	16,844	-	-	-	-
Rent-Meeting Room	46,624	16	-	-	-	-
Rent-Ice Skates	1,150	5,124	8,471	8,471	8,471	8,471
Rent-Lockers	6,123	25	-	-	-	-
Rent-Advertising Space	-	4,407	6,000	6,000	6,000	6,000
Contrib From Private Source	7,583	-	20,198	-	-	-
Commissions-Video Games	2,885	1,463	3,500	3,500	3,500	3,500
Commissions-Vending Machines	3,294	2,678	3,900	3,900	3,900	3,900
Miscellaneous Revenue	9,670	8,618	8,500	8,500	8,500	8,500
Mmsc Miscellaneous Revenue	-	17,554	-	-	-	-
<b>Total Recreation &amp; Culture</b>	<b>464,198</b>	<b>415,427</b>	<b>422,367</b>	<b>395,284</b>	<b>396,164</b>	<b>397,664</b>
<b>Total Service Revenue</b>	<b>1,793,111</b>	<b>1,751,984</b>	<b>1,787,197</b>	<b>1,761,217</b>	<b>1,755,992</b>	<b>1,780,906</b>

	Actual FY14-15	Actual FY15-16	Amended Budget FY16-17	Projected Actual FY16-17	Adopted Budget FY17-18	Projected Budget FY18-19
<b>Operating Grants</b>						
<b>Public Safety</b>						
Miscellaneous Federal Grants	-	44,528	-	-	-	-
Highway Safety Grant	1,803	-	-	-	-	-
Police Training-Act 302	15,683	10,455	8,000	8,000	8,000	8,000
Contrib Monroe County	29,932	9,655	8,000	8,000	8,000	8,000
Contrib From Private Source	-	750	-	-	-	-
<b>Total Public Safety</b>	<b>47,418</b>	<b>65,388</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Economic Development</b>						
Miscellaneous State Grants	-	-	10,000	10,000	-	-
Contribution-Other Government	-	-	-	-	50,000	50,000
Contrib Monroe County	8	-	-	-	-	-
Contribution from Private Source	-	-	-	-	-	-
<b>Total Economic Development</b>	<b>8</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Operating Grants</b>	<b>47,426</b>	<b>65,388</b>	<b>26,000</b>	<b>26,000</b>	<b>66,000</b>	<b>66,000</b>
<b>Capital Grants</b>						
<b>Public Safety</b>						
Equipment Grant	-	17,000	-	-	-	-
<b>Total Public Safety</b>	<b>-</b>	<b>17,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>						
Dnr Trust Fund Grant	-	-	4,986,200	4,986,200	-	-
<b>Total Economic Development</b>	<b>-</b>	<b>-</b>	<b>4,986,200</b>	<b>4,986,200</b>	<b>-</b>	<b>-</b>
<b>Total Capital Grants</b>	<b>-</b>	<b>17,000</b>	<b>4,986,200</b>	<b>4,986,200</b>	<b>-</b>	<b>-</b>
<b>Total General Fund Revenue</b>	<b>17,809,045</b>	<b>42,967,489</b>	<b>23,592,224</b>	<b>24,192,898</b>	<b>19,930,495</b>	<b>20,322,717</b>

## GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY14-15	Actual FY15-16	Amended Budget FY16-17	Projected FY16-17	Adopted Budget FY17-18	Projected Budget FY18-19	Pct of Budget
Mayor And Council	107,514	125,351	132,662	132,907	122,889	122,425	0.61%
City Manager	280,336	326,896	743,060	748,028	469,043	491,018	2.34%
Communications, Culture, Promotion	-	67,675	160,263	158,018	143,624	131,904	0.72%
Elections	29,271	40,622	37,845	28,947	25,083	35,909	0.12%
Clerk/Treasurer	440,533	421,821	1,381,327	1,382,922	410,989	435,975	2.05%
Assessor's Office	360,570	374,067	1,321,771	1,321,157	327,965	349,184	1.63%
Board Of Review	753	937	2,058	1,615	1,615	1,615	0.01%
Attorney's Office	139,048	139,778	145,912	183,788	146,722	146,435	0.73%
Audit	43,226	44,699	43,550	40,475	44,857	44,857	0.22%
Finance	321,170	495,141	871,831	875,083	379,147	401,645	1.89%
Human Resources	313,197	324,402	287,921	287,012	284,782	293,702	1.42%
Engineering	339,122	336,790	732,143	634,576	196,393	269,103	0.98%
Police Operating	520,703	563,932	558,420	548,420	598,301	635,657	2.98%
Police Training	15,683	10,455	8,000	8,000	8,000	8,000	0.04%
Liquor Law Enforcement	13,777	12,394	16,000	16,000	16,000	16,000	0.08%
Public Safety Division Personnel	8,446,547	8,521,580	22,961,907	22,820,938	7,690,956	7,581,576	38.30%
Fire Operating	287,341	268,873	346,427	347,117	281,988	279,720	1.40%
DPS General Operations	1,241,767	1,344,648	4,739,058	4,768,964	1,305,707	1,411,639	6.50%
Forestry	426,447	524,137	492,500	533,125	515,000	522,500	2.56%
Parks & Playgrounds	538,668	595,576	1,352,856	1,295,343	617,659	643,256	3.08%
Port Of Monroe	-	-	-	-	400,000	408,000	1.99%
City Hall/Grounds	261,623	261,199	383,300	374,717	250,829	257,710	1.25%
Planning Commission	2,666	2,098	4,415	4,018	4,585	5,559	0.02%
Community Development	243,347	232,276	5,853,944	5,795,558	254,747	187,636	1.27%
Historical District Commission	819	69	3,200	3,200	3,200	3,200	0.02%
Zoning/Ordinance Enforcement	173,226	265,390	395,648	381,682	312,656	323,113	1.56%
Administration & General	192,970	193,747	654,470	654,809	222,864	253,616	1.11%
Multi-Sports Complex	1,136,756	1,016,716	967,590	983,494	1,050,835	1,016,081	5.23%
Parks And Rec. Programs	87,437	90,791	116,060	112,950	110,375	110,402	0.55%
Non-Departmental	1,542,394	1,992,818	3,382,600	4,119,892	3,886,511	4,012,997	19.35%
<b>Total</b>	<b>17,506,911</b>	<b>18,594,878</b>	<b>48,096,738</b>	<b>48,562,755</b>	<b>20,083,322</b>	<b>20,400,434</b>	<b>100.00%</b>

**GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION**

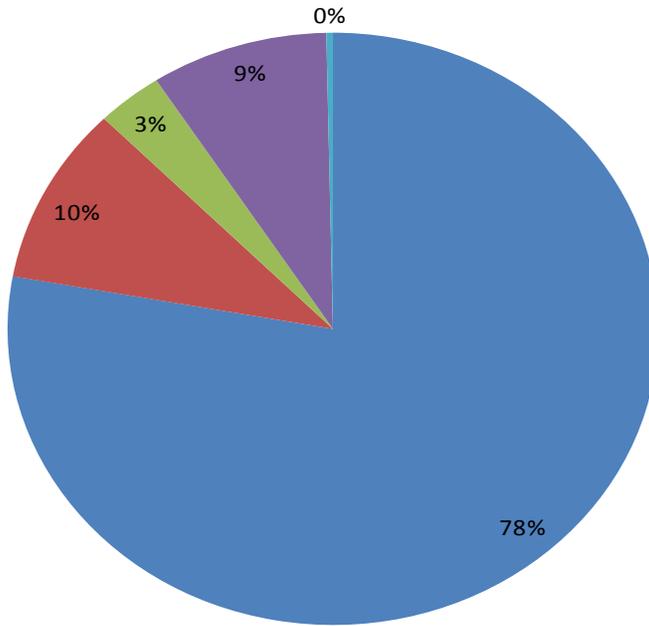
Description	Actual FY14-15	Actual FY15-16	Amended Budget FY16-17	Projected FY16-17	Adopted Budget FY17-18	Adopted Budget FY18-19	Pct of Budget
<b>PERSONNEL</b>							
Full Time Salaries & Wages	\$ 5,718,527	\$ 6,010,951	\$ 6,348,788	\$ 6,424,712	\$ 7,051,127	\$ 7,177,550	35.11
Part Time Salaries & Wages	317,550	360,962	442,572	382,827	453,769	455,075	2.26
Overtime	690,751	565,626	524,141	573,224	489,075	489,594	2.44
Overtime-Part-Time	117	162	-	-	-	-	0.00
Shift Premium	24,514	24,133	25,000	25,000	25,000	25,000	0.12
Clothing Allowance	26,334	26,459	28,150	28,150	25,350	25,350	0.13
Food Allowance	4,050	3,687	4,050	4,050	4,050	4,050	0.02
Car Allowance	6,000	6,000	5,500	6,000	8,400	8,400	0.04
Uniform Allowance	28,557	29,736	32,750	32,750	34,450	34,450	0.17
Longevity	51,400	56,582	47,309	47,891	45,843	48,654	0.23
Sick Pay Bonus	75,589	80,454	89,077	78,318	110,159	112,996	0.55
On Call Bonus	1,500	2,000	2,000	1,500	1,500	1,500	0.01
Team Callout Pay	3,264	3,348	3,360	3,360	3,120	3,120	0.02
Report Time Pay	10,914	9,154	10,000	10,000	10,000	10,000	0.05
Holiday Pay	169,871	169,400	194,551	194,551	221,275	225,138	1.10
Fees & Per Diem	19,285	19,405	20,938	17,580	14,000	19,900	0.07
Proficiency Pay	197,622	192,761	204,900	50,000	25,650	25,650	0.13
Waiver-Health Insurance	17,894	20,687	23,650	19,762	29,000	29,000	0.14
Fica	182,217	193,693	209,584	210,576	241,796	246,333	1.20
Medicare	102,237	104,862	116,381	114,349	123,673	125,683	0.62
Life Insurance	21,483	26,975	22,403	22,641	25,829	25,978	0.13
Disability Insurance	1,824	1,891	1,810	1,852	3,069	3,069	0.02
Workers' Comp Insurance	128,964	130,651	136,014	133,369	154,938	160,441	0.77
Unemployment	6,766	2,423	-	-	-	-	0.00
Medical Insurance	842,219	834,510	820,727	815,660	913,956	957,741	4.55
Flexible Benefit Plan	30	101	60	130	60	60	0.00
Prescription Insurance	68,832	76,020	87,797	92,864	115,866	121,663	0.58
Dental Insurance	68,779	75,083	81,123	76,157	91,240	92,147	0.45
Post Retirement Health Care	2,547,772	2,514,938	24,843,165	24,843,165	593,258	593,258	2.95
Retiree Healthcare Savings Plan	34,106	50,017	68,736	64,757	86,629	86,629	0.43
Pension Contribution	1,553,036	1,626,859	1,776,287	1,776,280	1,768,311	1,731,939	8.80
Deferred Compensation	5,122	5,142	13,514	14,068	14,627	15,002	0.07
<b>PERSONNEL</b>	<b>12,927,126</b>	<b>13,224,672</b>	<b>36,184,337</b>	<b>36,065,543</b>	<b>12,685,020</b>	<b>12,855,370</b>	<b>63.16</b>
<b>SUPPLIES</b>							
Office Supplies	29,537	30,651	44,050	43,700	38,475	38,900	0.19
Copies	4,443	4,626	6,275	5,960	6,210	6,245	0.03
Postage	20,914	22,934	26,855	25,328	22,720	25,565	0.11
Operating Supplies	142,501	182,432	186,553	195,853	192,775	196,500	0.96
Operating Supplies - Vehicles	20,832	22,624	19,800	20,000	18,000	18,000	0.09
Ammunition	11,756	10,412	10,800	10,800	8,500	9,000	0.04
Uniforms/Clothing	21,512	48,295	37,500	37,100	39,037	39,537	0.19
Quarters Supplies	2,824	3,288	5,500	5,500	4,000	4,000	0.02
Safety Equipment	4,011	4,291	5,000	5,000	5,000	5,000	0.02
Fire Prevention Supplies	4,886	3,824	4,500	4,500	4,500	4,500	0.02
Medical Supplies	9,340	7,969	9,500	9,500	9,500	9,500	0.05
De-Icing Agent	2,150	2,451	2,500	2,500	2,500	2,500	0.01
Crime Prevention Supplies	-	-	1,000	1,000	1,200	1,200	0.01
<b>SUPPLIES</b>	<b>274,706</b>	<b>343,797</b>	<b>359,833</b>	<b>366,741</b>	<b>352,417</b>	<b>360,447</b>	<b>1.75</b>
<b>OTHER OPERATING</b>							
Mileage	290	370	625	625	700	700	0.00
Planting Materials	348	2,067	6,000	6,000	7,000	7,000	0.03
Vending Supplies	951	1,012	1,300	1,400	1,400	1,400	0.01
Repair & Maint Supplies	60,125	29,044	60,500	60,500	52,500	53,500	0.26
Resale Merch - Pro Shop	1,659	1,823	1,325	1,325	1,325	1,325	0.01
Resale Merch - Concessions	22,566	20,779	16,175	16,175	16,175	16,175	0.08

Description	Actual FY14-15	Actual FY15-16	Budget FY16-17	Projected FY16-17	Budget FY17-18	Budget FY18-19	Pct of Budget
Info Sys User Fee	162,933	172,129	178,484	178,484	206,854	224,614	1.03
Legal Services	198,148	211,697	191,909	230,500	118,000	118,000	0.59
Actuarial Services	-	3,000	13,000	13,000	3,000	6,000	0.01
Audit Services	43,226	44,699	43,550	40,475	44,857	44,857	0.22
General Contract Services	341,097	373,005	5,535,564	5,487,387	337,155	262,693	1.68
Demolition Service	40,700	131,993	160,800	150,000	150,000	150,000	0.75
Personnel	227,321	165,121	129,000	129,000	-	-	0.00
Employee Physicals	14,452	8,625	10,000	10,000	10,000	10,000	0.05
Contractual - Ptax Sharing	5,126	5,454	5,800	5,641	5,754	5,869	0.03
Transaction Processing Costs	2,603	3,000	-	-	-	-	0.00
City Property Grass Mowing Services	120,610	112,217	122,500	123,500	125,000	126,500	0.62
High Grass/Weed Mowing Services	27,084	24,120	30,000	25,000	25,000	25,000	0.12
Bond Issue Costs	-	146,871	318	318	-	-	0.00
Legal Services-Outside Counsel	-	-	-	-	20,000	20,000	0.10
Legal Services-Prosecution	-	-	-	-	45,000	45,000	0.22
Witness Fees	135	138	300	150	150	150	0.00
Legal Services-Civil Service Commission	-	-	2,000	2,000	2,000	2,000	0.01
Telephone	58,086	62,111	57,369	57,586	56,720	56,720	0.28
Training & Travel	61,460	64,671	90,560	88,897	89,288	90,232	0.44
Prisoner Transfer	-	-	100	100	100	100	0.00
Recruiting	-	3,809	1,000	1,000	1,100	1,100	0.01
Community Promotion	9,456	26,058	40,845	40,845	31,345	31,595	0.16
Awards & Gifts	350	324	500	500	500	500	0.00
Publishing/Advertising	31,819	22,218	38,645	39,919	36,045	37,257	0.18
Insurance Premium	114,480	121,561	13,915	13,915	34,126	59,652	0.17
Electric	205,581	200,511	169,695	170,410	171,010	171,610	0.85
Street Lighting	409,311	418,036	415,000	445,000	450,000	455,000	2.24
Natural Gas	78,415	71,842	81,650	75,500	79,700	82,800	0.40
Water & Wastewater	23,870	24,108	28,560	28,100	28,100	28,100	0.14
Maintenance - Buildings	64,486	88,116	99,179	111,410	99,000	100,000	0.49
Maintenance - Equipment	90,071	60,414	80,615	80,615	156,650	107,650	0.78
Maintenance - Vehicles	31,843	33,359	33,000	35,000	25,000	20,000	0.12
Maintenance - Radios	4,521	5,247	7,000	7,000	7,000	7,000	0.03
Maintenance - Office Equipment	7,546	6,558	8,579	8,279	7,285	7,295	0.04
Rental-Vehicle	312,600	330,195	354,645	366,945	387,000	402,050	1.93
Rental-Building	492,420	478,856	493,010	482,610	486,682	491,954	2.42
Rental-Equipment	280,555	297,177	259,952	242,574	244,559	242,079	1.22
Miscellaneous Expense	(40)	(6)	-	-	-	-	0.00
Property Taxes	3,363	3,364	3,500	2,500	1,300	1,300	0.01
Port Of Monroe Operations	-	-	-	-	400,000	408,000	1.99
Licenses, Fees & Permits	16,334	16,809	15,995	15,875	23,775	24,083	0.12
Reference Material	6,888	7,217	9,140	8,522	8,965	9,209	0.04
Memberships & Dues	32,719	34,381	38,265	39,906	40,945	41,457	0.20
Michigan Municipal League	6,818	6,927	6,948	6,948	7,000	7,000	0.03
SEMOG	1,338	1,351	1,400	1,400	1,400	1,400	0.01
TMACOG	4,044	4,603	5,263	5,263	5,263	5,263	0.03
City Share SAD	126,593	138,727	139,000	135,000	135,000	135,000	0.67
Refund - Bor Settlement	15,295	28,424	25,000	25,000	25,000	25,000	0.12
Program Exp-Sports Complex	3,564	680	1,800	1,800	1,800	1,800	0.01
Program Exp-Hockey	2,205	725	1,200	1,200	1,200	1,200	0.01
Program Exp-Inflatables	23,043	10,380	-	-	-	-	0.00
Grant-Lesow Comm Ctr	140,000	140,000	140,000	140,000	140,000	140,000	0.70
Grant-Mpact	168,295	168,330	168,000	167,000	167,000	167,000	0.83
Grant-Monroe Cnty Library Sys	57,500	57,500	57,500	57,500	57,500	57,500	0.29
Loss in fair value of land inventory	-	384,138	-	-	-	-	0.00
Cash (Over)/Short	20	-	-	-	-	-	0.00
Contingencies	-	-	63,743	50,000	180,000	252,000	0.90
<b>OTHER OPERATING</b>	<b>4,154,223</b>	<b>4,775,885</b>	<b>9,459,723</b>	<b>9,435,599</b>	<b>4,759,228</b>	<b>4,790,689</b>	<b>23.70</b>
<b>CAPITAL OUTLAY</b>							
Operating Equipment	74,492	42,149	133,388	133,388	79,000	75,000	0.39
Office Equipment & Furniture	-	-	1,500	-	200	200	0.00
<b>CAPITAL OUTLAY</b>	<b>74,492</b>	<b>42,149</b>	<b>134,888</b>	<b>133,388</b>	<b>79,200</b>	<b>75,200</b>	<b>0.39</b>

Description	Actual FY14-15	Actual FY15-16	Budget FY16-17	Projected FY16-17	Budget FY17-18	Budget FY18-19	Pct of Budget
<b>FORCE LABOR &amp; EXPENDITURE CREDITS</b>							
F/L Construction	553,845	485,848	417,500	413,084	393,084	402,710	1.96
Exp Cr-General Fund Departments	(510,448)	(457,810)	(375,000)	(413,484)	(393,084)	(402,710)	(1.96)
Exp Cr-Major Street Fund	(218,083)	(235,752)	(235,000)	(282,000)	(254,100)	(204,100)	(1.27)
Exp Cr-Local Street Fund	(292,179)	(241,114)	(213,000)	(234,000)	(221,000)	(216,000)	(1.10)
Exp Cr-Refuse Fund	(147,900)	(128,088)	(150,000)	(150,000)	(188,000)	(188,000)	(0.94)
Exp Cr-Parking Fund	(15,943)	(14,215)	(13,000)	(28,000)	(20,000)	(20,000)	(0.10)
Exp Cr-Grant Fund	(79,310)	(74,541)	(75,000)	(75,000)	(75,000)	(75,000)	(0.37)
Exp Cr-Airport Fund	(18,243)	(18,966)	(14,500)	(15,000)	(18,000)	(18,000)	(0.09)
Exp Cr-Capital Project Fund	(45,217)	(41,133)	(34,000)	(31,000)	(34,000)	(40,000)	(0.17)
Exp Cr-Wastewater Fund	(42,114)	(13,332)	(11,000)	(10,000)	(13,000)	(15,000)	(0.06)
Exp Cr-Water Fund	(129,934)	(116,643)	(115,000)	(138,000)	(130,000)	(120,000)	(0.65)
Exp Cr-Stores & Equipment Fund	-	-	-	(8,000)	(8,000)	(8,000)	(0.04)
Exp Cr-Expendable Trust Fund	-	(4,530)	(2,000)	(1,767)	(2,000)	(2,000)	(0.01)
Expenditure Credit - BRA	-	(6,094)	(5,600)	(5,100)	(5,700)	(5,800)	(0.03)
Expenditue Credit-Chargeback	-	4,500	-	-	-	-	0.00
<b>FORCE LABOR &amp; EXP. CREDITS</b>	<b>(945,526)</b>	<b>(861,870)</b>	<b>(825,600)</b>	<b>(978,267)</b>	<b>(968,800)</b>	<b>(911,900)</b>	<b>(4.82)</b>
<b>DEBT SERVICE</b>							
Principal-City Hall	24,387	25,570	26,810	118,810	-	-	0.00
Principal-Fire	-	-	-	-	-	75,000	0.00
Principal-OPEB Bond	-	-	978,756	978,756	871,542	881,918	4.34
Interest-Adv From Other Funds	8,160	8,160	8,160	7,154	7,154	7,154	0.04
Interest - City Hall	8,015	6,832	5,592	5,592	-	-	0.00
Interest-Fire	-	-	-	-	-	15,200	0.00
Interest-OPEB Bond	-	-	625,322	625,322	733,364	722,644	3.65
<b>DEBT SERVICE</b>	<b>40,562</b>	<b>40,562</b>	<b>1,644,640</b>	<b>1,735,634</b>	<b>1,612,060</b>	<b>1,701,916</b>	<b>8.03</b>
<b>OPERATING TRANSFERS</b>							
Transfer Out-Major St	70,000	46,800	192,000	192,000	-	-	0.00
Transfer Out-Local St	470,000	288,200	178,000	178,000	-	-	0.00
Transfer Out-Airport	7,193	18,966	19,000	36,200	23,000	24,200	0.11
Transfer Out-Debt Service	19,000	23,080	22,660	22,660	54,440	54,920	0.27
Transfer Out-Capital Project	394,830	585,500	490,757	1,173,757	1,391,757	1,419,592	6.93
Transfers Out - Info. Systems Fund	-	38,137	-	-	-	-	0.00
Transfer Out - Stores & Equipment	-	-	-	57,000	65,000	-	0.32
Transfer Out-Post Retirement Health	-	-	206,500	114,500	-	-	0.00
Transfer Out-Cemetery	28,000	29,000	30,000	30,000	30,000	30,000	0.15
<b>OPERATING TRANSFERS</b>	<b>989,023</b>	<b>1,029,683</b>	<b>1,138,917</b>	<b>1,804,117</b>	<b>1,564,197</b>	<b>1,528,712</b>	<b>7.79</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 17,514,606</b>	<b>\$ 18,594,878</b>	<b>\$ 48,096,738</b>	<b>\$ 48,562,755</b>	<b>\$ 20,083,322</b>	<b>\$ 20,400,434</b>	<b>100.00</b>

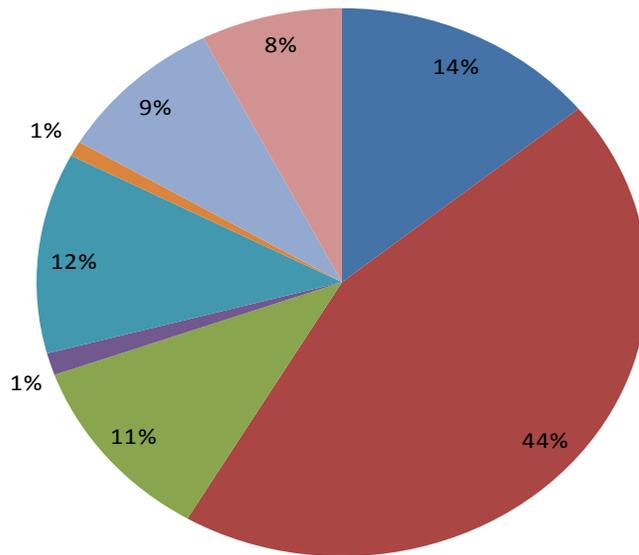
## General Fund Revenue Sources

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

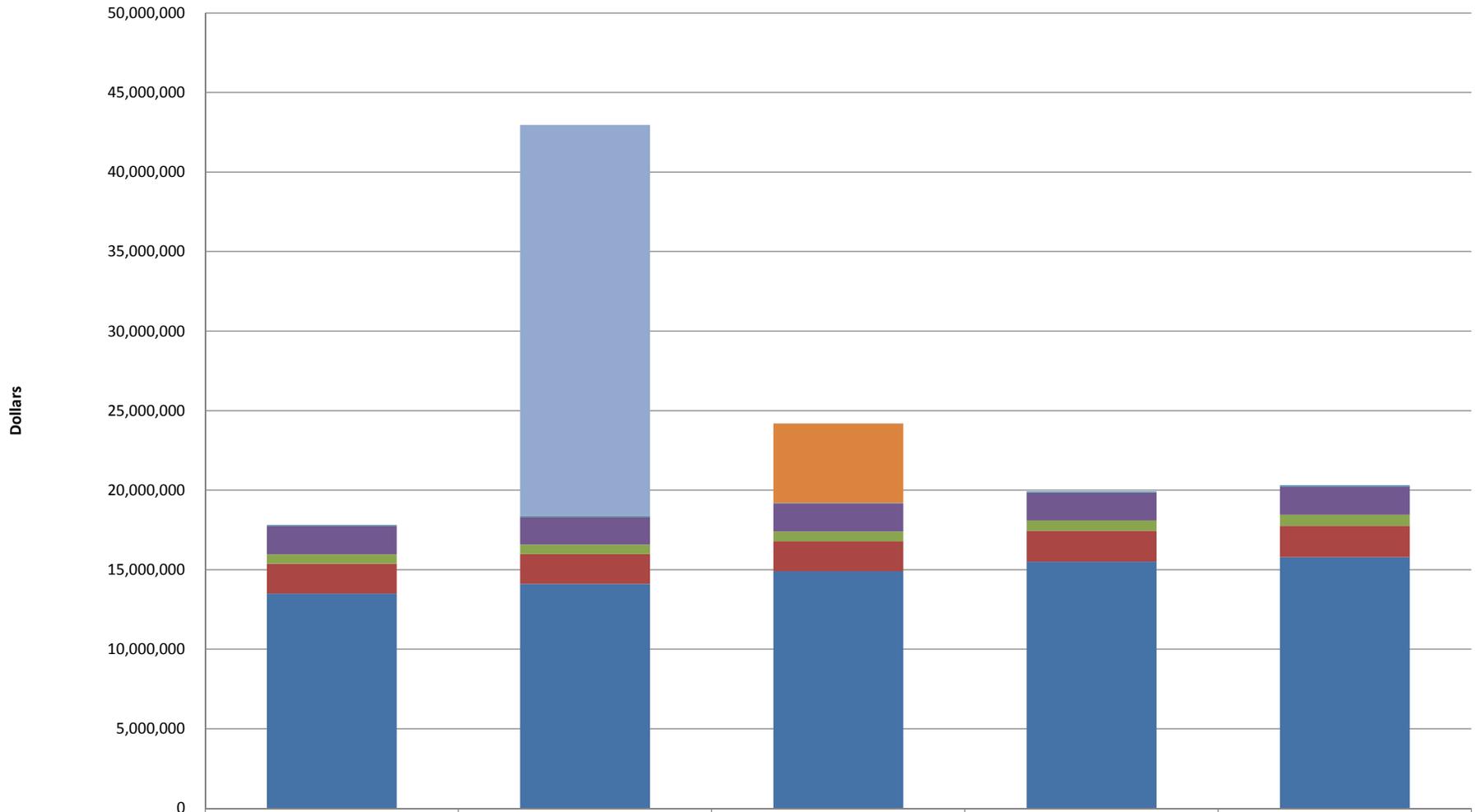


## General Fund Expenditures by Function

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

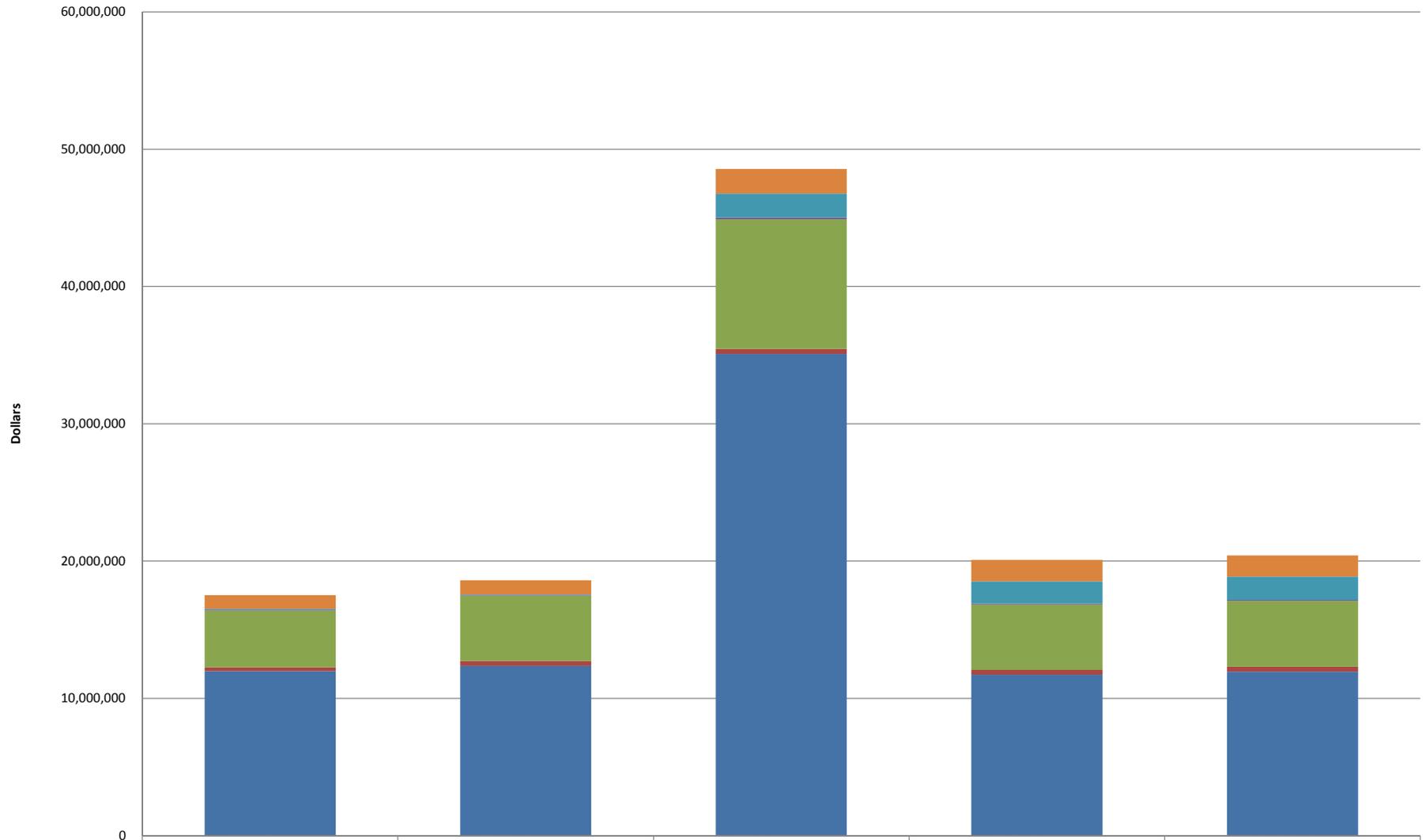


### General Fund Revenue Source Trend



	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Projected
Other Financing Sources	0	24,557,672	10,000	10,000	20,000
Capital Grants	0	17,000	4,986,200	0	0
Operating Grants	47,426	65,388	26,000	66,000	66,000
Charges for Services	1,793,111	1,751,984	1,761,217	1,755,992	1,780,906
Other General Revenue	588,781	585,640	612,800	644,668	697,108
State Revenue Sharing	1,889,711	1,888,484	1,902,390	1,938,400	1,976,840
Property Taxes	13,490,016	14,101,321	14,894,291	15,515,435	15,781,863

### General Fund Expenditure Trend by Classification



	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Projected
Operating Transfer	989,023	1,029,683	1,804,117	1,564,197	1,528,712
Debt Service	40,562	40,562	1,735,634	1,612,060	1,701,916
Capital Outlay	74,492	42,149	133,388	79,200	75,200
Other Operating	4,154,223	4,775,885	9,435,599	4,759,228	4,790,689
Supplies	274,706	343,797	366,741	352,417	360,447
Personnel	11,973,905	12,362,802	35,087,276	11,716,220	11,943,470



## **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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Personnel Services</b>	\$ 65,602	\$ 65,846	\$ 65,846	\$ 65,765	\$ 67,061
<b>Supplies</b>	1,055	1,900	2,200	1,400	1,400
<b>Other Operating</b>	58,694	64,916	64,861	55,724	53,964
<b>Total</b>	<b>\$ 125,351</b>	<b>\$ 132,662</b>	<b>\$ 132,907</b>	<b>\$ 122,889</b>	<b>\$ 122,425</b>
Expenditures as a % of the General Fund	0.67%	0.28%	0.27%	0.61%	0.60%

<b>CITY COUNCIL ACTIVITY MEASURES</b>					
	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Est.	F18 Est.
Regular City Council Meetings	24	24	25	24	24
Special City Council Meetings	5	7	7	7	7
Council Work Sessions	25	25	29	24	24
Education & Trng Sessions Attended	5	5	5	5	5
Ordinances & Amendments Adopted	7	7	7	7	7
Public Hearings Held	19	24	8	10	10
Agenda Items Reviewed & Acted Upon	244	248	245	245	245
National and State Conferences Attended	4	4	4	4	4



# CITY COUNCIL GOALS & OBJECTIVES

## MONROE, MICHIGAN

2016/2017

### GOAL A: REVITALIZE NEIGHBORHOODS

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



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

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



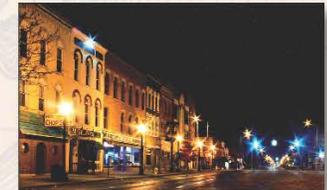
### GOAL C: DEVELOPMENT OF RIVER RAISIN EAST MASTER PLAN & WINCHESTER CORRIDORS

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



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

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



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

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



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

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



Mayor - Robert E. Clark

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

## **CITY MANAGER**

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

### **Objectives**

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

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

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

<b>CITY MANAGER PERFORMANCE INDICATORS</b>					
	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Est.	FY18 Est.
Council Requests Responded To	45	45			
Agenda Items Reviewed & Processed	244	248	245		
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	5	5	4	4	4
Legislative Issues Monitored	8	8			
Intergovernmental Relation Contacts	55	50	45	45	45
New Programs Developed	4	4	4	4	4
Labor Relations Meetings	55	60	50	50	50
Economic or Community Development Meetings Attended	40	40	40	38	38

### FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>City Manager's Office</b>					
Personnel	\$ 296,107	\$ 725,764	\$ 730,982	\$ 447,996	\$ 469,812
Supplies	(854)	2,750	2,500	2,250	2,250
Other Operating	31,643	14,546	14,546	18,797	18,956
<b>Total</b>	<b>\$ 326,896</b>	<b>\$ 743,060</b>	<b>\$ 748,028</b>	<b>\$ 469,043</b>	<b>\$ 491,018</b>
 <b>Expenditures as a % of the General Fund</b>	 1.76%	 1.54%	 1.54%	 2.34%	 2.41%

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

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

### **Objectives**

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

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

## ACCOMPLISHMENTS – FISCAL YEAR 2016/2017

- City of Monroe Rebranding Project ~ Finalization of updated brand, including logo, marketing tag lines, and style guidelines package.
- Various marketing and promotional material graphic design, online and print.
- Filming of City of Monroe drone video, to be used in local tourism and on line promotion via the new City web site.
- Collaboration with the following City Departments and assistance on:
  - All Departments: updated web content review and analysis
  - Commission on the Environment: *River Raisin Legacy Project water bill insert*
  - Water Department: *Lead Advisory Flyer for mailer insert*
  - Fire Department: *Fire Millage mailer, vote logo, posters, video, web site, etc. ; Recruitment video for job fairs and web use.*
  - Engineering: *Arbor Day invitation and agenda;*
  - Mayor's Office: *City Council Goals and Objectives document*
  - Clerk's Office – *Voter registration PSA, Food truck license/application*
  - MPACT – *PSA filming project*
  - Mayor's Office: *Bicentennial Event planning and generation of various associated marketing materials; assistance/support for various presentations and speeches*
- Photography documentation of city events and special programs.
- Generated and disseminated various official press releases to print, radio and television entities.
- Coordination of various media entities and representatives, including arranging media appearances for city staff and representatives.
- Development of streamlined messaging for issues of public relations concerns, collaborating and coaching peer for statement delivery.
- Initiated and cultivated the City of Monroe Facebook presence, initiating several social media marketing campaigns that have garnered over 1900 Facebook likes since inception in June 21, 2016.
- Developed the City of Monroe Social Media Content Policy, a guiding document to provide principles and guidelines that will govern the City's participation in social media.

- Service on behalf of the City on the following committees and boards:
  - MPACT
  - County Bicentennial Alliance
  - Reader Advisory Board, Monroe News

**GOALS FOR FISCAL YEAR 2017/2018**

- Complete the web site redesign project and launch of new web site.
- Develop City of Monroe Web Policy
  - Development and implementation of a use policy to assist in daily administration of the new City site. Policy will support a general use website for the benefit of the general public. Operation of the website is designed to provide citizens of the City, visitors, private and public organizations, and other interested parties information about the operations of the City of Monroe, local tourism, and other community issues deemed important by the City of Monroe. Policy will specifically address material and information posted on the website, including but not limited to, links to websites not controlled by the City of Monroe, are subjected to limitations delineated in the policy.
- City Web Site Redesign ~ Launch new city web site, July 2017.
- City of Monroe Rebranding Project ~ implementation of updated City brand, in collaboration with the consultant, consisting of a four-tier, five year forecast.
- Continue to develop repository of photographs representing Monroe for marketing and various media use.
- Film additional PSAs working with department heads to feature on social media and updated web site.
- Pursue installation of digital message board in City Hall lobby.
- Develop and pursue grant funding for educational programming in tandem with development of new fire station – ie., safety town for youth and outreach.
- Pursue collaboration with the Detroit Institute of the Arts Inside/Out program.
- Refine city’s emergency response plan to include updated communication methods.
- Development of an e-newsletter for citizens via new web site interface.

- Update of the Action Line program as it pertains to the new web site in collaboration with other city departments.
- Develop database of citizen user email and sms contacts.
- Begin development of City of Monroe smart phone app.
- Anticipated collaboration with the following City Departments and assistance on:
  - Commission on the Environment: *River Raisin Legacy Project Angler Data Collection project*
  - Fire Department: *Flyers and marketing for public outreach programs such as Car Seat Safety.*
  - Building and Planning: *HDC Church tour posters and flyers*
  - Engineering: *Arbor Day invitation and agenda; City Council Chambers redesign*
  - Mayor's Office: *Bicentennial Event planning and generation of various associated marketing materials, exhibit installation in first floor display case, inventory and storage of artifacts, etc.*
  - Police Department: *Recruitment video, Summer 2017*

## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Communication, Culture, &amp; Community Promotions</b>					
Personnel	\$ 44,862	\$ 103,413	\$ 104,711	\$ 106,635	\$ 109,691
Supplies	2,019	2,000	1,200	2,050	2,050
Other Operating	20,794	54,850	52,107	34,939	20,163
<b>Total</b>	<b>\$ 67,675</b>	<b>\$ 160,263</b>	<b>\$ 158,018</b>	<b>\$ 143,624</b>	<b>\$ 131,904</b>
 <b>Expenditures as a % of the General Fund</b>	0.36%	0.33%	0.33%	0.72%	0.65%

**CLERK-TREASURER OFFICE  
BUDGET NARRATIVE  
2017/2018**

**OVERVIEW**

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

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

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

**Treasurer Function:**

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

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

Responsibilities include but are not limited to:

- Daily collection of all monies payable to the City of Monroe including taxes, water bills, licenses and permit fees.
- Responsible for daily balance and deposits as well as production of various reports for internal constituents.
- Responds to customer inquiries/complaints. Provide invoices to customers who have come to city hall to pay their tax bill. Investigate/track payments made by customers that may have been posted incorrectly and insure corrections are made.
- Calculate/generate/mail special assessment bills for all Special Assessment Districts established by Council. Refund overpayments/adjustments. Provide various reports to Finance/Assessor /Council. After due date, calculate and apply penalties to outstanding

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

- Pursue the collection of delinquent Personal Property taxes utilizing established procedures.
- Work with auditors of various institutions to explain adjustments, collections and settlement balances of tax millages.
- Provide annual reports to State Tax Commission for Industrial Facility Taxes (IFT's).

**Clerk's Function:**

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

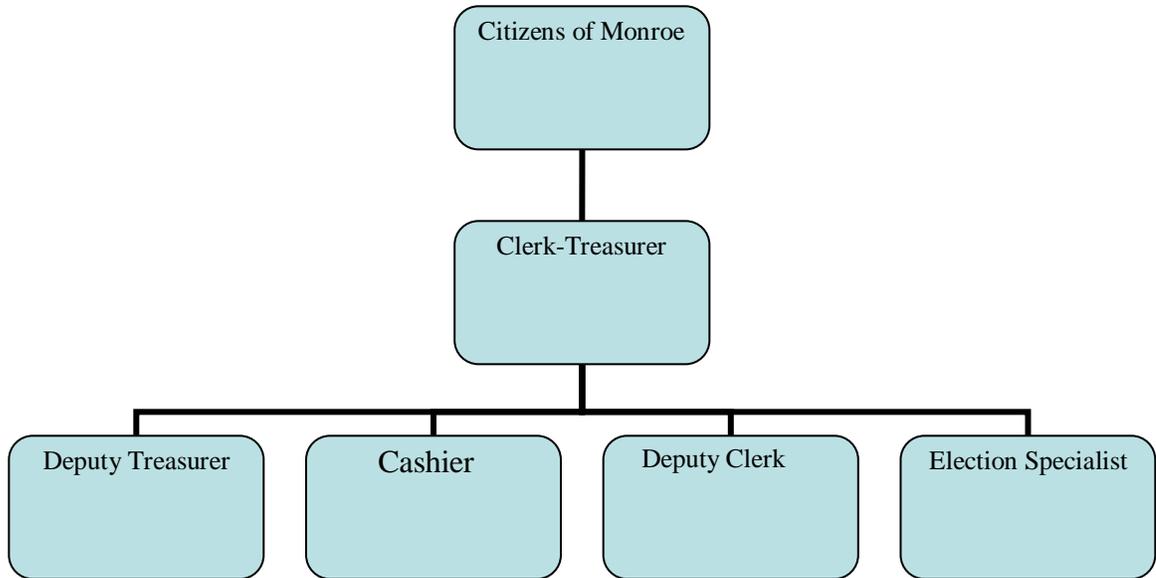
Responsibilities include but are not limited to:

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

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

### **GOALS AND OBJECTIVES**

- Continuous review of all Clerk-Treasurer department procedures to maintain and improve delivery of customer service to external and internal constituents including the use of enhanced technology.
- In cooperation with City of Monroe website and branding projects improve Clerk-Treasurer online presence
- Successfully complete the purchase and implementation of election equipment upgrade in conjunction with State and County officials
- Complete the installation of drop box for after hours bill payments



### FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Elections</b>					
Personnel	\$ 20,497	\$ 19,145	\$ 14,047	\$ 12,633	\$ 17,634
Supplies	16,607	14,050	9,350	9,150	14,050
Other Operating	3,518	4,650	5,550	3,300	4,225
<b>Elections Total</b>	<b>40,622</b>	<b>37,845</b>	<b>28,947</b>	<b>25,083</b>	<b>35,909</b>
<b>Clerk/Treasurer's Office</b>					
Personnel	356,126	1,332,292	1,333,937	378,789	402,517
Supplies	10,144	13,800	13,800	10,300	10,800
Other Operating	55,551	35,235	35,185	21,900	22,658
<b>Clerk/Treasurer's Total</b>	<b>421,821</b>	<b>1,381,327</b>	<b>1,382,922</b>	<b>410,989</b>	<b>435,975</b>
<b>City Clk/Treas Dept. Total</b>	<b>\$ 462,443</b>	<b>\$ 1,419,172</b>	<b>\$ 1,411,869</b>	<b>\$ 436,072</b>	<b>\$ 471,884</b>
<b>Expenditures as a % of the Total General Fund</b>	2.49%	2.95%	2.91%	2.17%	2.31%

## 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 410 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 35 real parcels per year) are closely monitored in 18 commercial and industrial neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 770 commercial and industrial real parcels. Additionally, income and expense information is solicited bi-annually for all leased commercial and industrial real property (i.e., approximately 350 parcels) and extensively analyzed for estimation of stabilized net operating incomes and capitalization rates by property type for utilization in the income capitalization approach.

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

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

The Assessor's Office typically processes approximately 1,000 property ownership 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 (9,160 parcels), lessee-user (27 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (3 parcels), Industrial Facilities Tax (35 parcels), Obsolete Properties Tax (49 parcels), Downtown Development Authority (798 parcels), and Brownfield Redevelopment Authority (290 parcels in 7 rolls).

Additionally, the Assessor's Office prepares special assessment rolls, works with other departments as necessary in operations relating to tax levies/certifications, property ownership/acquisitions/sales, and lot splits/combinations, and assists the general public over the counter or on the telephone. Property assessment information has been posted to the city's web site and is available free of charge for general data with a nominal charge for detailed data.

ECF studies utilizing sales from October, 2014 to September, 2016 were performed for all residential neighborhoods for the 2017 assessment roll. This traditional two-year cycle of sales was lengthened from the one-year cycle studies utilized a few years ago in order to more smoothly transition from declining to improving market conditions. The one-year cycle of residential sales for the 2017 assessment roll would have been from October, 2015 to September, 2016. 2017 residential assessed values increased from 2016 levels by approximately 5.9% overall in the 56 residential neighborhoods. However, 10 of the neighborhoods experienced decline typically ranging from approximately 1% to 8%, while all other neighborhoods experienced improvement typically ranging from approximately 1% to 23%.

Based on a sales study utilizing the two-year cycle of sales from October, 2014 to September, 2016, 2017 assessed values in commercial real neighborhoods increased from 2016 levels by approximately .7% overall. About one-half of these neighborhoods experienced decline ranging from approximately .1% to 3%, while the other half experienced improvement ranging from approximately .1% to 6%. Similar to residential neighborhoods, this two-year cycle of sales was lengthened from the recent one-year cycle studies in order to more smoothly transition from declining to improving market conditions. Based on an appraisal study due to limited industrial sales, 2017 assessed values in the industrial real neighborhood increased from 2016 levels by approximately .1% overall with the exception of the Detroit Edison Power Plant.

Values were changed as necessary for the 2017 roll as a result of building permit work performed during 2016 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2016 and early January, 2017 for the 2017 roll.

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

## STAFFING/STRUCTURE

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

209.131), each city and township in the State of Michigan is rated by the STC as a Michigan Certified Assessing Officer (MCAO, former SAB Levels I and II, lowest), Michigan Advanced Assessing Officer (MAAO, former SAB Level III), or Michigan Master Assessing Officer (MMAO, former SAB Level IV, highest) assessing unit based on total SEV or commercial and industrial SEV.

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

## GOALS AND OBJECTIVES

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

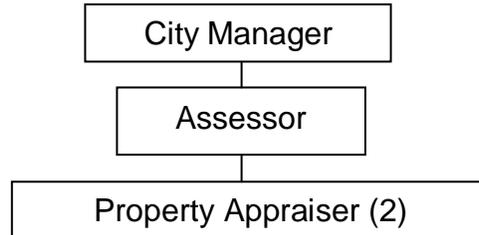
Likely in an effort to ensure that the State of Michigan receives all tax monies it is entitled to, the STC has been performing random 14-point reviews or mini-reviews of assessing practices throughout the state during recent years. The STC performed mini-reviews in all assessing units in Monroe County during 2010. Although the City of Monroe passed its mini-review, the STC frowned on the lack of annual cyclical property inspections. Similar to this mini-review, the STC performed AMAR (Audit of Minimum Assessing Requirements) reviews of all Monroe County assessing units during 2016. The results of this review are pending.

In accordance with International Association of Assessing Officers recommendations, the Assessor's Office started 5-year (20% per year) cyclical city-wide physical reviews/inspections of real property parcels in 2011. During 2016, 836 residential parcels were field reviewed/inspected in the following areas: 1. Northern portion of Arbor Avenue (15 parcels) south of Cole Road including 2 parcels on Cole Road, Hollywood Drive from Cole Road to (but excluding) Oakwood Street, Cole Road from Hollywood Drive to (but excluding) North Macomb Street, and Hollywood Drive from Orchard Drive to Linwood Avenue; 2. Hollywood Drive from East Elm Avenue to Maywood Avenue except 1 parcel assigned to another area, south side of East Elm Avenue from North Macomb Street to Hollywood Drive extended, south side of Maywood Avenue from Hollywood drive to North Macomb Street, and east side of Hollywood Drive north of Maywood Avenue; 3. North side of Maywood Avenue between Hollywood Drive and North Macomb Street, west side of Hollywood Drive north of

Maywood Avenue, 3 parcels on the east side of North Macomb Street north of Maywood Avenue, and 4 scattered parcels; 4. Woodcrest Condominiums; 5. Crampton and Cranbrook Boulevards, Alford Avenue, Ann Marie Drive, Avenue De Lafayette, Francis Street, Payson Avenue, St. Anne Lane, Chalmette Circle, Orleans Avenue, Valmont Drive, and St. Antoine Lane; 6. Mason Run Condominiums (East Elm and East Noble Avenues); 7. Townes on Front Condominiums (West Front and South Roessler Streets); and 8. Glenridge Lane and Oak Hill and Bethpage Courts.

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

### ASSESSOR'S OFFICE ORGANIZATIONAL CHART



<b>FUNDING LEVEL SUMMARY</b>					
	Actual	Budget	Projected	Adopted	Projection
	FY15-16	FY16-17	FY16-17	FY17-18	FY18-19
<b>Assessor's Office</b>					
Personnel	\$ 351,454	\$ 1,300,109	\$ 1,299,454	\$ 305,382	\$ 326,095
Supplies	5,744	6,175	6,175	6,200	6,325
Other Operating	16,869	15,487	15,528	16,383	16,764
<b>Total Assessor's Office</b>	<b>374,067</b>	<b>1,321,771</b>	<b>1,321,157</b>	<b>327,965</b>	<b>349,184</b>
<b>Board of Review</b>					
Personnel	\$ 937	\$ 2,058	\$ 1,615	\$ 1,615	\$ 1,615
<b>Total Board of Review</b>	<b>937</b>	<b>2,058</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>
<b>Total Assessor's Department</b>	<b>\$ 375,004</b>	<b>\$ 1,323,829</b>	<b>\$ 1,322,772</b>	<b>\$ 329,580</b>	<b>\$ 350,799</b>
<b>Expenitures as a % of the General Fund</b>	2.02%	2.75%	2.72%	1.64%	1.72%

CALENDAR YEAR	Actual 2014	Actual 2015	Actual 2016	Projected 2017	Projected 2018
Residential sales	415	387	419	420	420
Commercial/industrial sales	41	34	24	30	30
Income/expense statements	0	338	0	350	0
Personal property statements sent, returned	307	277	242	245	245
Personal property statements sent, not returned	400	570	580	585	585
Small business affidavits	460	494	505	510	510
Eligible manufacturing personal property statements	N/A	N/A	29	30	30
Valuation notices	8,900	8,866	8,810	8,850	8,850
Value-affected building permits	152	96	96	100	100
March BOR appeals	120	78	70	75	75
July BOR changes	122	119	64	70	70
December BOR changes	70	67	30	35	35
Tax court appeals pending	15	11	6	10	10
Tax court appeals decided	15	7	12	15	15
Property ownership changes	896	927	1,014	1,015	1,015
Homestead exemption updates	324	350	352	355	355
Homestead exemption rescissions	237	269	268	270	270
Homestead exemption denials	84	43	31	35	35
Rolls	15	15	15	15	15
Special assessment rolls	1	1	1	2	2
Property splits	4	2	1	2	2
Property combinations	4	9	8	5	5
City property value estimates	4	3	3	3	3
Poverty exemption applications	20	18	11	15	15
Field reviews/inspections	1,011	1,142	836	750	1,150

## **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,

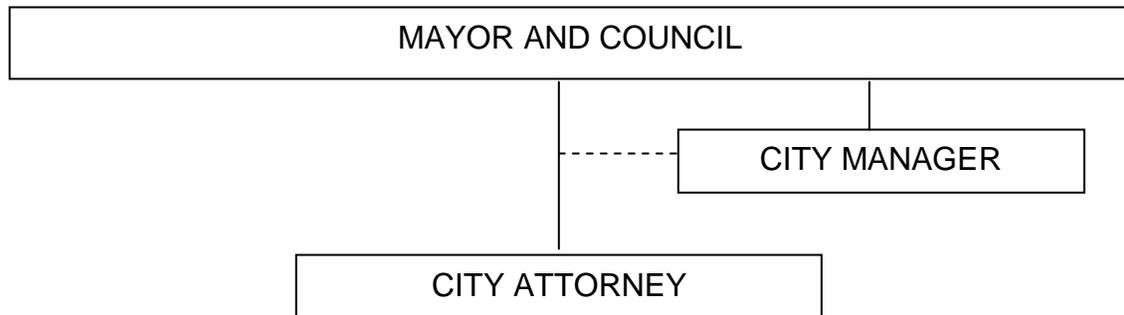
conducting in-house training sessions concerning legal updates, police procedure and courtroom testimony techniques.

- 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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Supplies</b>	\$ 253	\$ 705	\$ 410	\$ 335	\$ 335
<b>Other Operating</b>	139,525	145,207	183,378	146,387	146,100
<b>Total</b>	<b>\$ 139,778</b>	<b>\$ 145,912</b>	<b>\$ 183,788</b>	<b>\$ 146,722</b>	<b>\$ 146,435</b>
 <b>Expenditures as % of General Fund</b>	 0.75%	 0.30%	 0.38%	 0.73%	 0.72%

## 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 also responsible for maintenance of employee leave records. The Payroll Clerk also ensures that timesheets submitted by departments comply with the various bargaining agreements in place and documents payroll related accounting information for the City's annual audit.

Fiscal 2017 saw several significant accomplishments and some shortfalls.

The City of Monroe received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal 2016 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year.

The Other Post-Employment Benefit (OPEB) bond that was closed on at the end of the 2016 fiscal year funded a portion of the City's unfunded accrued liability for retiree healthcare benefits. The bond amount was \$35.5 million. It is estimated that the bond could save the City over \$500,000 on its annual contribution to the Retiree Healthcare Trust Fund. During the 2017 fiscal year, the proceeds of the bond were transferred to the Retiree Healthcare Trust Fund for further investment.

The City issued two other bonds during the 2017 fiscal year. A Michigan Transportation Fund (MTF) bond was issued in the amount of \$2.565 million to fund improvements to the City street system. The bond funding was possible due to future road funding increases as a result of legislation approved by the State of Michigan in 2015.

A bond was also issued in the amount of \$1.89 million for two different capital improvements. The largest portion of the bond, \$1.526 million, will go toward the rehabilitation of the Winchester Street bridge deck. The remaining amount, \$364,000, will go toward renovation of the City Council's chambers.

An Assistant Finance Director was hired to replace a retiring Accountant II. The enhanced financial capabilities of the new position will allow the Director to focus on longer term items for both the department and the City as a whole. It will also allow the Director to focus more on improving information technology operations.

The City budget process included budgeting for a multi-year period for the first time. The budget included the budget for the next year, FY17-18, and a projection for the next year, FY18-19. This two year process will allow the City to plan for items that will affect the City in the future 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. In the future, the goal would be to increase the budget period to three (3) years.

Employee historical payroll information was made available to each employee on the internet. This will give them access to their records electronically instead of having to contact the Finance Department.

During the fiscal year, the Finance Department began to pay vendors electronically instead of by check. This reduces the City's payment processing costs and is a more secure process.

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 2018 budget document.

Department FY2018 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
- Implement paperless timesheet reporting through a module available through BS&A Software
- Convert to paying more vendors electronically versus by check
- Continue adjustment of staffing by making a part-time Accountant I position full-time

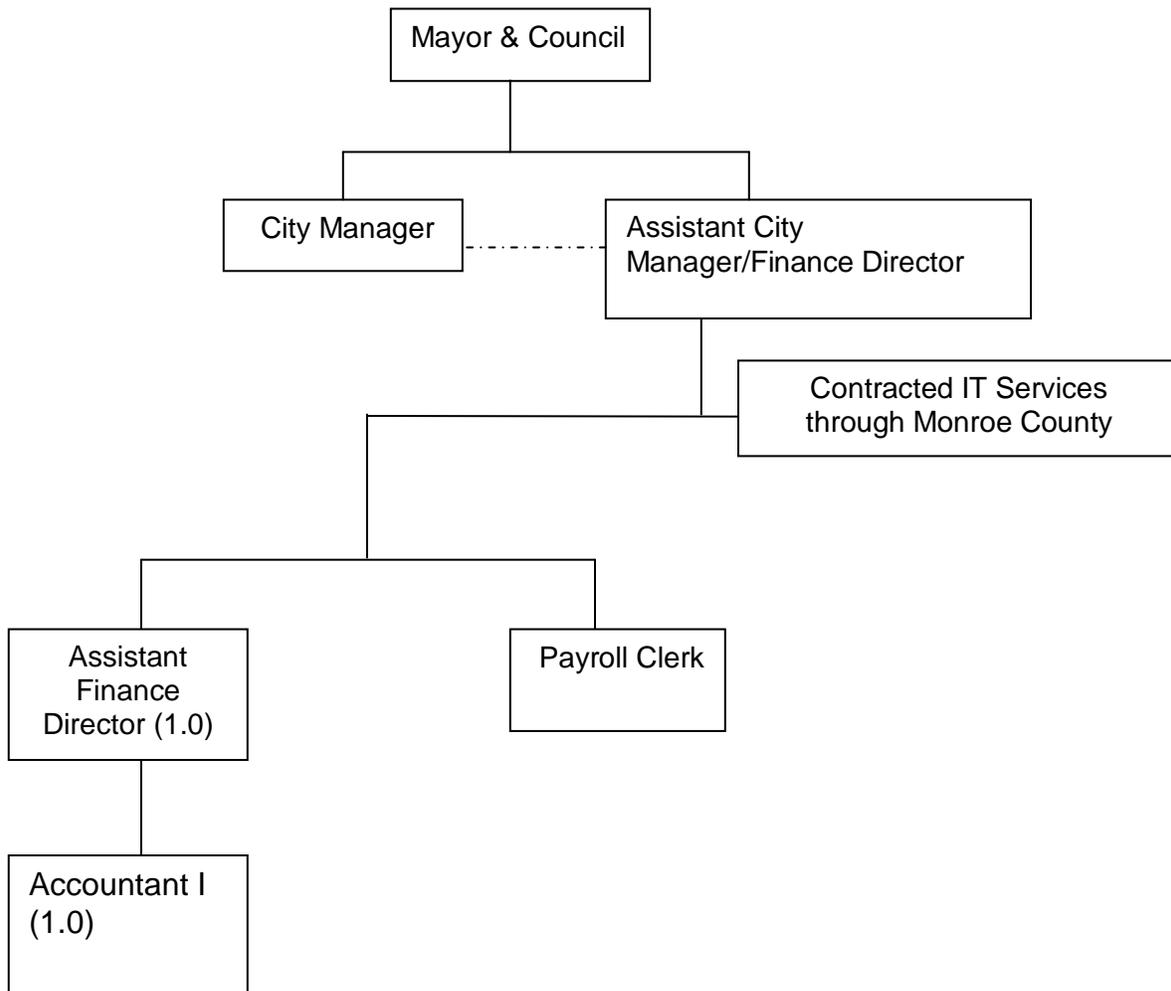
## Performance Measures

Measure	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Estimate
A/P Invoices Processed Monthly (Avg)	761	761	803	778	775	775
Non-Payroll Checks Issued Monthly (Avg)	191	187	175	175	170	165
Auditor Review Comments Received/Addressed	1/1	0/0	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0.25	0	0	0	0	0
Paid Overtime Hours	25	33	21.25	18.5	50	25
Budget Amendments Prepared	336	319	272	235	230	230
Staff Outside Training Sessions	5	7	4	8	8	8

## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Audit</b>					
<b>Other Operating</b>	\$ 44,699	\$ 43,550	\$ 40,475	\$ 44,857	\$ 44,857
<b>Total Audit</b>	<b>44,699</b>	<b>43,550</b>	<b>40,475</b>	<b>44,857</b>	<b>44,857</b>
<b>Finance</b>					
<b>Personnel</b>	325,863	849,762	852,496	358,318	377,282
<b>Supplies</b>	3,746	4,100	4,100	4,100	4,100
<b>Other Operating</b>	167,748	20,569	21,087	19,429	23,063
<b>Expenditure Credits</b>	(2,216)	(2,600)	(2,600)	(2,700)	(2,800)
<b>Total Finance</b>	<b>495,141</b>	<b>871,831</b>	<b>875,083</b>	<b>379,147</b>	<b>401,645</b>
<b>Finance Dept. Total</b>	<b>\$ 539,840</b>	<b>\$ 915,381</b>	<b>\$ 915,558</b>	<b>\$ 424,004</b>	<b>\$ 446,502</b>
<b>Expenditure as a % of Total</b>	2.90%	1.90%	1.89%	2.11%	2.19%

## Department of Finance Organization Chart



## **HUMAN RESOURCES DEPARTMENT Fiscal Year 2017-2018**

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

### Department Summary

The Department oversees the following functions or assignments:

1. Recruitment – Responsible for the City’s employment program, which includes the responsibility for preparing job advertisements, providing screening and background verification checks, pre-employment testing, as well as the orientation process.
2. Labor Relations – Represents the City in collective bargaining, contract administration, contract interpretation, conflict resolution, grievances, and discipline. Investigates and advises Department Heads on employee discipline issues, harassment issues, and other employee issues.
3. Wage and Salary Administration – Administers the City’s wage and salary program, including conducting salary surveys to ensure that the City remains competitive in the employment market. Responsible for job analysis, job evaluation (new and existing jobs) and serves as a member of the City's job reclassification committee.
4. Policies and Procedures – Responsible for the development and interpretation of City policies and procedures in order to ensure compliance, including implementing changes adopted by the Council. The City is also mandated to have certain policies and programs in effect protecting the rights of workers, i.e., OSHA compliance, COBRA compliance, Fair Labor Standards Act, Employee Right to Know, HIPAA compliance, Bloodborne Pathogens, just to name a few. Research personnel laws and regulations to determine the implications for the City.
5. Personnel Records – Maintains personnel management information systems, records retention, and employment statistics.
6. Benefits Administration – Responsible for administering the employee and retiree insurance benefit programs, which includes medical, drug, dental, life, unemployment insurance, workers’ compensation, and disability, as well as meeting with carriers on the more unusual or complex issues and responding to questions regarding employee benefits.

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

## **ACCOMPLISHMENTS FOR FY 2016/2017**

- Successful negotiation of two collective bargaining agreements that expired on 12/31/15.
- Advise management on employment law and employee relation issues.
- Promoted employee safety through education, training and compliance.
- Planned and coordinated a successful employee recognition luncheon and employee/retiree flu clinic.
- Successfully administered the recruitment & testing of 16 new hires and/or internal promotions.
- Successful 2017 health care open enrollment with all employees and retiree groups.
- Successfully assisted with the negotiations of a Letter of Understanding with Police & Command regarding entry level hiring and promotion of the future Police Chief.
- Successfully assisted the Civil Service Commission in the revision/update of the Civil Service Manual.
- Successful implementation of an HR software module and Employee Self Service Program.
- Successful completion of Medicare Part D/CMS notification reminders to all eligible retirees.

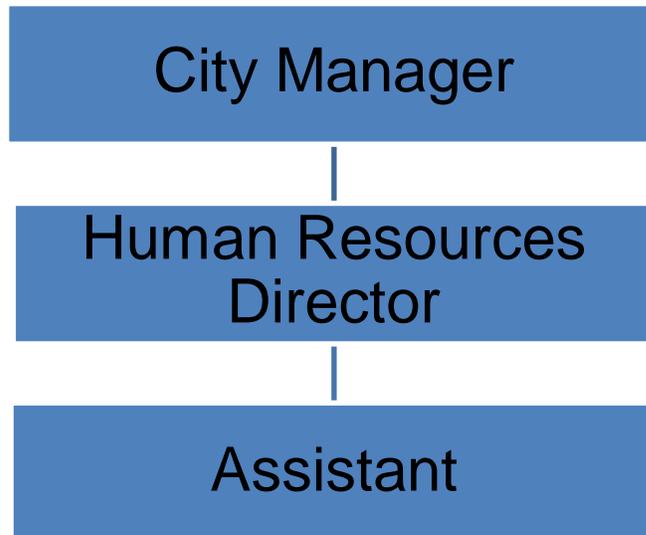
## **GOALS AND INITIATIVES FOR FY 2017/ 2018**

- Successfully negotiate 3 collective bargaining agreements (Police, Command and Fire expire 6/30/2018)
- Continue to provide leadership & guidance in the continued development, implementation and administration of the City's policies & procedures.
- 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.

- Successfully plan and coordinate an employee recognition luncheon and employee/retiree flu clinic.
- Successfully implement 2018 health care open enrollment.
- Successfully complete Medicare Part D/CMS notification reminders to all eligible retirees.

<b>FUNDING LEVEL SUMMARY</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Human Resources</b>					
Personnel	\$ 120,377	\$ 123,085	\$ 121,976	\$ 148,072	\$ 155,312
Supplies	3,962	5,750	5,950	3,350	3,500
Other Operating	200,063	159,086	159,086	133,360	134,890
<b>Total</b>	<b>\$ 324,402</b>	<b>\$ 287,921</b>	<b>\$ 287,012</b>	<b>\$ 284,782</b>	<b>\$ 293,702</b>
<b>Expenitures as a % of</b>					
<b>the General Fund</b>	1.74%	0.60%	0.59%	1.42%	1.44%

### ORGANIZATIONAL CHART



## ACTIVITY MEASURES – INDICATORS

Performance Indicators	Actual FY 14/15	Actual FY 15/16	Projected FY 16/17	Actual FY 16/17	Projected FY 17/18
<b><i>Job Openings – Internal/External</i></b>	11	13	6	17	10
Full Time Employees Hired	3	13	6	13	8
Applications For Open Positions	25	30	35	265	60
Reclassification Requests Received	1	4	0	0	0
Job Descriptions Up-Dated	12	91	0	2	3
Police/Fire Promotional Test	2	2	2	1	3
Labor Contracts Negotiated	6	6	0	2	3
Labor Contracts Negotiated in #312	0	0	0	0	0
Labor Grievances Processed	2	4	3	3	4
Grievances Arbitrated	0	0	0	0	0
Employee Turnover % of Total Budgeted Positions	6.6%	10.2%	3.5%	6.2%	4.0%
Retirements % of Total Budgeted Positions	2.9%	6.9%	2.9%	2.8%	2.9%
% Minorities in Work Force	1.1%	2.3%	2.5%	1.8%	1.8%

## **ENGINEERING DEPARTMENT**

### **Engineering Department Administration Program**

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

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

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

### **Engineering Department Description**

The Engineering Department Director, three Engineering Technicians, GIS-CAD Section Leader, and Departmental Aide all have offices or workspaces in the first floor of City Hall, though there is presently consideration of moving the

Department to the third floor to provide adequate space for other departments. In 2008, the Engineering Department was merged administratively with the Public Services Department, in that the Department Director position is shared and former Engineering personnel have filled key supervisory roles with the Public Services Department. This arrangement appears to be beneficial over the long term, and is expected to continue indefinitely. Further, 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 five (5) employees, plus the Department Director’s position, which is shared with Public Services. To supplement full-time operations, the Engineering Department has been partnering with the University of Toledo, and has hired an intern many semesters. These part-time staffers are assisting with drawing preparation, contract preparation, and minor project inspection as their skills allow. The Department has reduced its full-time staffing level from 10.5 positions in 2004 to 5.5 positions at the present time, and it is believed that this level is sustainable for the foreseeable future based on typical project loading. Based on overall City clerical needs, the Departmental Aide has been providing services to other departments from time to time as needed, such as billing and processing high grass violations. Further facilitating clerical redundancy and efficiency, the Public Services Departmental Aide is also located in the same office, and both clerical positions now cover public interface functions for both departments, promoting maximum flexibility and promoting greater customer service.

From 2008 to 2011, the project loading, especially water main replacement work, was so high that consulting firms were tapped to assist occasionally with design activities, and regularly with inspection, often with multiple contract individuals used at a time. This has historically been a very cost-effective solution that has enabled substantial staff attrition while still completing a very high level of projects, as the key City staff has still been able to focus attention on their project management and surveying priorities, using them for higher-level duties as their skills allow. For the foreseeable future, it is likely that consulting firms will still be tapped for specialized expertise and for extensive projects where reliance on solely City staff would demand a disproportionate amount of time and effort and would detract from other projects. However, the present internal staffing level is believed to be appropriate for the routine street, infrastructure, and utility work that is normally funded in any given year, and at present still allows the City to retain a significant amount of valuable expertise and experience in key areas.

The Department is equipped with six (6) computer stations tied into the City Hall computer network, and all but one are set up as AutoCAD stations to be used for project design purposes and as-built drawing preparation. The Department also has the City’s license for ArcGIS, used to edit the City’s GIS. A 2009 purchase of a Hewlett-Packard 4520 printer / copier / scanner that will accept up to 42” media has proved very essential for efficient operations, as drawings can now be

scanned in-house for permanent storage, and reproduction is done much quicker than before. A Hewlett-Packard DesignJet 500 plotter is also utilized to provide for backup purposes, as it is also compatible with the new unit as well. The Department possesses electronic total station surveying equipment, transits, level, level rods, and other miscellaneous equipment to perform field surveying, though since the retirement of the Survey Crew Leader in 2016, most of this is unused at present and may eventually be sold. The Department annually updates its AutoCAD licenses to the current version for maximum efficiency, and still performs the vast majority of its routine design work in-house.

The Engineering Department office area is the primary storage location of all of the City infrastructure records. All construction drawings and all document files are stored in the Department, and a fire proof file cabinet is located in the Engineering Department to provide a backup storage facility for some critical as-yet unscanned documents. The Engineering Department also has space within the Department of Public Services building to house all of the testing equipment used to assure that the City specifications are being met. The Department's survey stake supply, concrete testing equipment, aggregate testing equipment, and overflow project file storage are housed in this facility. Departmental clerical personnel are continuing what is an extremely lengthy project to scan all project files into the City's LaserFiche document retrieval system, which is heavily used by the Department. Once completed, the vast majority of older paper files can be discarded, freeing up needed space in City Hall.

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

### **Engineering Department Goals, Accomplishments, and Shortfalls**

Since the Engineering Department's primary mission is to implement the City's funded Capital projects, the Department can be said to be 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 2016, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council. The City also continued its street maintenance program in 2016, which focuses largely on crack sealing and / or slurry sealing all roadways that were last resurfaced in the past twenty (20) years, in order to keep as many roadway surfaces in good shape as possible. This contract typically also includes some minor patching, including water main and sanitary sewer-related repairs. These maintenance-type activities are all important to prolonging the life span of the City's street system, especially when funding is inadequate to address the full City-wide funding needs for full replacement or resurfacing.

2016 saw the value of City construction contracts of totaling \$3.960 million, down from the value of \$4.750 million in 2014 and \$6.130 million in 2014. Of the 23 contracts with payment activity in 2016, only five (5) of them totaling \$331,000 in contract value, were largely designed and administered by a consulting firm due to their specialty nature. The remaining projects, totaling \$3.629 million, were designed and managed entirely by Engineering staff, though in some cases the surveying work was contracted.

The \$3.960 million in construction consisted of a variety of different types of infrastructure projects, including some that involved the completion and carry-over of some work from contracts originally awarded in 2015 and earlier, including new projects that were sometimes added to older contracts as change orders for timing and cost reasons. Space prohibits listing all projects individually, but the following table represents the construction contracts administered by the Department, and dollars expended in 2016. 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 2016, but in prior years.

## 2016 Construction Contracts

Contract Name	2016 Work
2016 Water Main Replacement Program	\$ 1,032,492.03
2016 Curb Replacement & Resurf.	\$ 711,172.90
2016 Concrete Paving Program	\$ 361,557.04
E. Third Resurfacing - Monroe to Scott	\$ 266,094.08
Winchester Street Resurfacing	\$ 217,148.18
E. Third Resurfacing - Scott to Winchester	\$ 175,449.43
2016 Sidewalk Replacement Program	\$ 174,765.19
2016 Sanitary Sewer Rehab. Program	\$ 163,850.12
North Monroe Street Streetscape	\$ 144,467.30
Phase III - Bldg. Impr. - ALCC - Base	\$ 141,793.90
2015 Water Main Replacement Program	\$ 105,411.28
2015 Sanitary Sewer Rehab. Program	\$ 104,458.25
Roessler Street Bridge Rehabilitation	\$ 80,075.27
2016 Bituminous Pave. Main. Program	\$ 74,434.53
Ida Elevated Storage Tank Modifications	\$ 55,150.00
Saint Mary's Avenue Storm Sewer	\$ 45,579.24
Ozone System Modifications	\$ 42,769.00
Munson Park Tennis Court Repairs	\$ 29,137.00
Exeter Township Water Main Loops	\$ 12,876.00
Phase III - Bldg. Impr. - ALCC-Fire Alarm	\$ 11,247.00
2015 Sidewalk Replacement Program	\$ 6,906.72
2015 Pavement Marking Program	\$ 2,078.83
2015 Curb Repl. & Resurfacing Prog,	\$ 1,000.00
<b>Totals</b>	<b>\$ 3,959,913.29</b>

The three largest contracts awarded in 2016 were the City's annual programs for water main replacement, asphalt resurfacing (usually accompanied by curb replacement in many locations), and concrete street reconstructions. Water main replacement locations included Winchester Street (Third to the River), Borgess Avenue (Elm to Willow), and Lemerand Street (Monroe to Macomb). Streets included in the resurfacing program were Cranbrook Boulevard (N. Custer to Armitage), Borgess Avenue (Elm to Vine), Maple Boulevard East (Linwood to Greenwood), West Elm Avenue (CSX Rail to Lavender) and the Munson Park Ball Diamonds south parking lot. The concrete paving program included a section of Ternes Drive from Telb Street to the north, two (2) alleys that were petitioned as Special Assessment Districts, and the intersection of Wolverine and Huron Streets. Our largest single stand-alone roadway project and fourth-largest contract was the Federally-funded resurfacing of East Third Street from Monroe Street to Scott Street, and the City also administered a discretionary Federal grant through the Transportation Alternatives Program (TAP) for streetscape work on North Monroe Street from Elm to Willow. As in most years, the City administered a contract for sidewalk replacement that was completed in 2016, and our typical slurry sealing / crack sealing / asphalt patching contracts were completed in 2016. Other relatively large contracts included a stand-alone resurfacing contract for Winchester Street between Third and the River Raisin, the 2016 Sanitary Sewer Rehabilitation Program, and completion of the last

phase of building modifications at the Arthur Lesow Community Center (ALCC). The remaining contracts consisted either of 2016 completion from 2015 awards or a variety of smaller projects. All in all, the Department was highly successful again in 2016 in continuing to manage a high project loading with a relatively lean in-house staff.

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

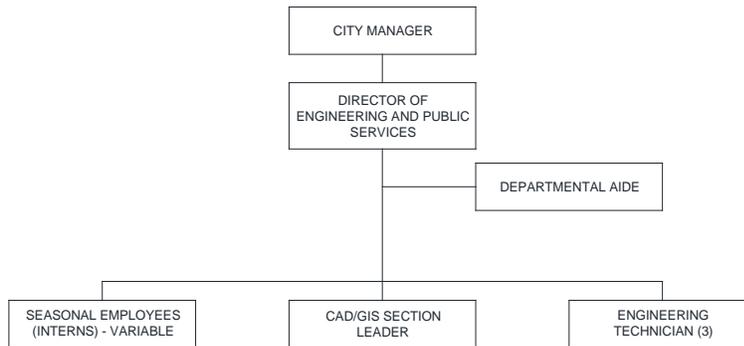
## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Personnel</b>	\$ 650,255	\$ 987,869	\$ 992,852	\$ 523,027	\$ 538,163
<b>Supplies</b>	9,929	11,600	12,200	11,600	11,600
<b>Other Operating</b>	52,525	56,174	49,524	46,766	47,340
<b>Capital Outlay</b>	-	1,500	-	-	-
<b>Operating Total</b>	<b>712,709</b>	<b>1,057,143</b>	<b>1,054,576</b>	<b>581,393</b>	<b>597,103</b>
<b>Expenditure Credits</b>	(375,919)	(325,000)	(420,000)	(385,000)	(328,000)
<b>Total</b>	<b>\$ 336,790</b>	<b>\$ 732,143</b>	<b>\$ 634,576</b>	<b>\$ 196,393</b>	<b>\$ 269,103</b>
 <b>Expenditures as a % of the Total General Fund</b>	 1.81%	 1.52%	 1.31%	 0.98%	 1.32%

**ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR**

Performance Indicator	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Estimate	2018 Estimate
Site Plan Reviews	29	23	57	41	60	60
Contracts Awarded	16	12	12	11	10	12
Contract Value (\$Millions)	\$6.125	\$6.130	\$4.750	\$3.960	\$7.000	\$7.000
Special Assessment Districts	2	1	1	2	1	2
Engineering & Inspection Fees	\$414,078	\$353,094	\$480,878	\$667,013	\$400,000	\$425,000
Private Developments Monitored	1	0	2	2	2	2
Parking Lot Program Projects	0	0	0	0	0	0
Streets Resurf., Curbs Repl.(mi.)	1.50	2.89	1.30	1.86	4.25	3.00
Miles of Streets Crack Sealed	5.46	0.00	10.87	4.26	2.00	5.00
Miles of Streets Slurry Sealed	0.58	0.00	0.19	0.00	0.10	0.50
Miles of New Streets Added	0.00	0.02	0.00	0.00	0.00	0.00
Total City Street Mileage	82.72	82.74	82.74	82.74	82.74	82.74
Water Mains Replaced (miles)	2.71	1.35	0.98	0.74	1.22	1.25
New Water Mains Installed (miles)	8.49	0.00	0.77	0.00	1.00	1.00
Total City Water Mains (miles)	376.85	376.85	377.62	377.62	378.62	379.62
Sanitary Sewer Rehab. (miles)	0.61	0.00	0.56	0.38	0.38	0.50
New Sanitary Sewers (miles)	0.00	0.09	1.52	0.00	0.10	0.10
Total City Sanitary Sewers (miles)	240.83	240.92	242.44	242.44	242.54	242.64
Storm Sewers Replaced (miles)	0.00	0.01	0.01	0.02	0.10	0.10
Storm Sewers Installed (miles)	0.21	0.03	0.00	0.05	0.00	0.25
Total City Storm Sewers (miles)	61.16	61.19	61.19	61.24	61.24	61.49
Squ. Ft. of Sidewalk Replaced	20,150	23,704	15,995	34,986	40,000	50,000
Squ. Ft. of New Sidewalk	0	3,360	0	1,034	2,590	2,000
Mileage of all City Sidewalks	172.25	172.38	172.46	172.50	172.59	172.67

**ENGINEERING DEPARTMENT ORGANIZATIONAL CHART**



# **PUBLIC SAFETY DIVISION**

## **POLICE DEPARTMENT**

### **MISSION**

The mission of the Monroe Police Department is to protect the freedom and safety of the residents of Monroe and its visitors by preventing crime and disorder and ensuring the safe efficient flow of traffic.

The members of the Monroe Police Department carry out this mission in a fair and unbiased manner that respects the rights of the individual and encourages an open partnership with the law-abiding citizens of Monroe. Our approach to policing adheres to Sir Robert Peel's Nine Principles of Policing, which are included herein.

- The basic mission for the police department is to prevent crime and disorder.
- The ability of police officers to perform their duties is dependent upon public approval of police actions.
- Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
- The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- Police seek to preserve public favor, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustices of the substance of individual laws; by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing; by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
- Police use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order; and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
- Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are

paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

- Police must recognize always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the state, and of authoritatively judging guilt and punishing the guilty.
- The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

**THE DEPARTMENT**

The Police Department provides a 24/7 service to the residents of Monroe through an authorized staff of forty three sworn officers and four general fund civilian full-time employees. Currently thirty five officers are cross trained as fire fighters. All new officers hired will also be cross trained as firefighters with a goal of the entire Department being cross trained as PSO’s.

The department’s fleet of vehicles consists of fifteen marked patrol units, five of which are four wheel drive, six unmarked administrative and investigative cars, and one Explorer for prisoner transports. The department also has four marked police motorcycles that are used for regular patrol functions. The Department also utilizes a Polaris Ranger 6 person side by side 4x4 for off road and border patrol functions. Located in the combined city/county Law Enforcement Center, the department’s records hours are weekdays 6:00 AM to 5:30 PM, and Saturdays 8:00 AM to 2:30 P.M. Dispatch services are provided by Monroe County Central Dispatch.

**MAJOR CRIME ANALYSIS**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	AVG
Murder	0	1	0	0	0	1	1	1	0	0	0.7
CSC	22	37	27	40	32	33	36	37	37	41	34.2
Robbery	22	27	18	33	25	27	24	25	8	21	23
Agg. Assault	44	54	53	69	59	63	57	60	58	72	58.9
Burglary	153	211	170	231	253	250	171	124	128	113	180.4
Larceny	496	509	511	413	574	516	441	389	347	288	448.4
Auto Theft	54	39	28	51	40	34	40	18	20	18	34.2
Arson	9	10	5	8	5	8	9	5	4	5	6.8

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

## PERFORMANCE MEASURES

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

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

## MAJOR CRIME CLEARANCE RATE

		The clearance rate translates to the percentage of cases solved by the police. Crime can be cleared by arrest or by exceptional means. A crime is cleared by arrest when the offender is arrested, charged with the commission of the offense, or turned over to the court for prosecution. A crime is cleared by exceptional means when the police identify the offender, gather enough evidence to support an arrest, and know where the offender is but for reasons outside law enforcement's control cannot arrest or prosecute the offender. A murder suicide would be an example of a crime that would be cleared by exceptional clearance.
2011	38%	
2012	37%	
2013	38%	
2014	32%	
2015	31%	
2016	28%	

## ACCOMPLISHMENTS AND SHORTFALLS

A major accomplishment for FY 16/17 was the training of five additional officers as firefighters. This training was done as a continued effort to further enhance the Departments response capabilities and in conjunction with the Public Safety initiative and bringing the total number of cross trained officers to thirty two. Cross trained officers (PSO's) are now routinely responding to fire calls and actively participated on the fire ground fighting fires. The PSO'S continue routine training with officers from the MFD. The Department has also hired an additional five officers, who will also be crossed trained as PSO's and MFR's.

### FY 2017/18Goals

A continued goal for the department in FY 17/18 will be to further enhance its accustomed excellent level of service by the continued Public Safety initiative and integration. This will be done by continued education and training of staff and through continued monitoring of operations and adjusting these operations as we move forward to maximize efficiency and our service model to the public. Additionally a consorted effort will be made through "Crime Mapping" software, to reduce crime, and increase our quality of life through personnel and resource management.

## **FIRE DEPARTMENT**

### **MISSION STATEMENT**

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

### **FIRE ADMINISTRATION**

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

### **FIRE SUPPRESSION**

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

### **EMERGENCY MEDICAL SERVICES**

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

## **TRAINING**

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

## **INSPECTION DIVISION**

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

## **MAINTENANCE DIVISION**

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

## **DEPARTMENTAL ACCOMPLISHMENTS**

Emergency Medical Services (EMS) continues to be our largest service to the community. Our EMS call volume accounts for 74 percent of our emergency response.

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

A partnership has been developed with our neighboring communities for Auto-Aide response to all fire calls in the City. In 2017-18, we will be working towards training for special response.

A major initiative continues in community risk analysis. After assessing water supply, and gathering available building information, Engine Company pre-fire inspections are updated to better acquaint firefighters with hazards in our community. This information is readily available on vehicle mounted laptops for access during an emergency.

Water/Ice rescue training continues to improve our response capability. Partnerships with local automatic aid response teams are now in place for water rescue emergencies. We have replaced our Boat and we are now better equipped to respond to all water emergencies

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

To facilitate interoperability with other response agencies such as law enforcement, EMS and Emergency Management the Monroe Fire Department has installed laptop computers with computer aided dispatch (CAD) software. This state of the art equipment allows the responding apparatus to see the location of the incident, cross streets, and any information Central Dispatch adds to the call in real time. The computers facilitate field viewing of the City's GIS system, hazmat reference guides, hazmat plume mapping and internet access for real time Doppler radar and resource guides for incident management.

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

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

### **DEPARTMENT SHORTFALLS**

The Central Fire station issues remain as the number one problem in the department. An aging fleet will soon become a more pressing need. The average age of the current vehicles is 14 years with an elevated platform that continues to

have numerous issues. We have recently applied for a grant to help defer the cost of replacing our oldest engine and are awaiting the response.

### Performance Indicators

<b>Activities</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Post Incident Contact Activity	15	20	18	26
Staff Meetings	5	15	12	12
SOG's Reviewed	189	200	200	200
Periodicals/Journals Reviewed	10	20	22	15
Incident Reports Reviewed	220	711	3699	3685
Safety Committee Recommendations/Implemented	1/1	4/4	2/2	2/2
Internal Inspections	15	12	12	12

### FIRE ADMINISTRATION & SUPPRESSION

<b>Activities</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Total Fire Department Incidents	3360	3556	3699	3685
EMS Related Incidents	2587	2680	2715	2672
Actual Fire Incidents	62	81	64	94
Alarm System Activations	236	215	277	208
Carbon Monoxide Calls	5	12	10	11
Other Incidents	465	568	633	711
Average Service Time per Structure Fire	2.5	2.4	3.0	2.0
Hours on Vehicle Maintenance	95	208	264	232
Hours on Equip. Maintenance	6	24	28	30
Maintenance Recordkeeping/Training	203	80	120	112
EMS Training Hours	273	288	159	133
Hazmat Training Hours	108	32	85	43
Other Training Hours	80	1693	983	1193

## FIRE INSPECTIONS

	2013	2014	2015	2016
Initial Inspections	169	261	145	23
Follow up Inspections	86	141	121	18
Complaint Investigations	2	5	4	2
Fire Investigations	11	21	24	38
Inspector Training	21	24	20	64
Plan Reviews	2	4	15	20
<b><u>Station Visitor Tours</u></b>				
Fire Safety Program Reached	3000	2914	5672	3800
Pre- School Program Participants	250	300	300	250

## GOALS

### **Increase public education programs**

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

### **Response and mitigation**

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

### **Community risk analysis**

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

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

**Objective:** The 2015 edition will be instituted in 2017 to bring the program up to date with the latest codes.

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

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

### **Replacement of the Central Fire Station**

**Objective:** With the approval of the fire station millage in November 2017, the fire station project is in the design phase. A construction manager will be

selected and construction should get under way in the beginning of 2018 with a completion date in 2019.

<b>FUNDING LEVEL SUMMARY</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Police Operating</b>					
Supplies	65,124	64,000	64,000	57,900	58,900
Other Operating	474,969	468,920	458,920	495,401	531,757
Capital Outlay	23,839	25,500	25,500	45,000	45,000
<b>Total Police</b>	<b>563,932</b>	<b>558,420</b>	<b>548,420</b>	<b>598,301</b>	<b>635,657</b>
<b>Police Training-State Funded</b>					
Other Operating	\$ 10,455	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<b>Liquor Law Enforcement-State Funded</b>					
Supplies	\$ 239	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Other Operating	12,155	14,200	14,200	14,200	14,200
<b>Total Liquor Law Enforce.</b>	<b>12,394</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
<b>Public Safety Division Personnel</b>					
Personnel Services	\$ 8,521,580	\$ 22,961,907	\$ 22,820,938	\$ 7,690,956	\$ 7,581,576
<b>Fire Operating</b>					
Supplies	65,144	62,600	62,900	62,900	62,900
Other Operating	185,419	186,827	187,217	185,088	186,820
Capital Outlay	18,310	97,000	97,000	34,000	30,000
<b>Total Fire</b>	<b>268,873</b>	<b>346,427</b>	<b>347,117</b>	<b>281,988</b>	<b>279,720</b>
<b>Total Public Safety</b>	<b>\$ 9,377,234</b>	<b>\$ 23,890,754</b>	<b>\$ 23,740,475</b>	<b>\$ 8,595,245</b>	<b>\$ 8,520,953</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>50.43%</b>	<b>49.67%</b>	<b>48.89%</b>	<b>42.80%</b>	<b>41.77%</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 Action Line system on the City’s web site where citizens can log service requests in online, and has been responsible for handling over 80 percent of the issues posted since its inception, roughly 2,000 each year.

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

### **Department Description**

DPS operations are headquartered at 222 Jones Avenue, the former Jones Transfer building. At the present time, the Department Superintendent, Operations Supervisor, and Forestry / Grounds Supervisor have offices at this location, and DPS field personnel, job leaders, equipment operators, fleet mechanics, and general labor are dispatched from the Jones Avenue location. The Departmental Aide is housed at City Hall for the most part, but retains an office near the maintenance garage for fleet tracking and inventory purposes. A large amount of cross training with the Engineering Departmental Aide and physical proximity has resulted in significant efficiency and clerical redundancy during peak periods, which is a net benefit to both departments. The Jones Avenue facility is generally closed to the public for most purposes.

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

The Jones Avenue facility also houses the fleet maintenance garage. This is a full service facility with lifts, hoists, and sufficient parts inventory capable of keeping City equipment operating in all situations and at all hours. All vehicle maintenance records are on file in the garage office, and are now being tracked using the CarteGraph and JetFleet software programs. Additionally, the Jones Avenue facility is the site where residents may dispose of certain non-hazardous unwanted items not included as a part of regular refuse collection by appointment for a fee, including construction materials when associated with a City-issued building permit.

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

In addition to the staff reductions that were designed to reduce the costs within DPS, nearly all grass cutting work was contracted out starting in 2008, with a five-year renewal again awarded in 2014. This proved to result in a large cost savings as this is typically lower-skilled work and commonly available in the private sector. From the 2011-14 seasons, the City also contracted for various parks maintenance functions including restroom cleaning, weekly shelter cleaning, trash collection, and ball diamond preparation, though City staff was relied upon for sporadic facility and equipment repairs as needed. These activities were subsequently brought back in-house and transferred to the supervision of the Recreation Department beginning with the 2015 season due to significant service complaints and insufficient cost savings to justify the additional staff supervision time that had been necessary. The Department will continue to

look for other opportunities to pursue assistance from the private sector when it appears in the City's financial best interest, while still maintaining sufficient internal staffing to provide appropriate emergency response activities when necessary.

For the 2017-18 fiscal year, the full-time DPS staffing is proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Forestry / Grounds Supervisor, and Departmental Aide plus fifteen (15) full-time Teamster personnel, for a total of 19.5 positions. One (1) of these is being transferred to the Parks Supervisor between April and October to provide a dedicated employee to parks in the peak season. Off season (November-March), this position will return to the DPS Operations Crew where it will be tasked with providing supplemental assistance in forestry low-limb trimming, snow clearing in downtown areas, and manufacture of signs, among other tasks. The 2017-18 DPS budget request includes seasonal positions to provide for enhanced 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. These will represent 12 months of position-time, which will be spread between four (4) individuals with different work durations for the 2017 season.

### **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 November 15
- Maintain City storm sewer system in good operating condition with each catch basin and associated piping cleaned at least once every five (5) years
- Successfully manage contracts for refuse collection, grass mowing, and others with a minimum of citizen complaints

### **Department of Public Services Accomplishments & Shortfalls**

Given the highly transitional nature of the past 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 since 2007. In such a fashion, the Department has been able to be a trend-setter for leaner government through the combination of a more professional orientation to the supervisory staff, use of automated systems such as the CarteGraph program for force labor tracking and the electronic citizen Action Line, and out-sourcing of activities that cannot be performed as efficiently from an internal standpoint.

Perhaps the largest general shortfall, and one that continues to be difficult to manage given the available revenues, is beyond the control of the City. Since the revenues available for roadway and the associated storm drainage system cannot keep up with the expenditures needed to replace over 60 miles of storm sewer and over 2000 storm structures, maintenance activities are gradually becoming more and more intense to keep them in a serviceable condition. The Department has made great strides in the last few years in organizing the record-keeping and addressing the most chronic structures and pipes, but intense work on other structures has resulted in falling further behind on storm sewer cleaning, which typically does not meet the sought-after five-year rotation for cleaning purposes but is instead much more reactionary. Beginning with the 2017-18 budget year, we are beginning 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, it is very difficult to meet these goals most years, even with mild winters where the sweeper operators can be assigned to assist with proactive low-limbing operations. We are attempting to help address this need with a mix of some targeted contract services and seasonal employees dedicated to maintenance level trimming, allowing our skilled crew to focus on high-level work on a regular basis.

## **DPS Ongoing Goals and Objectives FY 2017-18**

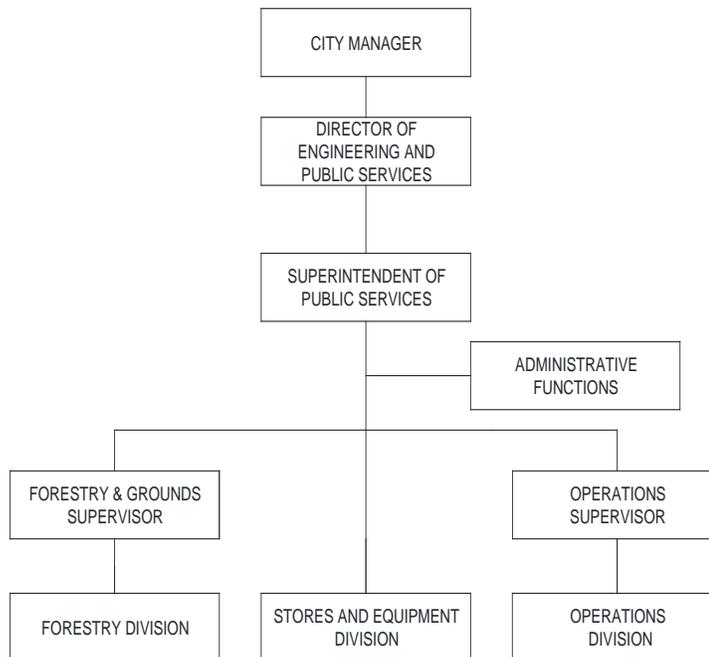
In addition to the on-going maintenance goals, a broader, more specific set of long-range goals were developed to aid in the vision to keep the new DPS organization moving forward. These were originally presented to the City Council in 2008 and are continually refined as objectives are met.

1. Fully integrate, develop, and train adequate supervisory staff for Engineering and Public Services Department – this is mostly completed, but will be continued and refined as necessary.
2. Determine Capital and Operating Facility Needs and Upgrades – this is being undertaken through capital project requests for paving of the Jones Avenue site, and presently the replacement of a large section of the roof in 2017 or 2018, but more work is needed long-term to address other site layout issues, the potential purchase of an emergency backup generator, and additional on-site storage for equipment and supplies.
3. Redevelop the Stores and Equipment Section as a true enterprise-type activity – this is largely completed as well, and it is felt that the changes made within the staffing level and the addition of the Police vehicles to the fleet have now addressed the previous structural deficit, to the point where it is now able to take on larger capital projects and equipment replacements that have long been identified as necessary, albeit slower than preferred.
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of curb line clearing of snow (DDA cost in partnership with City), holiday decoration installation and removal (DDA cost except skylines), and most significantly, grass cutting. The parks contracts from 2011-14, while a small cost savings, were brought back into City Recreation staff control for the 2015 season, as the savings did not appear to outweigh recent service concerns.
5. Address Backlogs in Streets Divisions and Promote Flexibility – this has been mentioned earlier in discussing present DPS shortfalls, and will certainly continue for the near future. The Traffic Control / Electrical / Facilities Division personnel and work activities were folded into Operations in January 2013, which further helps promote flexibility, and a great deal of cross training continues to occur, particularly among the new hires to allow for maximum internal promotion possibility as positions become available in the organization.
6. Create or Update Inventories of City Facilities, Integrate with Geographic Information System – this goal consists of improvements in the City's tree and sign inventories, and involves creation of landscaping plans for City

parks, and inventory of disabled accessibility needs in City parks. Both the sign and tree inventories have now been completed.

7. Update and Publicize Policies and Procedures – this is underway as well, as the use of the City’s Action Line has highlighted many of the steps that can assist the public, and the City’s snow removal policy and high grass / weed control policy are updated and published annually. Other facets are ongoing as needed.

### DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



## 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 as necessary</li> <li>-Maintenance of all traffic signals</li> <li>-Maintenance of downtown decorative street lights</li> <li>-Assist with Installation of seasonal decorations</li> <li>-Installation of street banners</li> <li>-Electrical support for special events/festivals</li> <li>-Perform pavement marking</li> </ul>
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<p><b>Forestry Division Services</b></p> <ul style="list-style-type: none"> <li>-Plant street trees in right-of-ways of new subdivisions and in locations where trees have been removed</li> <li>-Remove dead or diseased trees from City right-of-ways, parks and other City owned properties</li> <li>-Trim trees on City right-of-ways, parks, and other City owned properties.</li> <li>-Plant floral displays at various City parks</li> </ul>	<p><b>Parks Support (part of Operations Division)</b></p> <ul style="list-style-type: none"> <li>-Ensure that City parks are mowed in accordance with contract specifications.</li> <li>-Provide support services such as electrical support for special events and festivals held in City parks</li> <li>-Maintain City Monuments</li> <li>-Provide support activities to Recreation for large-scale work or projects requiring specialized skills</li> </ul>	<p><b>Stores and Equipment Division Services</b></p> <ul style="list-style-type: none"> <li>-Perform repair service for the City owned fleet of vehicles and equipment</li> <li>-Provide twenty-four hour "ready to serve" maintenance on snow removal and other emergency repair equipment</li> <li>-Perform welding, cutting, and fabrication services on variety of equipment and facilities</li> <li>-Maintain an up-to-date computerized inventory system</li> </ul>
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## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Operations</b>					
Personnel	\$ 1,556,090	\$ 4,902,329	\$ 4,935,164	\$ 1,466,813	\$ 1,567,839
Supplies	46,382	37,500	53,900	48,900	48,900
Other Operating	632,452	636,729	671,151	686,178	700,710
<b>Operating Total</b>	<b>2,234,924</b>	<b>5,576,558</b>	<b>5,660,215</b>	<b>2,201,891</b>	<b>2,317,449</b>
<b>Expenditure Credits</b>	<b>(890,276)</b>	<b>(837,500)</b>	<b>(891,251)</b>	<b>(896,184)</b>	<b>(905,810)</b>
<b>Operations Total</b>	<b>1,344,648</b>	<b>4,739,058</b>	<b>4,768,964</b>	<b>1,305,707</b>	<b>1,411,639</b>
<b>Forestry</b>					
Personnel	\$ 340,535	\$ 340,000	\$ 370,000	\$ 350,000	\$ 357,500
Supplies	20,059	30,000	25,000	30,000	30,000
Other Operating	163,543	122,500	138,125	135,000	135,000
<b>Forestry Total</b>	<b>524,137</b>	<b>492,500</b>	<b>533,125</b>	<b>515,000</b>	<b>522,500</b>
<b>DPS Total</b>	<b>\$ 1,868,785</b>	<b>\$ 5,231,558</b>	<b>\$ 5,302,089</b>	<b>\$ 1,820,707</b>	<b>\$ 1,934,139</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>10.05%</b>	<b>10.88%</b>	<b>10.92%</b>	<b>9.07%</b>	<b>9.48%</b>

**DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES**

Performance Indicator	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Est.	2018 Est.
Trees Trimmed	600	525	705	400	700	1,000
Trees Removed	145	140	185	266	280	200
Trees Planted	120	120	140	55	371	200
Sweeping Curb Miles	2,400	2,400	2,408	2,408	2,408	2,408
Miles of Storm Sewers Cleaned	0.5	0.5	2	1	3	5
City Property Mowing (Person hours)	150	135	140	135	130	130
Lineal Feet of Alleyways Graded	75,000	75,000	74,520	74,050	74,050	74,050
Grass / Weed Action Line Requests Completed	1434	829	1163	919	1000	1000
Forestry Action Line Requests Completed	536	433	474	360	450	450
Pothole / Road Hazard Action Line Requests Completed	191	398	297	163	300	300
Other Action Line Requests Completed	270	322	276	185	250	250

# **BUILDING DEPARTMENT GENERAL FUND SERVICES**

Code Enforcement, Facilities Management

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

## **DEPARTMENT SERVICES**

**Property Maintenance and Blight Enforcement** – The Department continues to monitor streets and public ways to identify and correct issues of deficient property maintenance and blight. A staffing change in FY 2012-13 created the full-time Property Maintenance and Zoning Inspector. The goal is to increase Property Maintenance and Blight Enforcement in accordance with the City Council's Goals and Objectives. In FY 2015-16 an additional part-time Property Maintenance Inspector position was established. This was due to the added work load on the full-time position and to better manage the Rental Property Inspection program. The full-time inspector spends at least 40% of their time on rental inspections and follow-up.

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

**Zoning Enforcement** - The Building Official acts as the Zoning Administrator for the City. The Zoning Administrator or his or her designees shall have the power to grant zoning compliance permits and to make inspections of buildings and premises necessary to carry out the duties in enforcement of the Zoning Code. Zoning Ordinance evaluations are also being conducted for trends that arise as the cities various uses and needs change. Alterations and changes are then presented to address the evolving needs.

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

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

**Facility Management -** The Department provides custodial services for City Hall as providing oversight in maintenance projects for City Hall, Arthur Lesow Community Center, the Dorsch and Navarre Lillian Stewart Branch Libraries, and all other City-owned properties. The Department also manages the service contracts for the HVAC system, phone system, emergency generator, smoke/fire alarm system, and elevator.

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

- Zoning Board Of Appeals
- Administrative Site Plan Review Committee

## **Goals and Objectives for FY 2017-18**

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

#### **Objectives:**

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

### **Improve Efficiency and Productivity of Zoning Inspection and Blight Enforcement Objectives:**

1. Utilize the field inspection software and hardware (tablets) to better document and increase productivity of blight enforcement throughout the City.
2. Investigate new mobile device based applications (Exp. See Click Fix) to improve resident reporting.
3. Improve the timeliness and results of blight prevention and abatement efforts through more proactive inspection and problem identification.
4. Work with other Departments to establish information and resource materials to assist neighborhood groups in preventing and reporting property maintenance deficiencies.

### **Establish program for monitoring vacant and foreclosed properties**

#### **Objectives:**

1. Develop and recommend a Vacant Property Registration ordinance for identifying and tracking vacant and foreclosed properties. This will be based on proven, national models that have taken the needs of all stake holders into account.
2. Implement outreach program to banks and other housing lenders to clearly communicate property maintenance requirements.

### **Demolition and Blight elimination**

#### **Objectives:**

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

### **Continue to increase facility efficiencies at City Hall and Managed Properties**

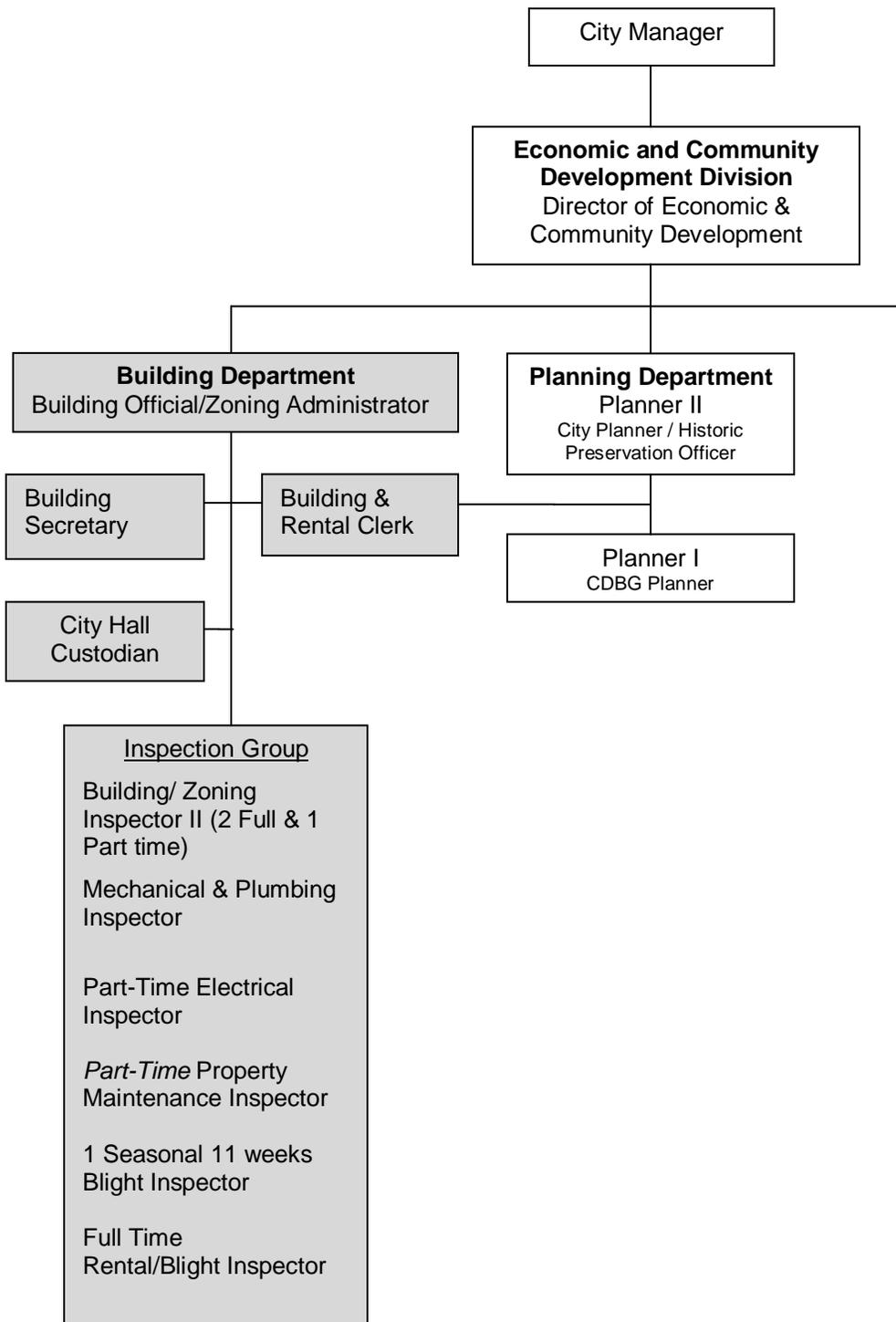
#### **Objectives:**

1. Continue the upgrades to City Hall lighting with LED bulbs.
2. Monitor electrical, gas and water usage at all managed facilities and ensure suppliers are providing best available pricing.
3. Inspect all managed facilities for potential weatherization improvements to reduce heat and cooling losses and recommend repairs or upgrades where appropriate.
4. Start evaluations of the City Hall and other city owned facilities for compliance with a Continuity of Operations plan.

## ORGANIZATIONAL CHART

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

### PROPOSED ORGANIZATIONAL MODEL FY 2017-18



## PERFORMANCE MEASURES

ITEM	13-14 Actual	14-15 Actual	15-16 Actual	16-17 Actual	17-18 Estimate
Blight Complaints	127*	150*	150*	194*	109*
Blight Inspections	1550**	1500**	1500**	2534	1367
Zoning Complaints	28*	30	230	64	97
Zoning Inspections	248	220	240	68	133
Zoning Permits	90	110	120	146	91
Special Use Permits	5	5	4	8	13
Zoning Board of Appeals	12	15	12	8	8

\*Action Line Records Only

\*\* Includes Tall Grass

## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>City Hall</b>					
Personnel	\$ 89,158	\$ 169,934	\$ 169,996	\$ 85,889	\$ 89,046
Supplies	4,858	4,850	4,850	207	207
Other Operating	167,183	208,516	199,871	164,733	168,457
<b>City Hall Total</b>	<b>261,199</b>	<b>383,300</b>	<b>374,717</b>	<b>250,829</b>	<b>257,710</b>
<b>Zoning/Ordinance Enforcement</b>					
Personnel	\$ 131,361	\$ 232,209	\$ 228,468	\$ 159,069	\$ 168,579
Supplies	1,163	1,600	1,700	1,730	1,730
Other Operating	147,748	176,839	166,514	166,857	167,804
Subtotal	280,272	410,648	396,682	327,656	338,113
Expenditure Credits	(14,882)	(15,000)	(15,000)	(15,000)	(15,000)
<b>Zoning/Ord. Enf. Total</b>	<b>265,390</b>	<b>395,648</b>	<b>381,682</b>	<b>312,656</b>	<b>323,113</b>
<b>Building Services Total</b>	<b>\$ 526,589</b>	<b>\$ 778,948</b>	<b>\$ 756,399</b>	<b>\$ 563,485</b>	<b>\$ 580,823</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>2.83%</b>	<b>1.62%</b>	<b>1.56%</b>	<b>2.81%</b>	<b>2.85%</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

## Planning Department • Building Department

The Community Development Department was reestablished in January 2017 to coordinate the functions of the Planning and Building Departments. This reorganized collaborative structure implemented recommendations offered previously in the City operations assessment. The intended goal is to deliver related services more efficiently. The most recent change was the removal of the Recreation Department from the Department's organizational structure. This move was made in 2016 in an effort to create an independent Parks and Recreation Department, and again, to bring more closely aligned functions together.

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 includes land use planning, historic preservation, housing, cultural resource management, community and economic development incentives, project financing and grant writing and administration.

The Building Inspection and Code Enforcement functions will continue to be carried out by the Building Official/Zoning Administrator, three full-time building/trade inspectors, a part-time electrical inspector, a part-time plan reviewer, and one administrative support staff person. The part-time Clerk responsible for the coordination of the property maintenance and rental housing inspection functions and assisted the Planning Department was converted to a full-time position with the Property Maintenance and Rental Housing Inspection program.

### Planning Department

The Planning Department staff is composed of the Director of Community Development, which holds concurrent titles as City Planner and Historic Preservation Officer; a Planner I position; and the newly established part-time Administrative Assistant position. The department also has a part-time Preservation Assistant intern, and utilizes planning consultants on a variety of planning projects and tasks.

The Director of Community Development / City Planner and the Planner I carry out professional planning assignments within primary areas of responsibility that include historic preservation, land use, housing rehabilitation, economic development, grant writing and administration, and coordinating the City's Community Development Block Grant (CDBG) funds and projects. While responsibilities are often addressed individually by each position, respective of their areas of specialization, many of the Department's activities are also accomplished as joint projects capitalizing on individual strengths and areas of expertise, as well as promoting cross-training within the Department.

## **INITIATIVES AND OPPORTUNITIES FOR FY 2017- 2018**

### Zoning Ordinance Amendments and Updates

The Planning Department staff, with assistance from a planning consultant, will submit the final version of the City's Master Plan to the Citizens Planning Commission for adoption in late 2017. The current version of the Master Plan was adopted from activities related to the Resilient Monroe project that was developed in partnership with Frenchtown, Monroe Charter Townships, and coordinated by LIAA. Upon adoption of the

Master Plan, department staff will focus on updating the Zoning Ordinance and subsequently begin implementing the goals and objectives of the Master Plan.

### Economic Development

The Community Development Department was reorganized to implement more effectively one of City Council's on-going goals to "*Develop comprehensive economic development and re-development strategies and action plans and Re-centralize development leadership to coordinate and implement strategies and action plans.*" This work is currently undertaken in conjunction with both the Economic Development position under the direction of the City Manager's Office and the Director of the Downtown Development Authority. Shifting from prior strategies aimed at luring large corporate investments, the focus is now on attracting smaller companies and entrepreneurs, retaining talented people within the community, and business retention.

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

### **Community Revitalization**

Housing- The Department provides housing rehabilitation assistance through The FIX Program, which is funded as a component of through the City's Community Development Block Grant (CDBG) program. The FIX Program was designed to assist income-qualified residents in addressing specific deficiencies in their homes. Beginning in FY 2010-2011, the FIX Program was expanded to offer up to \$25,000 to qualified applicants in order to affect a greater impact not only on the individual home, but to the local neighborhood. More recently, the Department has reevaluated its delivery of services and has modified procedures in response to this review. The Building Department has shifted greater focus on property maintenance as a result of the Division's on-going efforts to improve the City's housing stock.

Based on the Division's development work and recommendation from the Citizens Planning Commission, City Council did approve the creation of two Neighborhood Enterprise Zones (NEZ's), which will provide incentives for reinvestment in identified neighborhoods. Although the program was expected to be fully operational in 2016, due to personnel shortages and programmatic delays related to the program it is expected to be in place by the end of 2017. Other tools being considered as incentives by the Department include point-of-sale inspections and enhancement of the current rental inspection program.

Brownfields and Redevelopment- While funding has been reduced, both Michigan and the federal government continue to support redevelopment of urban properties utilizing Brownfield programs. Property owners throughout the City, especially the downtown, have taken advantage of the state's Brownfield programs, which provide incentives for redevelopment of qualified sites or buildings. The Planning Department will continue to have an integral role in assisting business owners wishing to use these incentives to redevelop properties. To date, the City has completed 26 brownfield plans since the inception of the City's Brownfield Redevelopment Authority (BRA).

The City is a key partner with the Monroe County Land Bank Authority with Director of the Department staff currently serving as treasurer for the Authority. We continue to explore the Land Bank's ability to work toward higher and better uses for vacant and foreclosed properties in the City.

Historic Preservation Projects- In addition to cultural resource management and geo-tourism, the Department continues to staff the Historic District Commission (HDC) providing project analyses and guidance, as well as coordinating training and educational opportunities for the HDC and the public. The Commission works to promote historic preservation through historic property tours and awards for preservation projects.

Preservation Staff offers technical assistance to property owners of locally designated districts, non-designated historic properties, and the Downtown Development Authority. In addition, preservation staff provides direction and guidance and technical advice on cemetery preservation, grant writing and administration, preservation legislation, land use review, the River Raisin National Battlefield Park, and implementation of the River Raisin Heritage Corridor – East Master Plan.

## **Affiliated Committees & Commissions**

Citizen Planning Commission (CPC) – A Council appointed citizen board created by local ordinance and authorized by state enabling legislation, the Commission formulates and administers the City's development regulations; reviews and makes recommendations on all zoning map and text amendments; develops plans; reviews and makes recommendations on the annual capital improvements program budget; reviews and approves proposed site plans and special uses; makes recommendations to City Council on rezonings, new ordinance provisions or amendments, land divisions, as well as other duties provided under State statute.

The Department provides direct support as administrative staff to the Commission; which includes coordinating and reviewing applications, establishing monthly meeting agendas, providing and/or reviewing staff analyses, preparing minutes, effectuating action taken by the commission, directing consultants, and coordinating training programs for commissioners. The Department also coordinates and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for projects that meet ASPR criteria.

Downtown Development Authority (DDA) – Technical support and assistance is provided to the DDA by Planning Department staff as needed. Planning staff recently coordinated a Residential Target Market Analysis and a Retail Target Market Analysis for the City of Monroe. The residential component was funded in-part through a grant from the Michigan Economic Development Corporation (MEDC), with the retail study funded by the DDA.

Historic District Commission (HDC) – A council appointed citizen board created by local ordinance and authorized by state enabling legislation, whose mission is to improve the quality of life for residents and visitors to the City of Monroe through preservation, education, protection and promotion of its historic resources. The group reviews projects affecting locally designated historic properties, ensuring adherence to the City's Local Historic District Ordinance and the U.S. Secretary of the Interior's Standards for Rehabilitation, as well as projects being considered for funding through the Downtown Development Authority's Façade Grant Program. The Commission also provides assistance in obtaining state and federal tax credits to encourage preservation activities throughout the community, and advocates on behalf of preserving the built environment. The Planning Department provides direct support to the Commission, which includes coordinating and reviewing applications, establishing meeting agendas, providing staff analyses, preparing minutes, effectuating actions taken by the Commission, and coordinating training workshops and sessions.

Brownfield Redevelopment Authority (BRA) – Organized under statutory authority to assist in the redevelopment of brownfields, which are defined as abandoned, vacant, and/or potentially contaminated sites found to be "eligible" under Michigan Environmental Law. The Department provides support as liaison and in other areas, as needed.

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

## **Other Planning Department Services**

Comprehensive Plan Information - The Department and Citizens Planning Commission have developed comprehensive and district plans which describe present and future land uses, housing, transportation, recreation, community facilities, and historic preservation policies and projects. An updated Master Plan is expected to be completed in the fall of 2017.

Capital Improvements Program (CIP) - The Department is responsible for compiling and coordinating the annual City of Monroe Capital Improvements Program (CIP) Budget for review and approval by the Administration, Citizen Planning Commission and City Council. The CIP process has typically begun in November of the year prior to adoption, however Administration is proposing to begin the process earlier in 2017. Charter requires that formal action on the budget by the last day of February in 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.

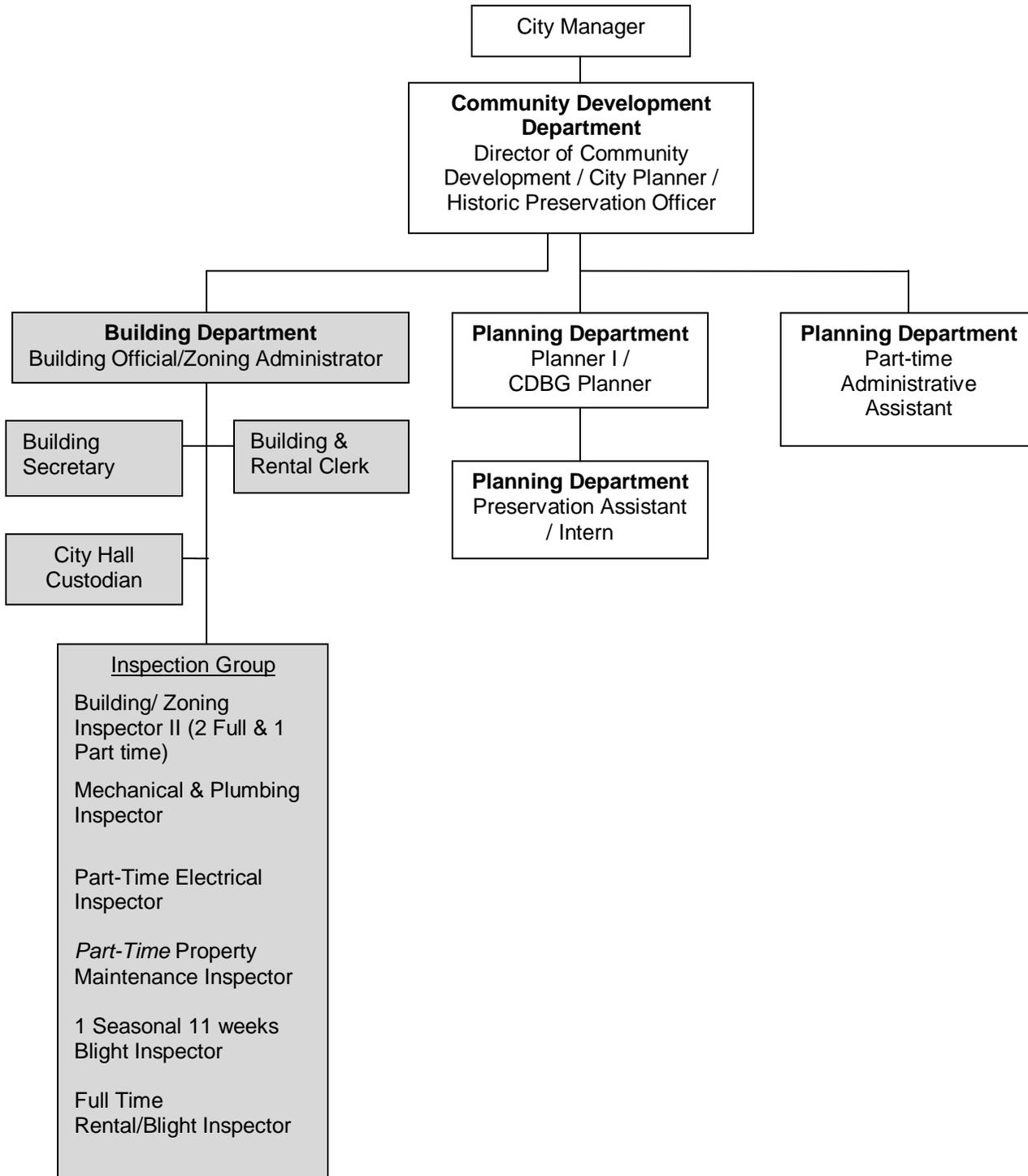
Zoning / Special Land Use Applications – The Department processes all requests and provides information and review and analysis on rezoning and special land use cases. Applications to rezone property or operate a use considered unique to normal zoning requirements are reviewed by planning staff with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

zoning, with City Council having final approval on all rezoning requests.

Administrative Site Plan Review (ASPR) - The Zoning Code provides for two site plan approval processes. For projects meeting Administrative Site Plan Review (ASPR) criteria, the process can streamline procedures and expedite review and decision-making. The Administrative Site Plan Review Committee is composed of five (5) members as determined by the Zoning Administrator. Current membership includes representation from: the Building, Planning, Engineering & DPS, and Water & Wastewater Utilities departments, and a representative of the Citizens Planning Commission.

# ORGANIZATIONAL STRUCTURE

## PROPOSED ORGANIZATIONAL MODEL FY 2017-2018



## PERFORMANCE MEASURES

ITEM	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Estimated
CPC Meetings	16	11	11	15	14
CPC Reviews	10	4	10	4	20
Minor / Sign	34	36	39	22	30
Admin Site Plan Review	21	23	16	15	20
Planning Projects/ Workshops	14 (Resilient Monroe)	6	2	5	4
HDC Meetings	3	9	5	3	6
HDC Reviews	1	4	10 (Dwtn Façade Grants)	7	10
HDC Projects/ Workshops	2	4	2	0	3
Grants	2	2	3	2	2
IFT Applications	3	4	3	2	3
OPT Applications	3	3	2	3	4
Brownfield Plans	2	2	1	1	2
Other Incentives	2	2	2	2	3

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

<b>FUNDING LEVEL SUMMARY</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Planning Commission</b>					
Personnel	\$ 1,012	\$ 1,615	\$ 1,615	\$ 1,615	\$ 2,584
Supplies	43	-	153	145	125
Other Operating	1,043	2,800	2,250	2,825	2,850
<b>Planning Commission Total</b>	<b>2,098</b>	<b>4,415</b>	<b>4,018</b>	<b>4,585</b>	<b>5,559</b>
<b>Community Development</b>					
Personnel	\$ 265,753	\$ 755,301	\$ 746,310	\$ 200,000	\$ 206,702
Supplies	1,691	3,500	3,200	3,250	3,300
Other Operating	28,369	5,158,143	5,108,548	114,497	40,633
<b>Comm. Develop. Subtotal</b>	<b>295,813</b>	<b>5,916,944</b>	<b>5,858,058</b>	<b>317,747</b>	<b>250,636</b>
Expenditure Credits	(63,537)	(63,000)	(62,500)	(63,000)	(63,000)
<b>Comm. Develop. Total</b>	<b>232,276</b>	<b>5,853,944</b>	<b>5,795,558</b>	<b>254,747</b>	<b>187,636</b>
<b>Historic District Commission</b>					
Other Operating	\$ 69	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
<b>Historic District Comm. Total</b>	<b>69</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>
<b>Department Total</b>	<b>\$ 234,443</b>	<b>\$ 5,861,559</b>	<b>\$ 5,802,776</b>	<b>\$ 262,532</b>	<b>\$ 196,395</b>
<b>Expenditures as a % of the</b>					
<b>Total General Fund</b>	1.26%	12.19%	11.95%	1.31%	0.96%

# PARKS AND RECREATION DEPARTMENT

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

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

**Recreation Programs:** Most spring and summer programs/leagues are held outdoors in city parks or in school district recreational facilities. Most indoor programs are conducted in the fall and winter months. Current competitive and non competitive programs for youth and adults include: Adult Softball, Indoor Adult Volleyball, Adult Sand Volleyball, Free Drop in Pickleball, Youth Sand Volleyball, Boys Flag Football, AKC Canine Classes, Youth Tee Ball, Softball, Baseball, Track and Field, Indoor and outdoor Youth Basketball Camp, Tennis, Summer Playground Program (Tot Lot), Free Guided Bike Tours of the River Raisin Heritage Trail, individual skill classes, Nordic Walking, Art Appreciation, Concerts in the Park, Court Dances, Nature programs, Birding programs, Tiny Tikes Triathlon, Free Fishing Derby, Community Garden Plots, Walk Monroe, and Bus Trips. Free exercise in the park, including Yoga, Tai Chi, Yoga for Kids, and Body Sculpt, has allowed participants to join in a free community venue for health and fitness. Volunteer Instructors are encouraged to bring their knowledge, enthusiasm, and equipment to allow participants to try out new recreational activities for free. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are done in cooperation with Monroe Public Schools. The Monroe County Library System has partnered to offer Family Story Time in the Park. Concerts in the Park have expanded to include a partnership with ProMedica Mercy Memorial Hospital nurses and other professional staff on hand to offer free blood pressure checks and diabetes education. Discount ticket programs through Michigan Recreation and Parks Association include the Detroit Zoo and the Detroit Red Wings. Since 2008, the Recreation Department has offered approximately 45 new programs. These programs have expanded our program and sports offerings to include nature programming, more programs for seniors, additional team sports, and a greater variety of interests and hobbies to better serve a variety of interests.

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

**Parks Maintenance:** The City of Monroe has approximately 300 acres of parks and recreation land, along with the River Raisin Heritage Trail, which is a non-motorized trail system. Parks staff is responsible to maintain all parks and park amenities. The Parks maintenance crew was merged back with the Recreation Department in summer, 2015. The Parks Maintenance Supervisor and crew are responsible to ensure that all City parks are safe, clean, and up to date.

The parks maintenance crew consists of two full time workers; one Parks Maintenance Supervisor and one Maintenance Worker. Several seasonal parks maintenance staff are brought on spring through summer. The Park Maintenance Supervisor oversees personnel to accomplish park maintenance, grooming athletic fields, cleaning park restrooms and shelters, preparing an annual schedule of maintenance and special projects, developing the plan for capital improvement projects, and providing support for City sponsored special events held in the parks. Facilities include athletic fields, picnic shelters, skate parks, permanent and temporary restrooms, a community band shell, roller sport courts, basketball courts, boat launch facilities, walking/bike path, tennis courts, Pickleball courts, horseshoe pits, bocce courts, drinking fountains, equipment storage areas, food concessions, outdoor natural ice pond, sledding hill, playground equipment, a community built playscape, riverside fishing areas, green belts, sand volleyball courts, natural wooded areas and meadows, mountain bike trails, a pond with a spray fountain, and parking areas.

### **Monroe Multi Sports Complex**

The Monroe Multi Sports Complex opened in February 1998. The facility in recent years has kept one sheet of ice open year round for free public skating, leagues, drop in hockey, and figure skating. In June 2017, the City Council acted to close the facility to ice related activities. The facility is currently closed while the hard floor/turf side of the facility is being repurposed for another use. In addition to main floor activities there are meeting rooms available for rent on the second floor. The building is equipped with locker room facilities, skating pro shop, concession area and video arcade. Rink Management Services Corporation has overseen the management of the Monroe Multi Sports Complex since 2011. As of July 1, 2017, the City of Monroe will begin direct management of the facility for the first time. To learn more about the Multi Sports Complex, visit its website at <http://www.monroemultisports.com>.

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

### **Parks and Recreation Master Plan 2014-2018**

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

#### **Cornerstones:**

1. Provide safe, high quality recreational experiences that increase the quality of life in Monroe. This can be accomplished by evaluating current park usage, improving park maintenance, and making our parks more accessible. To fully utilize the parks for optimum usage, master plans will be undertaken for larger parks. Increasing the level of maintenance in the parks will attract more park visitors and provide for safer visits. Expanding pedestrian and non-motorized connectivity

between parks was high on the list of public comments. Taking a close look at all city parks to determine whether they should be upgraded, maintained at the current level, developed, repurposed, or decommissioned will be a top priority for the Recreation Advisory commission, along with program evaluation.

2. Fully leverage Monroe's recreational waterfront assets.

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

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

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

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

#### **Master Plan Accomplishments in Fiscal Year 2016-2017**

Calgary Park: Decommissioned

Winston Park: Decommissioned

Gateway Park: Completed Landscaping project

Manor Park: Resurfaced tennis court into Pickleball courts

Worrell Trail: Reconstructed pathway

Munson, St. Mary's, Labor, Manor, Mill Race, and Fr. Cairns park plans completed.

#### **2017-2018 Recreation Dept Goals and Objectives**

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

Objectives:

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

Goal 2: To expand opportunities for passive recreation

Objectives:

1. Develop and print recreational (walking, fishing, birding) maps for routes throughout the city, listing points of interest and specific areas for the best recreational activities
2. Partner with other community health agencies to develop a community wide health and wellness programs.
3. Encourage volunteers to share their knowledge of basic recreational activities to empowering residents to learn new skills and participate on their own.
4. Partner with the River Raisin National Battlefield to unify and expand programming and park facilities. Attractive programs, restrooms, and picnic areas will encourage tourists to expand their visit to include the City of Monroe.

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

Objectives:

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

### **Michigan Municipal League's Hierarchy of Municipal Needs**



*The League's Hierarchy of Municipal Needs*

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

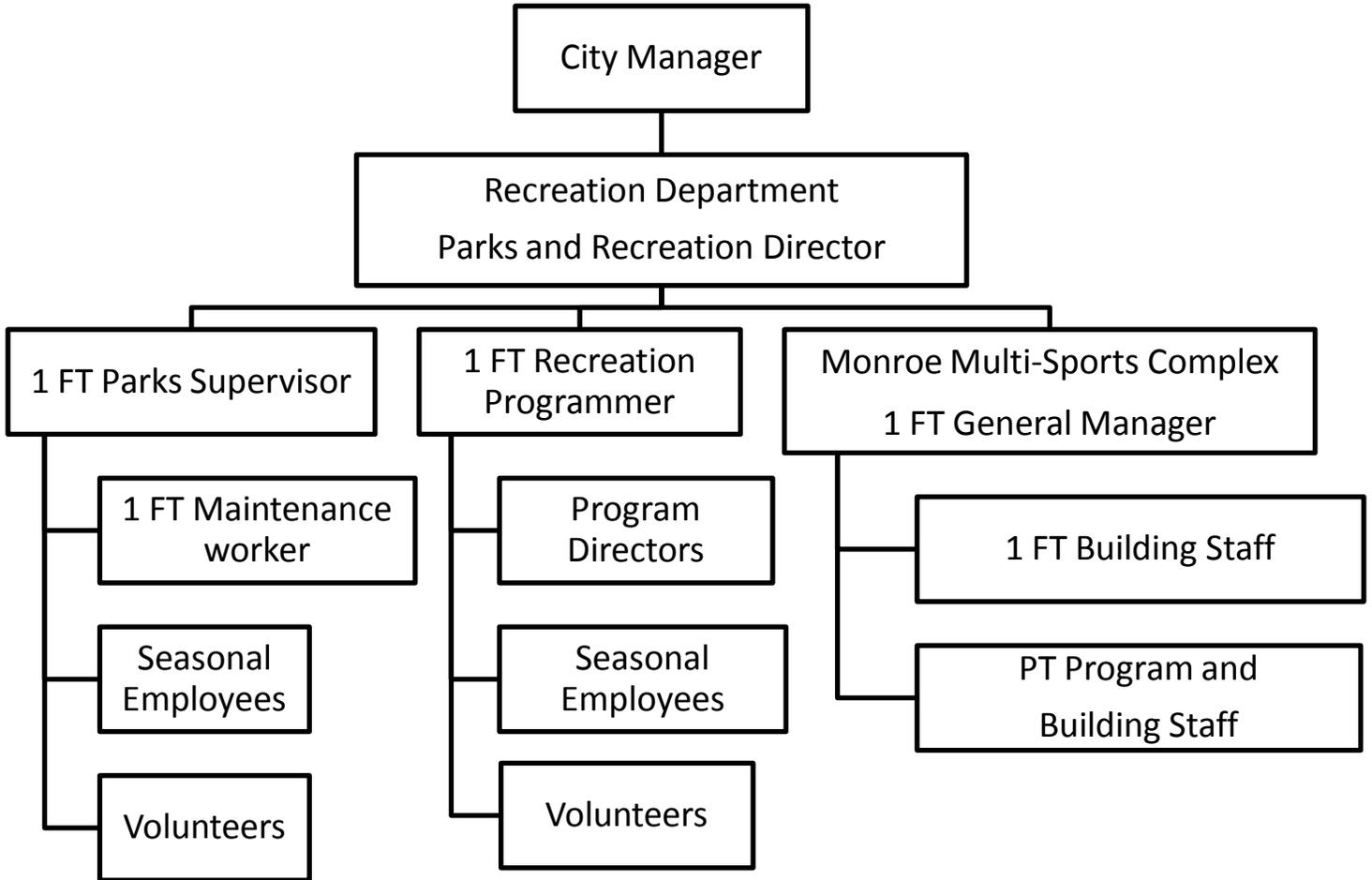
## MONROE PUBLIC SCHOOLS

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

### FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>General Administration</b>					
Personnel	\$ 161,555	\$ 599,781	\$ 601,238	\$ 178,329	\$ 193,546
Supplies	3,229	2,900	2,900	3,150	3,175
Other Operating	28,963	51,789	50,671	41,385	56,895
<b>Total General Admin.</b>	<b>193,747</b>	<b>654,470</b>	<b>654,809</b>	<b>222,864</b>	<b>253,616</b>
<b>Parks Maintenance</b>					
Personnel	358,107	1,069,343	1,026,907	342,873	362,491
Supplies	38,797	30,068	30,068	35,500	36,500
Other Operating	198,672	242,557	227,480	239,286	244,265
Capital Outlay	-	10,888	10,888	-	-
<b>Total Parks Maintenance</b>	<b>595,576</b>	<b>1,352,856</b>	<b>1,295,343</b>	<b>617,659</b>	<b>643,256</b>
<b>Multi-Sports Complex</b>					
Personnel	-	-	-	194,353	203,032
Supplies	26,907	33,000	33,200	33,200	33,500
Other Operating	989,809	934,590	950,294	823,282	779,549
<b>Total Multi-Sprts Cmplx</b>	<b>1,016,716</b>	<b>967,590</b>	<b>983,494</b>	<b>1,050,835</b>	<b>1,016,081</b>
<b>Recreation Programs</b>					
Personnel	52,401	60,075	60,075	59,975	60,002
Supplies	17,556	25,185	25,185	23,000	23,000
Other Operating	20,834	30,800	27,690	27,400	27,400
<b>Total Rec. Programs</b>	<b>90,791</b>	<b>116,060</b>	<b>112,950</b>	<b>110,375</b>	<b>110,402</b>
<b>Recreation Dept. Total</b>	<b>\$ 1,896,830</b>	<b>\$ 3,090,976</b>	<b>\$ 3,046,596</b>	<b>\$ 2,001,733</b>	<b>\$ 2,023,355</b>
<b>Expenditures as a % of the</b>					
<b>Total General Fund</b>	10.20%	6.43%	6.27%	9.97%	9.92%

# Organizational Chart



Program	2014 Resident Participants	2014 Non-Resident Participants	2014 Total Participants	2015 Resident Participants	2015 Non-Resident Participants	2015 Total Participants	2016 Resident Participants	2016 Non-Resident Participants	2016 Total Participants	Projected 2017	Projected 2018
Tournaments/Qualifiers	(14 teams)		3							1	1
Number of Adult Summer Softball Teams			75			74			66	68	70
Summer Adult Softball Individual Participants	244	998	1,237	257	955	1,212	246	871	1,117	1,117	1,120
Number of Fall Adult Softball Teams			32			32			29	32	32
Fall Adult Softball Individual Participants	94	404	498	122	345	467	102	329	431	435	435
Number of Adult Volleyball Teams			7			7			7	7	8
Adult Volleyball Individual Participants	18	51	69	10	53	63	18	53	71	71	71
Summer Youth Ball	300	247	547	294	225	519	259	209	468	475	500
Indoor Basketball Camp	58	78	136	37	69	106			-	-	-
Daddy Daughter Dance			420			423			413	420	420
Garden Plots	14	6	20	18	7	25	14	7	21	25	25
Mother Son Bowling			90			104			96	96	96
Family Story Time w/MCLS			47			28			62	65	65
Boys Flag Football	28	38	66	11	9	20			-	-	-
Adult Sand Volleyball	25	63	88	36	69	105	27	60	87	90	90
Tennis	7	9	16	2	7	9			0	15	15
Track	14	18	32	11	9	20	13	6	19	25	25
Park Rentals	57	28	85	63	30	93	62	28	90	90	90
Tot Lot			1,544			2,085			1842	2,000	2,000
Walk Monroe	1	15	16	8	22	30	1	24	25	30	30
Concerts in the Park			12,477			9,289			13,538	13,750	13,750
Historic Walking Tours				29	62	91			176	185	185
Adult Yoga			125			278			313	335	335
Nordic Walking	2	6	8						-	-	-
Girls Sand Volleyball	6	20	26						-	-	-
Free Garden Consultations			1						-	-	-
Kids Free Yoga			95			77			34	90	90
Free Fishing Derby	6	9	15	9	9	18	4	3	7	20	20
Bus Travel Trips	3	20	23	5	11	16		2	2	-	-

<b>Program</b>	2014 Resident Participants	2014 Non-Resident Participants	2014 Total Participants	2015 Resident Participants	2015 Non-Resident Participants	2015 Total Participants	2016 Resident Participants	2016 Non-Resident Participants	2016 Total Participants	Projected 2017	Projected 2018
AKC Canine Classes	3	7	10	7	9	16			0	8	8
Guided Bike Tours			1						-	10	15
Pickleball			109	52	59	111			221	225	230
Body Sculpt in the Park			31			42			117	120	120
Tai Chi in the Park			44			43			49	50	50
Birding Groups	5	20	25	4	14	18	4	21	25	25	25
Court Dance			928			1,331			960	1,000	1,000
Tiny Tikes Triathlon	4	3	7	3	9	12	7	4	11	12	15
Art in the Park				2	3	5	7	2	9	10	10
Girls Indoor Volleyball Camp	8	11	19	5	12	17	5	6	11	-	-
Totals	900	2,033	18,933	984	1,987	16,682	763	1,623	20,125	20,902	20,946

## 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>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Special Assessments</b>	\$ 138,727	\$ 139,000	\$ 135,000	\$ 135,000	135,000
<b>Interest - Interfund Loans</b>	8,160	8,160	7,154	7,154	7,154
<b>Tax Sharing Agreement</b>	5,454	5,800	5,641	5,754	5,869
<b>Refunds - BOR Settlements</b>	28,424	25,000	25,000	25,000	25,000
<b>Grant-Lesow Comm. Center</b>	140,000	140,000	140,000	140,000	140,000
<b>Franchise Fee Transfer-MPACT</b>	168,330	168,000	167,000	167,000	167,000
<b>Library Appropriation</b>	57,500	57,500	57,500	57,500	57,500
<b>Contingencies</b>	-	63,743	50,000	180,000	252,000
<b>Debt Administration</b>	55,482	1,659,140	1,751,140	1,659,346	1,749,682
<b>Operating Transfers</b>	1,006,603	1,116,257	1,781,457	1,509,757	1,473,792
<b>Loss in Fair Value of Land</b>	384,138	-	-	-	-
<b>Non-Departmental Total</b>	<b>\$ 1,992,818</b>	<b>\$ 3,382,600</b>	<b>\$ 4,119,892</b>	<b>\$ 3,886,511</b>	<b>\$ 4,012,997</b>
<b>Expenditures as a % of the</b>					
<b>Total General Fund</b>	10.72%	7.03%	8.48%	19.35%	19.67%



**SPECIAL REVENUE FUNDS**

## MAJOR STREET FUND

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

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

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

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

The revenues generated from the gas and weight tax are collected by the State of Michigan and are shared with Counties, Cities, and Villages based on a state-wide formula of miles of streets and community population. Starting with the 2017 fiscal year, changes in state legislation will result in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons is being financed in part by bonding against the increases in funding. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and the City's State Trunkline maintenance contract. Lastly, since 2003 the City has been receiving an annual share of Federal roadway funds for use in resurfacing or reconstruction of arterial and collector roadways. These funds are expected to be approximately \$270,000 for fiscal year 17-18, and they funnel through the Major Street fund as well. In 2016, these funds were used to replace curbs and resurface East Third Street from South Monroe Street to Scott Street, and in 2017 they will be used to replace curbs and resurface North Macomb Street from East Elm Avenue to East Grove Street.

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

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

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

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

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

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

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

**MAJOR STREET FUND FY 2017-18 CAPITAL PROJECTS**

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

**MAJOR STREET FUND  
FUND BALANCE TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 2,842	\$ 1,440,653	\$ 1,441,653	\$ 3,000	\$ 3,000
Public Works	1,137,178	1,100,000	1,261,666	1,437,132	1,512,427
Program Services Revenue					
Public Works	38,983	47,250	35,395	35,395	35,395
Operating Grants					
Public Works	157,975	161,666	-	-	-
Capital Grants					
Public Works	370,356	680,268	940,000	266,000	220,000
<b>Total Revenue</b>	<b>1,707,334</b>	<b>3,429,837</b>	<b>3,678,714</b>	<b>1,741,527</b>	<b>1,770,822</b>
<b>Total Expenditures</b>	<b>1,687,911</b>	<b>3,968,563</b>	<b>3,851,760</b>	<b>1,985,084</b>	<b>1,776,665</b>
Excess (Deficiency of Revenues) over Expenditures	19,423	(538,726)	(173,046)	(243,557)	(5,843)
<b>Beginning Fund Balance</b>	924,622	944,045	944,045	770,999	527,442
<b>Ending Fund Balance</b>	<b>\$ 944,045</b>	<b>\$ 405,319</b>	<b>\$ 770,999</b>	<b>\$ 527,442</b>	<b>\$ 521,599</b>

## MAJOR STREET FUND EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Major Street Operations</b>					
Construction	\$ 1,056,782	\$ 2,882,896	\$ 2,778,875	\$ 909,500	1,062,500
Surface Maintenance	150,877	192,817	185,817	152,000	152,000
Guard Rails & Posts	-	800	800	800	800
Drain Structures	99,921	82,800	87,800	36,000	36,000
Grass & Weed Control	10,234	2,500	10,500	7,500	7,500
Bridge Maintenance	-	15,000	3,700	-	10,000
RR Crossing Maintenance	16,084	18,000	16,000	12,000	12,000
Sign Maintenance	17,986	25,000	17,000	20,000	17,000
Signal Maintenance	19,292	21,500	21,000	22,000	22,500
Pavement Marking	32,651	20,000	20,000	40,000	40,000
Winter Maintenance	56,338	120,000	100,000	120,000	120,000
Administration & Engineering	-	-	-	3,000	3,000
Transfers Out	191,629	540,000	572,333	518,713	151,243
<b>Major St Operations Total</b>	<b>1,651,794</b>	<b>3,921,313</b>	<b>3,813,825</b>	<b>1,841,513</b>	<b>1,634,543</b>
<b>M-125</b>					
Surface Maintenance	585	1,500	1,235	1,200	1,200
Sweeping	5,127	2,500	2,500	2,500	2,500
Forestry	1,304	4,000	7,500	4,000	4,000
Drain Structures	10,595	1,800	1,800	1,800	1,800
Sign Maintenance	335	-	-	-	-
Signal Maintenance	200	-	-	-	-
Winter Maintenance	10,128	33,000	21,100	21,100	21,100
<b>M-125 Total</b>	<b>28,274</b>	<b>42,800</b>	<b>34,135</b>	<b>30,600</b>	<b>30,600</b>
<b>M-50</b>					
Surface Maintenance	-	700	-	700	700
Sweeping	1,135	2,500	2,500	2,800	2,800
Forestry	5,358	1,250	1,300	1,300	1,300
Sign Maintenance	140	-	-	-	-
Winter Maintenance	1,210	-	-	-	-
<b>M-50 Total</b>	<b>7,843</b>	<b>4,450</b>	<b>3,800</b>	<b>4,800</b>	<b>4,800</b>
<b>Debt Administration</b>					
Debt Service	-	-	-	108,171	106,722
<b>Major Street Fund Total</b>	<b>\$ 1,687,911</b>	<b>\$ 3,968,563</b>	<b>\$ 3,851,760</b>	<b>\$ 1,985,084</b>	<b>\$ 1,776,665</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 will result in stepped up increases in funding through the 2021 fiscal year, beyond which future increases will be tied to inflation. Whether or not these increases are truly enough to meet the City's long-term capital needs remains to be seen, but additional capital work for the 2017 and 2018 construction seasons is being financed in part by bonding against the increases in funding. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and a portion of the Major Street Fund Act 51 revenue as provided for by State law.

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

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

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

**Storm Sewers and Drains** - Catch basins, manholes and associated piping related to street operations are repaired and cleaned during the construction season or as

weather permits, typically by Public Services staff, but also with associated roadway projects.

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

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

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

**LOCAL STREET FUND FY 2017-18 CAPITAL PROJECTS**

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

## LOCAL STREET FUND FUND BALANCE TREND

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 1,967	\$ 1,126,347	\$ 1,126,852	\$ 100	\$ 100
Public Works	560,234	589,000	675,221	620,675	653,194
Operating Grants					
Public Works	55,265	53,888	-	-	-
Capital Grants					
Public Works	513,181	498,000	500,558	375,000	505,000
<b>Total Revenue</b>	<b>1,130,647</b>	<b>2,267,235</b>	<b>2,302,631</b>	<b>995,775</b>	<b>1,158,294</b>
<b>Total Expenditures</b>	<b>1,171,497</b>	<b>2,541,015</b>	<b>2,380,291</b>	<b>480,482</b>	<b>1,189,349</b>
Excess (Deficiency of Revenues) over Expenditures					
	(40,850)	(273,780)	(77,660)	515,293	(31,055)
<b>Beginning Fund Balance</b>	194,648	153,798	153,798	76,138	591,431
<b>Ending Fund Balance</b>	<b>\$ 153,798</b>	<b>\$ (119,982)</b>	<b>\$ 76,138</b>	<b>\$ 591,431</b>	<b>\$ 560,376</b>

## LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Local Street Operations</b>					
Construction	\$ 836,645	\$ 2,139,024	\$ 2,009,607	\$ 46,500	\$ 759,500
Surface Maintenance	149,520	151,536	128,000	110,000	110,000
Guard Rails & Posts	479	2,600	1,400	1,400	1,400
Drain Structures	89,428	86,971	118,000	75,500	75,500
Grass & Weed Control	7,242	6,500	9,000	7,000	7,000
Railroad Crossing Maintenance	520	984	984	1,000	1,000
Sign Maintenance	39,759	42,000	27,000	37,000	34,000
Signal Maintenance	256	1,400	1,300	1,400	1,400
Winter Maintenance	47,648	110,000	85,000	115,000	115,000
Administration & Engineering	-	-	-	1,000	1,000
Debt Administration	-	-	-	84,682	83,549
<b>Local Street Fund Total</b>	<b>\$ 1,171,497</b>	<b>\$ 2,541,015</b>	<b>\$ 2,380,291</b>	<b>\$ 480,482</b>	<b>\$ 1,189,349</b>

## REFUSE FUND

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

A refuse millage, specifically authorized by Michigan Public Act 298 of 1917, is the primary source of funding for the Refuse Fund. The millage rate is set at 1.564 mills for fiscal year 2017-18. The fund also receives a small supplement from the sale of tags that allow residents to exceed the typical limit for weekly collection. The current contract includes an adjustment for a diesel fuel surcharge when prices exceed \$3.00 per gallon, as well as an annual adjustment based on the Consumer Price Index. Therefore, while funds accumulated to date in the fund reserve will be sufficient to cover any surcharge that might be charged for the coming year, this should be carefully monitored to ensure that sufficient fund balance is maintained to provide for any abnormal cost spikes in a given year. The current contract will expire on February 28, 2018 and proposals for a new contract, which may include significant changes in service delivery, will be received this summer.

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

**REFUSE FUND  
FUND BALANCE TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$1,485,985	\$1,495,315	\$1,532,825	\$1,540,599	\$1,569,784
Program Service Revenue:					
Public Works	4,669	4,500	4,500	4,500	4,500
Operating Grants:					
Public Works	-	-	-	-	-
<b>Total Revenue</b>	<b>1,490,654</b>	<b>1,499,815</b>	<b>1,537,325</b>	<b>1,545,099</b>	<b>1,574,284</b>
<b>Total Expenditures</b>	<b>1,442,535</b>	<b>1,494,504</b>	<b>1,486,169</b>	<b>1,606,090</b>	<b>1,601,918</b>
Excess (Deficiency of Revenues) over Expenditures	48,119	5,311	51,156	(60,991)	(27,634)
<b>Beginning Fund Balance</b>	<b>67,352</b>	<b>115,471</b>	<b>115,471</b>	<b>166,627</b>	<b>105,636</b>
<b>Ending Fund Balance</b>	<b>\$ 115,471</b>	<b>\$ 120,782</b>	<b>\$ 166,627</b>	<b>\$ 105,636</b>	<b>\$ 78,002</b>

**REFUSE FUND  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Department of Public Service</b>					
<b>Street Sweeping</b>					
Other Operating	\$ 327,500	\$ 330,000	\$ 330,000	\$ 251,920	\$ 251,920
<b>Sweeping &amp; Leaf Clctn Total</b>	<b>327,500</b>	<b>330,000</b>	<b>330,000</b>	<b>251,920</b>	<b>251,920</b>
<b>Drain Structures</b>					
Other Operating	-	-	-	131,175	131,175
<b>Drain Structures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>131,175</b>	<b>131,175</b>
<b>Administration &amp; General</b>					
Other Operating	59,791	61,504	61,504	64,995	64,823
<b>Admin &amp; General Total</b>	<b>59,791</b>	<b>61,504</b>	<b>61,504</b>	<b>64,995</b>	<b>64,823</b>
<b>Rubbish Pick-Up</b>					
Other Operating	1,031,491	1,056,000	1,050,000	1,105,000	1,101,000
<b>Rubbish Pick-Up Total</b>	<b>1,031,491</b>	<b>1,056,000</b>	<b>1,050,000</b>	<b>1,105,000</b>	<b>1,101,000</b>
<b>Leaf Collection</b>					
Personnel	-	-	-	-	-
Supplies	22,881	27,000	23,665	27,000	27,000
<b>Leaf Collection Total</b>	<b>22,881</b>	<b>27,000</b>	<b>23,665</b>	<b>27,000</b>	<b>27,000</b>
<b>Clerk/Treasurer</b>					
Other Operating	872	-	1,000	1,000	1,000
<b>Clerk/Treasurer Total</b>	<b>872</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Contingencies</b>					
Other Operating	-	20,000	20,000	25,000	25,000
<b>Clerk/Treasurer Total</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Refuse Fund Total</b>	<b>\$1,442,535</b>	<b>\$1,494,504</b>	<b>\$1,486,169</b>	<b>\$1,606,090</b>	<b>\$1,601,918</b>

## **PARKING FUND**

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

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

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

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

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

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

**PARKING FUND  
FUND BALANCE TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 43,267	\$ 250	\$ 500	\$ 500	\$ 500
Program Services Revenue:					
Public Safety	183,503	183,000	182,000	182,000	182,000
Public Works	-	-	-	-	-
<b>Total Revenue</b>	<b>226,770</b>	<b>183,250</b>	<b>182,500</b>	<b>182,500</b>	<b>182,500</b>
<b>Total Expenditures</b>	<b>138,794</b>	<b>203,857</b>	<b>217,548</b>	<b>169,871</b>	<b>174,500</b>
Excess (Deficiency of Revenues) over Expenditures	87,976	(20,607)	(35,048)	12,629	8,000
<b>Beginning Fund Balance</b>	28,194	116,170	116,170	81,122	93,751
<b>Ending Fund Balance</b>	<b>\$ 116,170</b>	<b>\$ 95,563</b>	<b>\$ 81,122</b>	<b>\$ 93,751</b>	<b>\$ 101,751</b>

## EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Clerk/Treasurer</b>					
<b>Parking Fee/Fine Collections</b>					
Other Operating	\$13,075	\$11,000	\$11,000	\$ 11,000	\$ 11,000
<b>Police Department</b>					
<b>Parking Enforcement</b>					
Personnel	\$84,954	\$136,639	\$136,329	\$ 95,994	\$ 99,333
Supplies	3,312	4,900	4,900	4,900	5,300
Other Operating	1,846	1,535	1,535	1,993	2,183
Capital Outlay	3,954	4,000	4,000	4,000	4,500
<b>Parking Enfrcmnt. Total</b>	<b>\$94,066</b>	<b>\$147,074</b>	<b>\$146,764</b>	<b>\$106,887</b>	<b>\$111,316</b>
<b>Department of Public Service</b>					
<b>Parking Maintenance</b>					
Personnel	\$10,000	\$15,000	\$28,000	\$ 20,000	\$ 20,000
Supplies	4,617	5,000	5,000	5,000	5,000
Other Operating	16,778	23,000	24,000	24,200	24,400
Capital Outlay	-	-	-	-	-
<b>Parking Maintenance Total</b>	<b>\$ 31,395</b>	<b>\$ 43,000</b>	<b>\$ 57,000</b>	<b>\$ 49,200</b>	<b>\$ 49,400</b>
<b>Finance</b>					
<b>Debt Administration</b>					
Bond Issue Costs	\$258	\$0	\$1	\$ -	\$ -
Debt Service	-	2,783	2,783	2,784	2,784
<b>Parking Maintenance Total</b>	<b>\$ 258</b>	<b>\$ 2,783</b>	<b>\$ 2,784</b>	<b>\$ 2,784</b>	<b>\$ 2,784</b>
 <b>Parking Fund Total</b>	 <b>\$138,794</b>	 <b>\$203,857</b>	 <b>\$217,548</b>	 <b>\$169,871</b>	 <b>\$174,500</b>

## ECONOMIC DEVELOPMENT FUND

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

For Fiscal Year 2017 and 2018, the fund will provide funding for administrative and other non-grant funded costs related to a property acquisition grant through the Michigan Department of Natural Resources Trust Fund (MNRTF) that allows for acquisition of properties for the expansion of the River Raisin National Battlefield Park.

### ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 1,455	\$ 1,000	\$ 2,000	\$ 3,000	\$ 3,000
Community Development	-	-	-	-	-
Operating Grants:					
Community Development	-	-	-	-	-
Capital Grants:					
Community Development	-	-	-	-	-
<b>Total Revenue</b>	<b>1,455</b>	<b>1,000</b>	<b>2,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Expenditures</b>	<b>25,000</b>	<b>10,000</b>	<b>110,000</b>	<b>10,000</b>	<b>10,000</b>
Excess (Deficiency) of Revenues over Expenditures	(23,545)	(9,000)	(108,000)	(7,000)	(7,000)
<b>Beginning Fund Balance</b>	<b>265,309</b>	<b>241,764</b>	<b>241,764</b>	<b>133,764</b>	<b>126,764</b>
<b>Ending Fund Balance</b>	<b>\$ 241,764</b>	<b>\$ 232,764</b>	<b>\$ 133,764</b>	<b>\$ 126,764</b>	<b>\$ 119,764</b>

**ECONOMIC DEVELOPMENT FUND  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Community Development Dept.</b>					
<b>Economic Development</b>					
Other Operating	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Economic Development</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Battlefield Property Acquisition-Non Grant Funded Costs</b>					
Other Operating	-	10,000	100,000	-	-
<b>Total Rail Grant</b>	<b>-</b>	<b>10,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>Battlefield Grant Writing</b>					
Other Operating	25,000	-	-	-	-
<b>Total Battlefield Grant Writing</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Out</b>					
Other Operating	-	-	-	-	-
<b>Total Transfers Out</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Economic Dev. Fund</b>	<b>\$ 25,000</b>	<b>\$ 10,000</b>	<b>\$ 110,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

# BUILDING SAFETY FUND

The Building Department is responsible for the administration and enforcement of the Michigan building codes. The purpose of this code is to provide minimum requirements to safeguard the public safety, health, and general welfare through affordability, structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation, and safety to life and property from fire and other hazards attributed to the built environment. This fund is in compliance with Public Act 245 of 1999 that requires that fees generated by the operation of the building safety fund only be used for building operations in the department and a separate special revenue fund be established to account for enforcement activities. The department specific areas of responsibilities include:

**Plan Review:** The Department provides review of proposed building, zoning, mechanical, plumbing, and electrical plans utilizing both in-house reviewers and contractual services prior to the issuance of permits. The Department utilizes two outside plan review groups to assist with large projects or increased volumes of work in order to maintain timely and accurate reviews.

**Inspection Service:** Building Department staff inspects the construction, alteration, demolition, occupancy, use, and maintenance of all buildings and structures. Increases in the training budget has allowed the Department to increase training opportunities, thereby improving technical skills and consistency of inspections.

**Rental Inspection Program:** The Building Department administers the Rental Inspection Program, which registers and inspects both single- and multiple-family rental units throughout the city on a triennial basis, for compliance of minimum building code standards.

**Dangerous Buildings:** The Building Department identifies structures deemed unsafe and takes such actions necessary to address the immediate life safety issues of occupants and to resolve greater threat to the general public's health, safety and welfare through the repair or elimination of such structures.

**Signs:** The Building Department (along with the Planning Department) reviews sign permit applications. Upon approval, the Building Department issues permits and inspects signs and sign structures. The Building Department is responsible for enforcement of zoning requirements related to signage and works collaboratively with the Planning Department to address signage issues.

**Flood Zones:** The Director is appointed to administer and implement the mapped boundary of the flood zone and enforce the provisions to minimize public and private losses due to flood conditions.

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

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

## **GOALS AND OBJECTIVES FY 2017-2018**

### **Complete Review and Update of Permit Fee Schedule.**

#### **Objectives:**

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

### **Inspection process improvements:**

1. Schedule BS&A software upgrades and training.
2. Roll out new web-based permit application and payment system.

### **Ensure Responsive Plan Review Time and Permit Issuance**

#### **Objectives:**

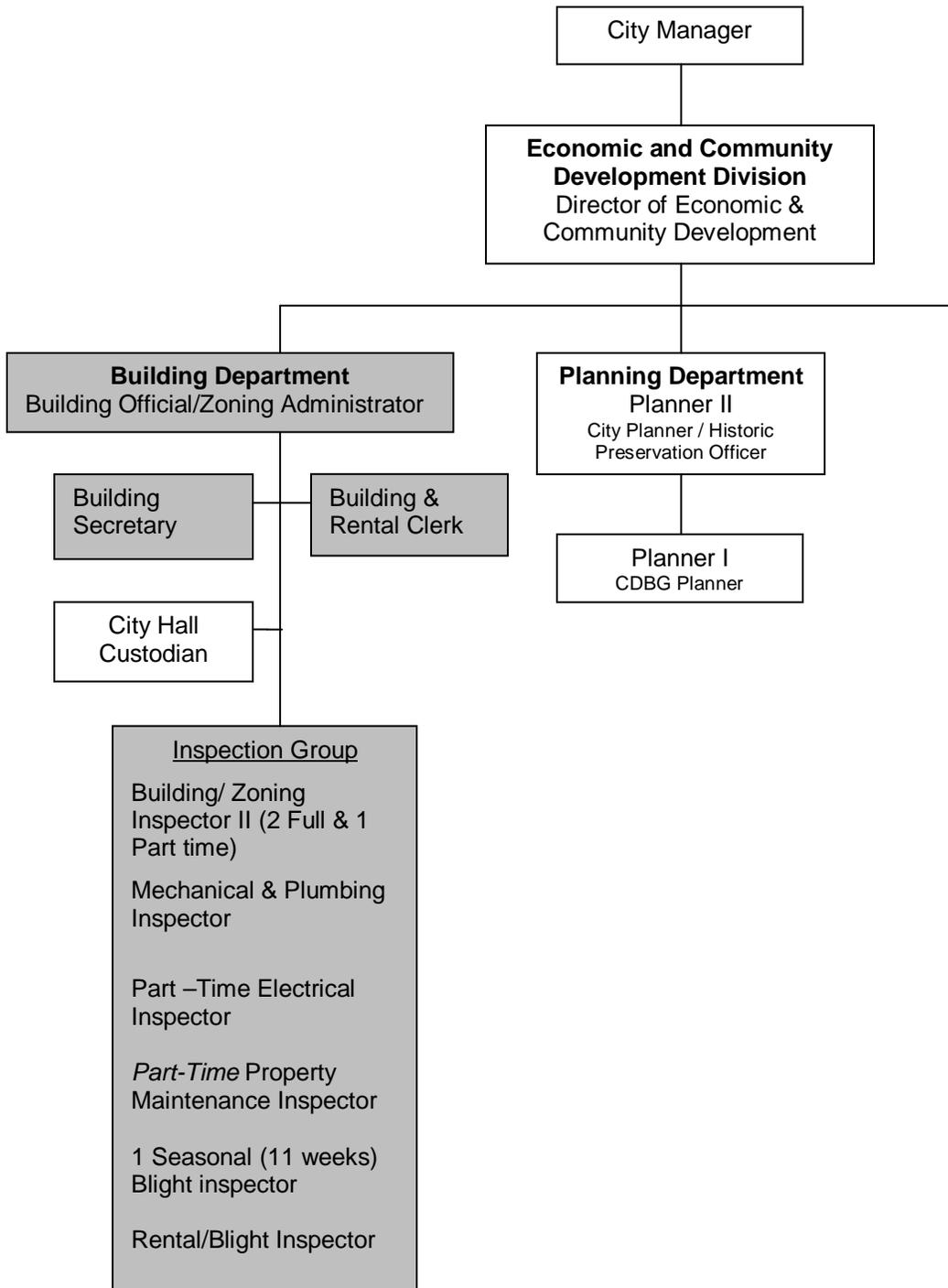
1. Respond to all plan reviews within 2 weeks.
2. Continue to develop procedures for 48 hour issuance for projects that do not require as detailed plan review.

### **Complete Review and Update of Department Applications.**

#### **Objectives:**

1. Review application forms and update for website availability.
2. Scan all (18,000) record cards pertaining to older permits into the BSA software system for quicker and easier access to older permit information.
3. Scan all building documents into the existing BSA software system for quicker and easier access, requiring less time and resources to access information.
4. Establish standard operating procedures for processing applications for building, zoning, plumbing, mechanical, and electrical permits; as well as processes for rental registration and inspections.

**PROPOSED ORGANIZATIONAL MODEL FY 2017-2018**



## Performance Indicators

Type of Permit / Inspection	13-14 Actual	14-15 Actual	15-16 Actual	16-17 Estimate	17-18 Estimate
Building Permits	775	899	1676	710	810
Mechanical Permits	273	240	438	194	200
Plumbing Permits	106	131	237	169	170
Electrical Permits	167	191	209	286	300
Sign Permits	34	30	40	19	20
<b>Total Permits Issued</b>	<b>1355</b>	<b>1491</b>	<b>2600</b>	<b>1378</b>	<b>1500</b>
Building Inspections	1624	3227	5761	5561	5660
Mechanical Inspections	310	430	442	395	450
Plumbing Inspections	270	248	311	373	380
Electrical Inspections	278	394	404	399	400
Rental Inspections	1327	2656	1624	1618	1630
<b>Total Inspections</b>	<b>3809</b>	<b>6955</b>	<b>8542</b>	<b>8346</b>	<b>8520</b>
Building Licenses	118	88	147	173	180
Mechanical Licenses	34	29	36	73	80
Plumbing Licenses	22	20	15	17	20
Electrical Licenses	50	21	38	3	10
<b>Total Licenses</b>	<b>224</b>	<b>78</b>	<b>236</b>	<b>266</b>	<b>290</b>

## FUNDING LEVEL SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
Personnel Services	\$ 469,000	\$ 1,261,020	\$ 1,233,057	\$ 514,191	\$ 492,188
Supplies	9,229	10,000	10,400	11,364	11,714
Other Operating	92,601	107,349	113,044	116,300	116,805
Debt Service	4,843	52,875	52,884	52,901	52,890
Subtotal	<b>\$ 575,673</b>	<b>\$ 1,431,244</b>	<b>\$ 1,409,385</b>	<b>\$ 694,756</b>	<b>\$ 673,597</b>
Expenditure Credits	(18,369)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Total</b>	<b>\$ 557,304</b>	<b>\$ 1,411,244</b>	<b>\$ 1,389,385</b>	<b>\$ 674,756</b>	<b>\$ 653,597</b>

<b>FUND BALANCE TREND</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 1,658	\$ 1,250	\$ 2,600	\$ 3,000	\$ 3,000
Program Services Revenue					
Public Safety	587,758	509,950	520,650	521,150	527,150
Other Financing Sources					
Bond Proceeds	809,840	-	-	-	-
<b>Total Revenue</b>	<b>1,399,256</b>	<b>511,200</b>	<b>523,250</b>	<b>524,150</b>	<b>530,150</b>
<b>Total Expenditures</b>	<b>557,304</b>	<b>1,411,244</b>	<b>1,389,385</b>	<b>674,756</b>	<b>653,597</b>
Excess (Deficiency of Revenues) over Expenditures	841,952	(900,044)	(866,135)	(150,606)	(123,447)
<b>Beginning Fund Balance</b>	388,200	1,230,152	1,230,152	364,017	213,411
<b>Ending Fund Balance</b>	<b>\$ 1,230,152</b>	<b>\$ 330,108</b>	<b>\$ 364,017</b>	<b>\$ 213,411</b>	<b>\$ 89,964</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<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
<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>

## 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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 221	\$ 150	\$ 250	\$ 350	\$ 400
Program Services Revenue:					
Public Safety	23,203	15,000	20,000	15,000	15,000
Capital Grants Revenue:					
Public Safety	1,312	-	6,003	-	-
<b>Total Revenue</b>	<b>24,736</b>	<b>15,150</b>	<b>26,253</b>	<b>15,350</b>	<b>15,400</b>
<b>Total Expenditures</b>	<b>9,826</b>	<b>28,728</b>	<b>28,728</b>	<b>33,700</b>	<b>34,250</b>
Excess (Deficiency) of Revenues over Expenditures	14,910	(13,578)	(2,475)	(18,350)	(18,850)
<b>Beginning Fund Balance</b>	<b>50,476</b>	<b>65,386</b>	<b>65,386</b>	<b>62,911</b>	<b>44,561</b>
<b>Ending Fund Balance</b>	<b>\$ 65,386</b>	<b>\$ 51,808</b>	<b>\$ 62,911</b>	<b>\$ 44,561</b>	<b>\$ 25,711</b>

**DRUG FORFEITURE FUND  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Police Department</b>					
<b>Police Operations</b>					
Supplies	\$ 1,678	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,750
Other Operating	7,300	7,200	7,200	7,200	7,500
Capital Outlay	848	19,528	19,528	25,000	25,000
<b>Drug Forfeiture Fund Total</b>	<b>\$ 9,826</b>	<b>\$ 28,728</b>	<b>\$ 28,728</b>	<b>\$ 33,700</b>	<b>\$ 34,250</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 706	\$ 500	\$ 1,100	\$ 2,000	\$ 2,500
Capital and Operating Grants					
Community Development	363,275	502,000	578,932	480,000	480,000
<b>Total Revenue</b>	<b>363,981</b>	<b>502,500</b>	<b>580,032</b>	<b>482,000</b>	<b>482,500</b>
<b>Total Expenditures</b>	<b>363,275</b>	<b>594,432</b>	<b>578,932</b>	<b>480,000</b>	<b>480,000</b>
Excess (Deficiency of Revenues) over Expenditures	706	(91,932)	1,100	2,000	2,500
<b>Beginning Fund Balance</b>	<b>205,524</b>	<b>206,230</b>	<b>206,230</b>	<b>207,330</b>	<b>209,330</b>
<b>Ending Fund Balance</b>	<b>\$ 206,230</b>	<b>\$ 114,298</b>	<b>\$ 207,330</b>	<b>\$ 209,330</b>	<b>\$ 211,830</b>

### EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Dept. of Comm. Dev. &amp; Planning</b>					
<b>Comm. Development Block Grant</b>					
Other Operating	363,275	584,432	568,932	480,000	480,000
<b>Comm. Dev. Block Grant Total</b>	<b>363,275</b>	<b>584,432</b>	<b>568,932</b>	<b>480,000</b>	<b>480,000</b>
<b>Target Market Analysis Grant</b>					
Other Operating	-	10,000	10,000	-	-
<b>Target Mkt Analysis Grant Total</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>
<b>Grant Fund Total</b>	<b>\$ 363,275</b>	<b>\$ 594,432</b>	<b>\$ 578,932</b>	<b>\$ 480,000</b>	<b>\$ 480,000</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 will be combined for a 2017 larger project to rehabilitate asphalt pavement areas around some of the hangars and to chip seal the access roadway into the airport from North Custer Road.

## EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Department of Public Service</b>					
<b>Airport Operations</b>					
Personnel	\$ 83,878	\$ 81,125	\$ 80,039	\$ 83,263	\$ 83,835
Supplies	2,043	3,250	2,250	2,250	2,250
Other Operating	198,778	229,720	240,300	183,250	186,800
<b>Airport Fund Total</b>	<b>\$ 284,699</b>	<b>\$ 314,095</b>	<b>\$ 322,589</b>	<b>\$ 268,763</b>	<b>\$ 272,885</b>

<b>FUND BALANCE TREND</b>					
	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 21,031	\$ 22,000	\$ 45,200	\$ 31,000	\$ 32,200
Program Services Revenue:					
Public Works	245,339	270,300	235,878	238,265	240,750
<b>Total Revenue</b>	<b>266,370</b>	<b>292,300</b>	<b>281,078</b>	<b>269,265</b>	<b>272,950</b>
<b>Total Expenditures</b>	<b>284,699</b>	<b>314,095</b>	<b>322,589</b>	<b>268,763</b>	<b>272,885</b>
Excess (Deficiency of Revenues)					
over Expenditures	(18,329)	(21,795)	(41,511)	502	65
<b>Beginning Fund Balance</b>	<b>59,847</b>	<b>41,518</b>	<b>41,518</b>	<b>7</b>	<b>509</b>
<b>Ending Fund Balance</b>	<b>\$ 41,518</b>	<b>\$ 19,723</b>	<b>\$ 7</b>	<b>\$ 509</b>	<b>\$ 574</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Expendable Trust Fund</b>					
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -
CEWQ-Public Education	924	1,025	1,058	-	-
CEWQ-Pub. Adv. Grant	-	-	-	-	-
RR PAC Support Grant	11,270	9,080	9,080	-	-
Flowering Rush Grant	(1,500)	4,500	4,500	-	-
Engineering Escrow	4,530	5,000	5,000	5,000	5,000
Right Tree, Right Place Program	-	5,000	5,000	-	-
Cappuccilli Park Improvements	-	1,027	1,027	-	-
Civil War Monument	-	10,000	10,000	-	-
M. Worrell Memorial/Riverwalk	-	2,315	2,315	-	-
Sawyer House Trust	-	-	2,500	5,000	5,000
Custer Monument	-	2,000	2,000	-	-
Park Munition Signs	1,319	-	-	-	-
Children's Concert Donations	-	374	374	-	-
PEG Cable Support	42,709	91,000	94,000	44,000	44,000
<b>Fund Total</b>	<b>\$ 59,252</b>	<b>\$ 133,921</b>	<b>\$ 139,454</b>	<b>\$ 54,000</b>	<b>\$ 54,000</b>

**EXPENDABLE TRUST FUND  
FUND BALANCE TREND**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 42,709	\$ 41,000	\$ 46,500	\$ 49,000	\$ 49,000
Public Safety	1,738	5,000	5,000	5,000	5,000
Community Development	2,200	-	-	-	-
Operating Grant Revenue:					
Public Works	5,000	-	33	-	-
Community Development	11,550	13,300	13,300	-	-
<b>Total Revenue</b>	<b>63,197</b>	<b>59,300</b>	<b>64,833</b>	<b>54,000</b>	<b>54,000</b>
<b>Total Expenditures</b>	<b>59,252</b>	<b>133,921</b>	<b>139,454</b>	<b>54,000</b>	<b>54,000</b>
Excess (Deficiency of Revenues) over Expenditures	<b>3,945</b>	<b>(74,621)</b>	<b>(74,621)</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>75,350</b>	<b>79,295</b>	<b>79,295</b>	<b>4,674</b>	<b>4,674</b>
<b>Ending Fund Balance</b>	<b>\$ 79,295</b>	<b>\$ 4,674</b>	<b>\$ 4,674</b>	<b>\$ 4,674</b>	<b>\$ 4,674</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>	
Issuance Date:	4/21/2015
Issuance Amount:	\$ 1,725,000
Interest Rate:	2.1216%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage
<b>2017 Capital Improvement Bonds (Bridge)</b>	
Issuance Date:	4/25/2017
Issuance Amount:	\$ 1,327,000
Interest Rate:	2.2302%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage
<b>2017 Capital Improvement Bonds (City Hall)</b>	
Issuance Date:	4/25/2017
Issuance Amount:	\$ 563,000
Interest Rate:	2.2302%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	General Fund Revenues

## **DEBT MANAGEMENT POLICY**

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

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

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

## FUND BALANCE TREND

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 495,875	\$ 495,775	\$ 510,192	\$ 514,413	\$ 523,888
Other Financing Sources					
Transfers from other funds	115,261	119,054	119,054	159,934	168,914
<b>Total Revenue</b>	<b>611,136</b>	<b>614,829</b>	<b>629,246</b>	<b>674,347</b>	<b>692,802</b>
<b>Total Expenditures</b>	<b>494,323</b>	<b>497,033</b>	<b>617,033</b>	<b>683,043</b>	<b>689,853</b>
Excess (Deficiency of Revenues) over Expenditures					
	116,813	117,796	12,213	(8,696)	2,949
<b>Beginning Fund Balance</b>	<b>318,898</b>	<b>435,711</b>	<b>435,711</b>	<b>447,924</b>	<b>439,228</b>
<b>Ending Fund Balance</b>	<b>\$ 435,711</b>	<b>\$ 553,507</b>	<b>\$ 447,924</b>	<b>\$ 439,228</b>	<b>\$ 442,177</b>

## EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Finance Department</b>					
<b>Debt Service</b>					
Debt Service - Bridge Bond	\$ 378,004	\$ 375,179	\$ 375,179	\$ 518,809	\$ 518,639
Debt Service - City Hall	23,080	22,660	22,660	55,440	53,920
Debt Service - DDA	92,181	96,394	96,394	105,494	113,994
Fiscal Agent Fee	813	800	800	1,300	1,300
<b>Dept Service Total</b>	<b>494,078</b>	<b>495,033</b>	<b>495,033</b>	<b>681,043</b>	<b>687,853</b>
<b>Clerk/Treasurer</b>					
Other Operating	245	2,000	2,000	2,000	2,000
<b>Total Clerk/Treasurer</b>	<b>245</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Other Financing Uses</b>					
Transfers to Other Funds	-	-	120,000	-	-
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>-</b>
<b>Debt Service Fund Total</b>	<b>\$ 494,323</b>	<b>\$ 497,033</b>	<b>\$ 617,033</b>	<b>\$ 683,043</b>	<b>\$ 689,853</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Capital Projects by Department</b>					
Clerk/Treasurer	\$ -	\$ 18,000	\$ 18,000	\$ -	\$ -
Engineering	1,142,568	240,615	2,404,909	49,000	300,000
Building Services	205,644	305,755	683,452	265,000	50,000
Public Safety Division	-	6,245,000	6,000,000	-	-
Fire	132,453	583,094	608,094	75,000	50,000
Public Services	-	16,587	16,587	-	-
Airport	-	-	-	-	-
Forestry	35,120	146,507	146,507	-	-
Community Development	9,877	243,263	242,563	-	50,000
Parks and Recreation	188,345	408,950	391,116	40,680	50,000
Multi Sports Complex	-	65,000	65,000	-	-
<b>Capital Project Fund Total</b>	<b>\$ 1,714,007</b>	<b>\$ 8,272,771</b>	<b>\$ 10,576,228</b>	<b>\$ 429,680</b>	<b>\$ 500,000</b>

**CAPITAL PROJECT FUND  
FUND BALANCE TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
<b>General Revenue:</b>					
General Government	\$ 6,519	\$ 1,532,800	\$ 1,536,300	\$ 11,300	\$ 12,300
Public Works	-	-	-	-	-
<b>Program Services Revenue</b>					
Public Works	64,533	60,714	83,526	25,150	25,150
<b>Capital Grants Revenue:</b>					
General Government	237,795	169,038	533,039	362,500	500,000
Public Safety	105,248	6,320,000	6,100,000	75,000	-
Public Works	200,000	787,757	787,757	75,000	-
Community Development	-	-	-	-	-
Recreation & Culture	278,000	248,815	248,815	31,000	-
<b>Total Revenue</b>	<b>892,095</b>	<b>9,119,124</b>	<b>9,289,437</b>	<b>579,950</b>	<b>537,450</b>
<b>Total Expenditures</b>	<b>1,714,007</b>	<b>10,438,307</b>	<b>10,576,228</b>	<b>429,680</b>	<b>500,000</b>
Excess (Deficiency of Revenues) over Expenditures	(821,912)	(1,319,183)	(1,286,791)	150,270	37,450
<b>Beginning Fund Balance</b>	<b>2,139,864</b>	<b>1,317,952</b>	<b>1,317,952</b>	<b>31,161</b>	<b>181,431</b>
<b>Ending Fund Balance</b>	<b>\$ 1,317,952</b>	<b>\$ (1,231)</b>	<b>\$ 31,161</b>	<b>\$ 181,431</b>	<b>\$ 218,881</b>



**ENTERPRISE FUNDS**

## WASTEWATER DEPARTMENT FY 2017-18

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

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

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

**Challenges:** The system continues to face challenges again this upcoming fiscal year. The most important items is meeting all requirements of our National Pollutant Discharge Elimination System Permit (NPDES). The NPDES permit includes all state and federal guidelines including constraints that are specific to our facility and must be met to stay in compliance. The new NPDES permit took effect June 1, 2016 and expires on October 1, 2019. A new requirement in the permit is the development of a system wide Asset Management Program (AMP). The MDEQ has provided funding via SAW grants to aid communities in completing the AMP; the City of Monroe is a recipient of a SAW grant. Other changes in the permit are a Treatment System Project Performance Certification Evaluation Program (from Phase 3 Improvements) and a change in the phosphorus limit (lowered from 1.0 mg/L to 0.7mg/L with a 0.6mg/L limit from April to September).

Three phases of facility updates were completed since 2008 but the overall WWTP facility still had pressing needs that were addressed through an Guaranteed Energy Performance Contract (fourth facility update) with Johnson Controls Incorporated (JCI). JCI specializes in finding / developing facility projects that result in guaranteed operational savings to fund the overall project costs (debt service). Our project’s guaranteed energy performance contract

does not impact wastewater rates. Two of the most pressing needs addressed was the sludge handling equipment and plant wide heating system. Several other areas were updated to a newer & more efficient technology. These include: lighting, pumping / valves at the facility and satellite pump stations, weather proofing, power factor correction, and ultraviolet disinfection. All facility improvement measures are completed. Measurement & Verification of the improvements has been completed since the project improvements have been installed such that \$107,759 savings have been found to date. An estimated \$240,711 in operations & maintenance cost savings is expected.

Along with all other communities and businesses, we have been operating and completing more activities with fewer staff coupled with increasing expenses & regressive sewer usage. The lowest possible wastewater rates are provided while reducing / maintaining expenses where applicable in all operations at the facility. Proposed FY 2017-2018 staffing full time equivalents (FTE) is 25.1, a slight decrease from FY 2016-2017 (25.4).

Capital Improvement Projects that are scheduled to begin after July 1, 2017 are: Roof Replacement (Administration, Equipment and Gallery Buildings), Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), Pump Station Rehabilitation (Stony Pointe #1). Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2017 are the FY 2016-2017 Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), Pump Station Rehabilitation (Ravenwood), Collection System Camera and Truck Replacement and Roof Replacements on two buildings (Chlorine Bldg and rear of Pump Bldg).

**Administrative (521):** Wastewater Administrative personnel and other essential operation and administration items including but not limited to: Administrative Support fee (City), IT User fee (City), Meter Reading fees (City & Frenchtown), and Depreciation expenses are expended from these accounts. The depreciation expense establishes an approximate funding level for subsequent planned replacement CIP projects and built into the rate model. Adequately funded depreciation will provide our facility with the reserves necessary to maintain / improve our infrastructure and comply with federal, state, and local laws including regulations that govern our operation. In accordance with the Master Agreement of 2001, the Administrative Support fee percentage was reviewed during the budget preparation for FY 2010-2011 which includes all operational expenditures minus CIP funding and principal debt. The Administrative Support fee percentage was reviewed and set at the February 16, 2017 Control Board meeting at 4.17% for FY 2017-2018 using a 5 year average and will be reviewed annually.

**Wastewater Treatment (527):** During primary treatment sand, grit, and solids that readily settle out, are separated from the wastewater. Bar screens, grit removal tanks, primary settling tanks, and skimming devices remove roughly 50 percent of the incoming pollutants. Wastewater flowing out of the primary system still contains suspended and dissolved material that must be removed. The secondary treatment process utilizes a process commonly referred to as activated sludge (aerobic). In this form of treatment, wastewater and microorganisms are constantly mixed in large tanks by the addition of large quantities of compressed air (aeration); this causes the microorganisms to rapidly reproduce. The microorganisms stabilize / consume the waste material and produce an acceptable effluent. After aeration, the mixed liquor (the solution of waste and organisms) flows to final sedimentation tanks where the sludge is removed for processing. The clean water is then disinfected by Ultraviolet (UV) light and discharged into Lake Erie. The final effluent is

treated with UV to kill potentially harmful microorganisms. As a back-up to the UV system, there is a chlorine tablet system. When the chlorine tablet system is in service sodium bisulfite is added to remove excess chlorine, as required by the MDEQ and NPDES permit. During the process of cleaning wastewater, the facility removes approximately 40 tons of sludge from the community's wastewater every day. This sludge is then transported by a contractor and disposed of in landfills (Erie, MI – primary and Evergreen, OH – secondary).

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

In 2016 our Collection System transported approximately 4.2 billion gallons of wastewater to the treatment facility for processing. Approximately 303 miles of sanitary sewer lines and 36 remote pumping stations provide service to a population of approximately 50,000 residential, commercial, church, government, school, miscellaneous, multi-residential, and industrial customers in four communities. 36 pump stations are utilized throughout the 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 discovering and eliminating sources of Inflow & Infiltration (I&I) and maintaining / repairing the system. Several I&I studies have been completed and compiled including the 1979 SSES, 1987 Corrective Action Plan, 2009 Limited SSES, and 2010 SSES to aid our crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2017 – 2018 including rehabilitating approximately 0.4 miles of collection system. By reducing I&I, we lower existing flows / operating costs and keep reserve capacity for new customers by not treating unwanted ground and surface water. Our crew has the capability to TV sewer mains as well as private services / taps of customers. A \$200 service fee is charged to cover the cost of televising private services / taps during normal business hours. Crews are available 24/7 to remedy reported system problems.

### **SOURCES OF FUNDING:**

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

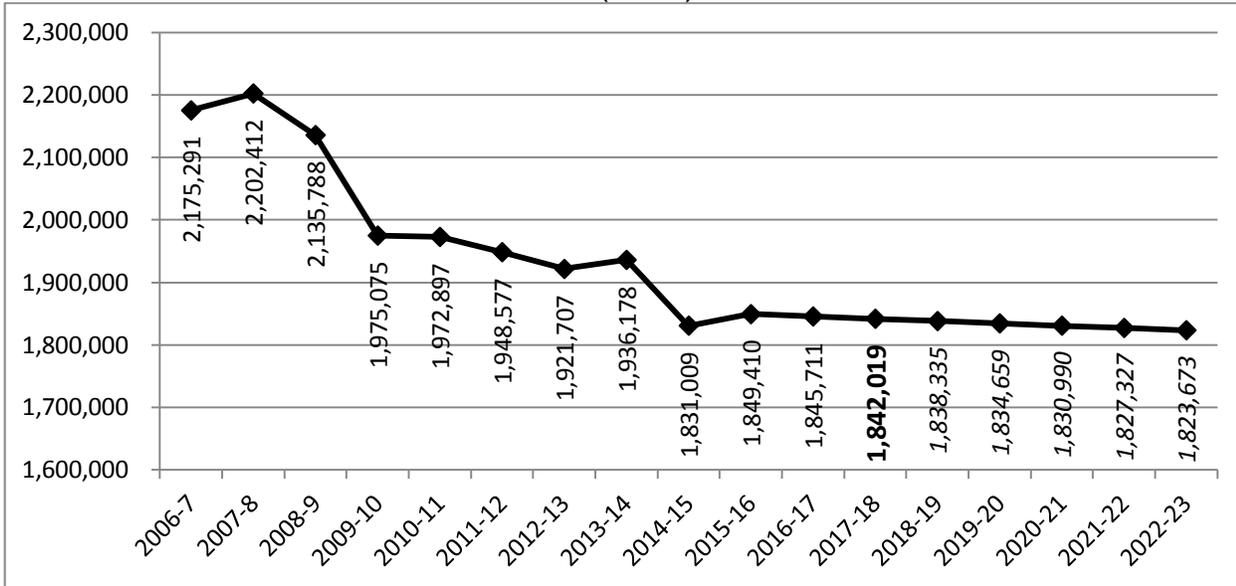
**Bond Recovery Charge:** Church, Government, Residential, & Commercial accounts at \$3.38 per read; School accounts at \$26.70 per read; Miscellaneous & Multi-Residential accounts at \$37.38 per read; and Industrial accounts \$112.15 per read. This charge includes funding a portion of the Debt Service based on usage per read; the charge was established in FY 2016-17.

**Commodity Charge:** This budget we are recommending to increase of the commodity charge to \$3.81 per ccf, an increase of 5.20%. Sewer usage is determined by water meters based on water consumption readings in units of one hundred cubic feet (ccf) and are multiplied by the Commodity Charge. The Commodity Charge provides funds for all remaining administrative, debt service, collection system, treatment, and pump station operation related expenses.

The proposed rate structure will stabilize and provide adequate funding to maintain our current level of service as well as pursue a Capital Improvement Program. The financial forecasting tool by Plante Moran has been used to insure adequate funding for operation &

maintenance, capital improvements, and debt service requirements. We have projected no increase to the Read Charge, increasing the Bond Recovery Charge by 12.5%, and have a 5.20% increase to the Commodity Charge. The Bond Recovery Charge per read was established due to the regressive pattern of sewer usage observed since 2006 (see below) coupled with the large amount of bond debt taken on by the system. It is anticipated that smaller rate increases can be expected in the future after the Bond Recovery Charge is established and collecting adequate funding for bond debt payments.

SEWER USAGE (CCF) BY FISCAL YEAR



The net impact to our average customer (Church, Government, Residential, & Commercial) will be an overall increase of 4.7% or an estimated \$16.72 per year. We continue to attempt to obtain grants (when available) to help offset new revenue needed for projects. In recent years we have been awarded low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), 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 2010 Maximum Allowable Headworks Loading (MAHL) Analysis and the anticipated expenses to treat the stronger load of sewage. It is recommended to maintain the surcharge rates as follows:

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

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

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

<b>RATE HISTORY</b>				
Fiscal Year	Commodity Charge (\$/ccf)	Read & Bond Recovery Charge (\$/Bill)		
July 2001	\$1.66	\$7.43		
July 2002	\$1.66	\$9.99		
July 2003	\$1.77	\$10.24		
July 2004	\$1.77	\$10.3421		
July 2005	\$1.77	\$10.3421		
July 2006	\$1.89	\$11.07		
July 2007	\$2.04	\$11.96		
July 2008	\$2.173	\$12.74		
July 2009	\$2.38	\$13.02		
July 2010	\$2.57	\$13.59		
July 2011	\$2.71	\$13.59		
July 2012	\$2.86	\$13.59		
July 2013	\$3.04	\$13.59		
July 2014	\$3.25	\$13.59		
July 2015	\$3.43	\$13.59		
July 2016	\$3.62	\$16.59		
<b>July 2017</b>	<b>\$3.81</b>	<b>\$16.97</b>		
July 2018	\$3.94	\$17.39		
July 2019	\$3.94	\$17.87		
July 2020	\$3.94	\$18.41		
July 2021	\$3.94	\$19.01		
July 2022	\$3.94	\$19.69		
<b>COST TO AVERAGE CONSUMER</b>				
*Based on Residential / 20 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$88.99	\$93.17	\$4.18	4.7%
Annual Cost	\$355.96	\$372.68	\$16.72	4.7%
<b>Annual Sewer Flat (18 CCF/Qtr)</b>	\$327.00	<b>\$342.20</b>	\$15.20	4.6%
<b>SEWAGE RATE COMPARISON*</b>				
LOCATION	ANNUAL COST	\$/CCF	READ COSTS	
City of Woodhaven	\$222.51	\$2.68	\$2.07	
Village of Maybee	\$231.00	-	\$57.75	
London Township	\$249.00	-	\$62.25	
City of Wyandotte	\$262.89	\$2.40	\$17.70	
YUCA - Township	\$263.18	\$2.361	\$36.69	
City of Flat Rock	\$279.28	\$3.37	\$2.50	
City of Tecumseh	\$323.32	\$3.39	\$13.06	
Ida / Raisinville Twps	\$360.00	-	\$90.00	
City of Petersburg	\$360.00	-	\$90.00	
City of Howell	\$368.32	\$3.18	\$28.50	
<b>Monroe Metropolitan</b>	<b>\$372.68</b>	<b>\$3.81</b>	<b>\$16.97</b>	
City of Saline	\$381.85	\$3.34	\$28.74	
City of Ann Arbor	\$390.60	\$4.32	\$11.25	
Bedford Township	\$399.44	\$3.55	\$28.95	
City of Adrian	\$424.72	\$3.32	\$39.78	
Village of Blissfield	\$457.93	\$2.49	\$64.74	
Village of South Rockwood	\$539.86	\$3.46	\$65.85	
Berlin Township	\$567.79	\$5.60	\$30.00	
City of Milan	\$597.32	\$2.99	\$89.49	
Village of Dexter	\$627.72	\$6.75	\$21.99	
Ash Township (Village of Carleton)	\$643.60	\$6.55	\$30.00	
Village of Dundee	\$676.86	\$6.45	\$40.26	
LaSalle Township	\$993.97	\$7.61	\$96.35	
*Based on Residential / 20 CCF per bill				

## WASTEWATER FUND NET ASSET TREND

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ (175,149)	\$ 3,500	\$ 19,000	\$ 21,000	\$ 23,000
Program Services Revenue:					
Public Works	8,556,512	9,169,839	9,164,412	9,581,738	9,877,001
Operating Grants					
Public Works	553,755	1,445,054	1,445,054	-	-
Capital Grants					
Public Works	-	-	55,684	-	-
<b>Total Revenue</b>	<b>8,935,118</b>	<b>10,618,393</b>	<b>10,684,150</b>	<b>9,602,738</b>	<b>9,900,001</b>
<b>Total Expenditures</b>	<b>7,764,891</b>	<b>14,326,077</b>	<b>14,171,017</b>	<b>7,832,221</b>	<b>8,130,455</b>
Excess (Deficiency of Revenues) over Expenditures	1,170,227	(3,707,684)	(3,486,867)	1,770,517	1,769,546
<b>Beg. Net Assets</b>	<b>25,880,557</b>	<b>27,050,784</b>	<b>27,050,784</b>	<b>23,563,917</b>	<b>25,334,434</b>
<b>End. Net Assets</b>	<b>\$ 27,050,784</b>	<b>\$ 23,343,100</b>	<b>\$ 23,563,917</b>	<b>\$ 25,334,434</b>	<b>\$ 27,103,980</b>

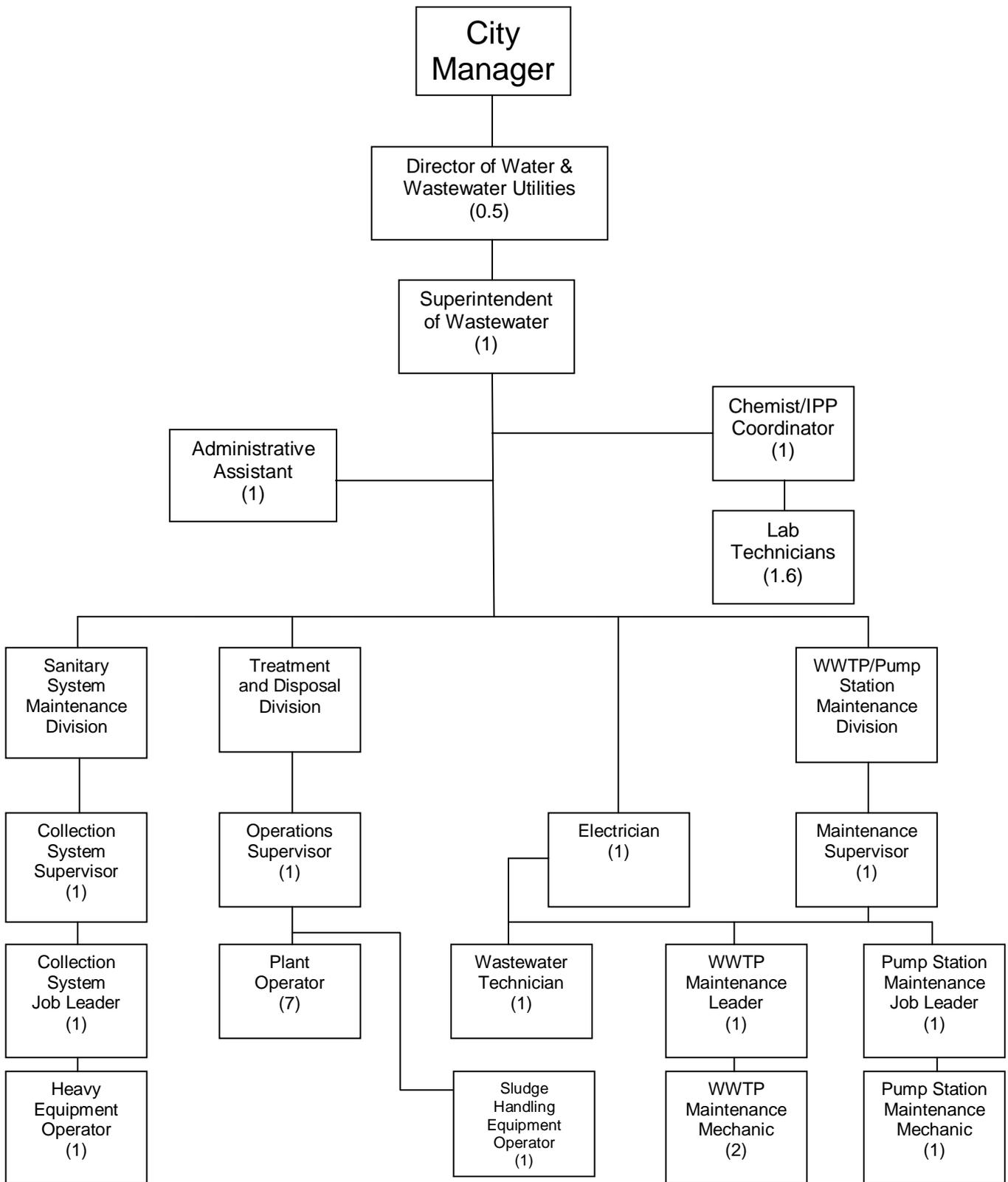
## WASTEWATER FUND EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>General Administration</b>					
Personnel Services	\$ 301,204	\$ 941,903	\$ 930,107	\$ 248,493	\$ 271,782
Supplies	24,916	34,786	32,286	29,055	29,655
Other Operating	2,932,166	3,077,793	3,082,776	3,103,209	3,164,794
<b>General Admin. Total</b>	<b>3,258,286</b>	<b>4,054,482</b>	<b>4,045,169</b>	<b>3,380,757</b>	<b>3,466,231</b>
<b>Treatment &amp; Disposal</b>					
Personnel Services	1,495,908	4,134,127	4,093,704	1,403,715	1,473,731
Supplies	20,901	18,800	19,000	19,200	18,800
Other Operating	1,237,400	2,643,128	2,686,841	1,223,350	1,196,225
Capital Outlay	-	-	-	-	-
<b>Treatment &amp; Dpspl. Total</b>	<b>2,754,209</b>	<b>6,796,055</b>	<b>6,799,545</b>	<b>2,646,265</b>	<b>2,688,756</b>
<b>Maint.-Sanitary Sewers</b>					
Personnel Services	302,974	1,211,942	1,219,616	296,493	317,879
Supplies	6,493	6,500	6,500	6,500	6,500
Other Operating	115,022	59,598	65,000	58,850	58,850
<b>Maint.- Sntry. Swrs. Total</b>	<b>424,489</b>	<b>1,278,040</b>	<b>1,291,116</b>	<b>361,843</b>	<b>383,229</b>
<b>Maint.-Pump Stations</b>					
Personnel Services	282,346	811,609	818,998	259,008	270,524
Supplies	11,787	15,250	15,250	16,250	15,250
Other Operating	126,702	142,010	148,000	136,250	136,350
<b>Maint.- Pump Stns. Total</b>	<b>420,835</b>	<b>968,869</b>	<b>982,248</b>	<b>411,508</b>	<b>422,124</b>
<b>Debt Administration</b>					
Principal	-	195,836	-	-	-
Interest	907,072	1,032,795	1,052,939	1,031,848	1,170,115
<b>Debt Administration Total</b>	<b>907,072</b>	<b>1,228,631</b>	<b>1,052,939</b>	<b>1,031,848</b>	<b>1,170,115</b>
<b>Wastewater Fund Total</b>	<b>\$ 7,764,891</b>	<b>\$ 14,326,077</b>	<b>\$ 14,171,017</b>	<b>\$ 7,832,221</b>	<b>\$ 8,130,455</b>

## Wastewater Fund Capital Project Detail

Project	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
Wet Weather Improvements	\$ 143,147	\$ 4,708	\$ -	\$ -	\$ -
Boiler Replacement -WWTP Primary Side	-	8,660	8,660	-	-
Sludge Dewatering	644,338	61,639	61,503	-	-
Heating System Improvements	174,120	-	-	-	-
Disinfection System Cover	9,390	-	-	-	-
Settled Wastewater Pumps	370,032	-	-	-	-
Pump Station Rehab-Sunset & Detroit Beach	634,634	-	-	-	-
San. Sewer Rehab-E.Noble-Monroe to Macomb	71	1,464	-	-	-
San. Sewer Rehab-W 4th-Hubble to E. of Smith	276	-	-	-	-
San. Sewer Rehab-Godfroy West	62,016	-	-	-	-
San. Sewer Rehab-Between Grove & Sheridan	19,451	-	-	-	-
San. Sewer Rehab-Riverview from MH940-941	18,024	-	-	-	-
San. Sewer Rehab-Intercept Manholes River	73,832	-	-	-	-
Winchester Pump Station Rehabilitation	51,445	75,555	75,555	-	-
Lavender South Pump Station Rehab	-	-	12,205	-	-
Dartmoor Pump Station Rehab	-	16,000	16,000	-	-
Septage Station Rehab	22,615	-	-	-	-
San. Sewer SAD 236-900 Block of E. 1st	24,102	4,460	1,841	-	-
Sludge Mixing Pump 2 Replacement	-	26,000	22,722	-	-
Collection System Camera & Truck	-	232,000	232,000	-	-
San Sewer Rehab- Wolverine-Erie/S. Custer	-	42,000	42,000	-	-
San Sewer Rehab- Wolverine-Godfroy-Monroe	-	81,579	81,579	-	-
San. Sewer Rehab-E.Noble-Michigan to Mason	-	57,800	57,800	-	-
Roof-Chlorine Building & Pump Building(Rear)	-	80,000	80,000	-	-
Pump Station Rehab-Ravenwood	-	125,000	125,000	-	-
San. Sewer Rehab-Elm Ave. West	-	17,000	17,000	-	-
Interceptor Sewer Wall Replacement	-	61,024	61,024	-	-
Sunset Pump Station Switchboard Replacement	-	18,000	18,000	-	-
Roof Replacement-Equip. Admin & Gallery	-	-	-	110,000	-
San. Sewer Rehab-Maple to Michigan	-	-	-	36,000	-
San. Sewer Rehab-Harrison	-	-	-	27,000	-
San. Sewer Rehab-Borgess/St. Mary's	-	-	-	46,875	-
San. Sewer Rehab-Lemarand	-	-	-	34,875	-
San. Sewer Rehab-Navarre Brick Sewer	-	-	-	20,250	-
Pump Station Rehab-Stoney Pointe #1	-	-	-	125,000	-
System Infrastructure	-	-	-	-	75,000
Vehicles	-	-	-	-	575,000
Operating Equipment	-	-	-	-	75,000
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 2,247,491</b>	<b>\$ 912,889</b>	<b>\$ 912,889</b>	<b>\$ 400,000</b>	<b>\$ 725,000</b>

<b>PERFORMANCE INDICATORS</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Actual</b>	<b>2016-17 Projected</b>	<b>2017-18 Requested</b>
Commodity Charge (\$/ccf)	\$2.57	\$2.71	\$2.86	\$3.04	\$3.25	\$3.43	\$3.62	\$3.81
Plant Flow (Billion Gallons)	3.4	5.67	3.82	4.84	4.4	4	4.2	4.5
Wet Weather Flows (MG)	0	40.2	39	3.1	29.9	0	0	0
Major Storm	0	8	1	6	6	2	3	4
Major Industrial Customers-IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	12,500	11,796	11,628	11865	11,995	11,875	11,850	11,850
Wet Tons of Sludge	10,285	11,106	11,214	10,247	10,060	9,648	10,400	10,000
<b>Collection System (miles)</b>	303	303	303	303	303	303	303	303
Mini-Camera Jobs	57	29	51	58	27	12	20	16
Root Treatment (LFT)	7,100	8,800	11,885	9,700	11,650	10,350	8,750	11,650
Grease Chemical/blocks	4	4	6	6	2	2	2	2
Manhole Inspections	425	2631	189	75	125	123	125	125
Sewer Investigations (call-outs)	275	284	137	145	197	89	100	125
Sewer Mains Jetted (LFT)	180,972	149,955	206,320	103,798	118,700	124,450	135,000	150,000
Sewer Mains TV'd (LFT)	64,986	28,413	21,183	26,632	33,525	33,831	35,000	50,000
Miss Digs	2,400	1,560	2,224	3,384	4,366	4,091	2,500	2,500
Work for Other (jobs)	10	3	5	5	2	2	2	2
<b>Pump Stations (#)</b>	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	3,900	2,686	2,500	2,513	1,707	1,596	1625	1625
Major Repair Hours	1,050	1,565	2,500	1,283	1,680	1,771	1800	1750
In House CIP Project Hours	1,385	300	225	0	0	200	100	100



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

## WATER DEPARTMENT – FY 2017-18

**MISSION STATEMENT:**

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

**WATER DEPARTMENT PROGRAM:**

Water rates are composed of three (3) separate charges: an administration quarterly charge of \$4.50 per customer, a debt service quarterly charge based on meter size, and a commodity charge based on the volume of water consumed. Customers served by the South Custer Booster Pumping Station are charged a pump surcharge based on volume of water consumed to cover the costs of the additional pumping. We are recommending *no change* to the rate structure (administration charge, pump surcharge, system development fees, commodity charge, fire line charge, and debt service charge for all meter sizes) for the upcoming fiscal year (see tables below). With this recommendation we will be able to maintain our current level of service as well as pursue a Capital Improvement Program with the revised rate structure.

**Water Rates *INSIDE* the City Limits**

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

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

**Water Rates *OUTSIDE* the City Limits**

(Townships of Monroe & LaSalle)

\*\$3.60 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$16.32	1½"	\$63.72	4"	\$359.84	12"	\$2,551.06
3/4"	\$22.28	2"	\$99.26	6"	\$744.80		
1"	\$34.12	2 ½"	\$152.56	8"	\$1,070.50		
1¼"	\$45.96	3"	\$211.78	10"	\$1,721.94	**Most Residences	

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

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

\*\$3.75 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$16.32	1½"	\$63.72	4"	\$359.84	12"	\$2,551.06
3/4"	\$22.28	2"	\$99.26	6"	\$744.80		
1"	\$34.12	2 ½"	\$152.56	8"	\$1,070.50		
1¼"	\$45.96	3"	\$211.78	10"	\$1,721.94	**Most Residences	

**Fire Line Rates *INSIDE* the City Limits**

\* Quarterly Service Charge\*

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

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

\* Quarterly Service Charge\*

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

**WATER RATE COMPARISON**

JURISTITION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
City of Tecumseh	\$118.90	\$1.38	\$4.95	
City of Wyandotte	\$146.20	\$1.05	\$17.70	
City of Flat Rock	\$165.57	\$2.24	\$1.00	
<b>City of Monroe</b>	<b>\$171.24</b>	<b>\$1.80</b>	<b>\$10.41</b>	<b>0.0%</b>
City of Milan	\$197.45	\$1.91	\$15.03	
Frenchtown Township	\$198.36	\$2.23	\$9.45	
Ash Township	\$212.73	\$2.95	\$39.50	
City of Ann Arbor	\$279.00	\$3.25	\$11.25	
Village of Dexter	\$284.97	\$2.65	\$23.58	
City of Adrian	\$297.72	\$2.55	\$28.53	
YUCA-Township	\$302.02	\$3.04	\$44.55	
Village of Dundee	\$322.21	\$3.92	\$10.00	
<b>Monroe &amp; LaSalle Township-Monroe System</b>	<b>\$324.48</b>	<b>\$3.60</b>	<b>\$16.32</b>	<b>0.0%</b>
<b>Raisinville, Ida, London, Exeter Townships &amp; Village of Maybee - Monroe System</b>	<b>\$335.28</b>	<b>\$3.75</b>	<b>\$16.32</b>	<b>0.0%</b>
City of Howell	\$339.24	\$3.44	\$22.88	
City of Woodhaven	\$341.29	\$4.62	\$2.25	
Berlin Charter Township	\$346.66	\$3.15	\$30.00	
City of Saline	\$361.62	\$3.83	\$21.47	
Village of Blissfield	\$438.03	\$2.49	\$64.74	
Village of South Rockwood	\$494.78	\$2.39	\$80.61	
City of Petersburg	\$538.65	\$4.11	\$60.61	
South County Water	\$576.70	\$6.54	\$26.50	
<i>*Annual cost based 72 CCF</i>				
<b>Dundee-Wholesale (6")</b>	<b>\$567,819.55</b>	<b>\$1.95</b>	<b>\$374.65</b>	<b>0.0%</b>
<b>Petersburg-Wholesale (2~4")</b>	<b>\$99,630.11</b>	<b>\$1.95</b>	<b>\$364.34</b>	<b>0.0%</b>

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES**	
Meter Size	Fee	Jurisdiction	Fee
5/8"	\$1,400	South County Water	\$0
1"	\$3,500	City of Flat Rock	\$720
1-1/2"	\$7,000	Village of Dundee	\$960
2"	\$11,200	YCUA	\$1,440
3"	\$24,500	City of Saline	\$1,967
4"	\$42,000	City of Wyandotte	\$2,000
6"	\$87,500	City of Milan	\$2,100
8"	\$126,000	Ash Township	\$2,450
10"	\$203,000	Berlin Township	\$2,500
12"	\$301,000	Frenchtown Township	\$2,500
		City of Tecumseh	\$2,500
		City of Ann Arbor	\$2,696
		City of Howell	\$3,000
		City of Petersburg	\$2,800
		Village of Dexter	\$3,000

\*\* Most common meter installation

Call-Out and Turn-On Fees      FY 2017-2018

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

**DEPARTMENT OVERVIEW**

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

The Water Filtration Plant Division provides the community with safe, reliable, and aesthetically pleasing water. The water produced by our plant has never been in violation of any Federal or State drinking water standard, with the exception of the Total Coliform Rule in 2011. It is the first plant in the state of Michigan to implement many innovative technologies (i.e., ozone, zebra & quagga mussel control, backflushing of intake lines, real-time monitoring). The Monroe Plant has been recognized as the oldest, continuously running facility in the state of Michigan and has historically been viewed as a leader in its proactive response to maintaining a quality treatment facility. Accomplishing these

objectives is more difficult due to on-going promulgation of unfunded-stringent water regulatory standards.

The function of the Water Transmission and Distribution Division is to transmit a supply of potable water through approximately 306 miles of various sizes of mains, services, valves, and hydrants to our consumers at an economical rate. Some areas of the system date back to 1889 and we are continually updating it via replacing and rehabilitating mains, services, valves, and hydrants. Main breaks, service leaks, and hydrant damage occurs from various causes and requires constant attention and repairs. Growth in the City, Townships, and the Villages continue to augment our system's operational performance & characteristics. The Water Distribution Division installs and maintains all services to these areas except where water is sold wholesale. All customers consumption of water is measured by a meter (100 cubic feet or CCF) installed within the service line.

### **WATER DEPARTMENT DIVISIONS**

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

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

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

operators, two plant mechanics, and one electrician. The Water Treatment Superintendent reports to the Director.

Water Transmission / Distribution Division – The division is comprised of two sections (Construction and Service) where the *Construction Section* includes ½ Water Distribution Supervisor, one Assistant Water Distribution Supervisor, ½ Distribution Technician, two Job Leaders, two Heavy Equipment Operators, and two Maintenance Workers II. Their function is to install, repair, and maintain water services, repair and/or replace water mains, valves, and fire hydrants so as to maintain uninterrupted flow of potable water. An ongoing Preventive Maintenance Program is completed to assess designated fire hydrants and valves within the water system's service area to verify, repair/replace, and document the elements of the water system. Fire Departments within the system (City of Monroe, Monroe Charter Township, LMR, Exeter Township, and Ida Township) inspect hydrants annually for each jurisdiction and provide reports on defective hydrants for repairs; valves are inspected, documented and repaired by division staff. Hydrant painting is completed by the fire departments. The Water Distribution System carries potable water through a number of sizes (i.e. 5/8" through 42") and types of mains and service lines (i.e. copper, lead, galvanized, wrought iron, steel, ductile iron, asbestos cement, PVC, HDPE, concrete, cast iron, and lined cast / ductile iron) which are controlled by various sizes of valves. The system also includes approximately 15,523 active water connections, 3340 fire hydrants, 2769 valves, and three elevated storage tanks. The *Service Section* employs ½ Water Distribution Supervisor, one Job Leader, ½ Distribution Technician and two Water Service Workers who install, repair, maintain, and read water meters and their accessories for providing a means of measuring the amount of water used at all facilities. Sampling of the water within the system at various locations is done twice a week. The *Service Section* also employs a Chief Meter Reader/Cross Connections/Billing Supervisor whose job is to read / coordinate all meters & billing with division staff for our customers and assist in the inspection of facilities for any possible cross-connections. Types of equipment used by both sections include: Utility & Dump Trucks, Backhoes, Mini-Track Excavators, Trenchers, Boring Machines, Pumps, Pickups, Vans, and various air monitoring devices, as well as a long list of safety items and hand tools. There is a building to house an extensive inventory of parts and supplies needed, garages for the storage of vehicles, materials & equipment, and adjoining areas that house meter testing equipment, offices, mud & locker rooms, a wash bay, raw material storage bins, and parking. The facility is connected to the City network and Water Filtration Plant security system.

#### **WATER DEPARTMENT ACCOMPLISHMENTS / SHORTFALLS**

During CY 2016 the billed water consumption in the Monroe Water System *increased* 6.2% from CY 2015. The demands have been met with an adequate and uninterrupted supply of high quality water. The Administrative office received and processed all customer calls and over-the-counter inquiries pertaining to water quality and availability, rate structure, service inquiries, billing records, and customer accounts. Electronic means of sending out the 19<sup>th</sup> annual "Consumer Confidence Report" via URL link (<https://goo.gl/elXv9C>) 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 2016-2017 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous of hours and expertise were dedicated to maintain system compliance with the Total Coliform Rule. Due to the Flint Water Crisis, additional sampling, bill flyers and media relations have been completed to maintain customer satisfaction.
- Expanded customer base with the installation of 54 new water services (1" through 2"); 48 renewals and 44 lead replacements, an increase primarily in lead service renewals due to the Flint Water Crisis.
- Maintained an uninterrupted supply of water and continue to improve response time on customer requests by minimizing outstanding work orders through scheduling appointments at more convenient times for our customers.
- Repaired / replaced / installed / relocated 12 distribution system valves and 17 fire hydrants. 174 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 and 10 hydrants were flow tested.
- Replaced / installed 251 meters and 346 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: West Reservoir Access hatch replacements and crack injection, Filter effluent flow meter replacements, Chlorine Building and Pretreatment #3 roof replacements, and continued to allocate more funding for the stand-by power generator replacement.
- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure to provide a reliable water system and improve quality, flow, pressure, and capacity – specifically Main Replacements on Winchester & Lemerand Streets, Borgess Avenue, and Kentucky Avenue; Completing the survey & design of main replacements on N. Macomb & Jerome Streets and Kentucky & Conant Avenues.

The Transmission and Distribution Division installed 54 new water services and completed 48 renewals and 44 lead replacements. Increased lead service renewals have increased due to the Flint Water Crisis. 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 12 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 along with miscellaneous meter services. 6,441 delinquent notices were mailed out which ultimately required Water Service Workers to deliver 2,640 shut-off notices. They collected 779 system bacteriological samples, and were called out 49 times. The meter readers read approximately 15,523 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During 2016, 614 total new or old cross-connection sites were inspected or tested.

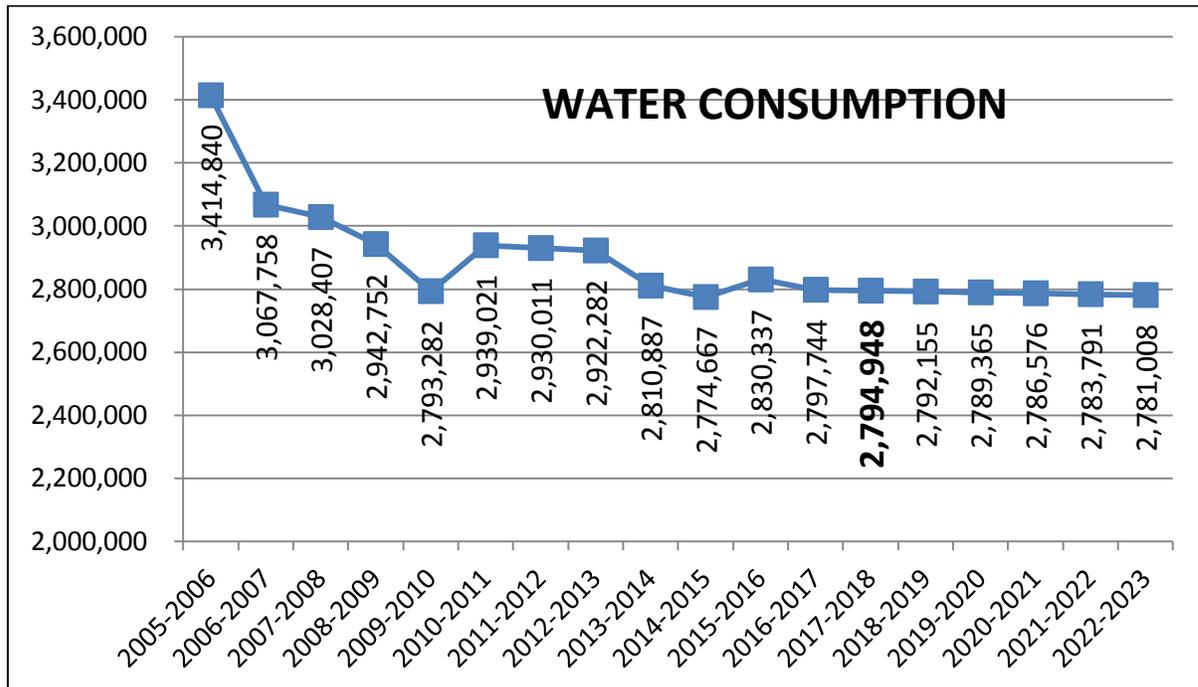
Water Service Workers installed / replaced 251 meters and 346 radio reading units. The radio reading device is a Neptune "R-900 or E-Coder" unit that enables the meter readers to read meters from the street. These radio transmitters are installed with all new services and with all meter exchanges.

## **WATER DEPARTMENT GOALS / CHALLENGES**

The Water Department Divisions set the following goals:

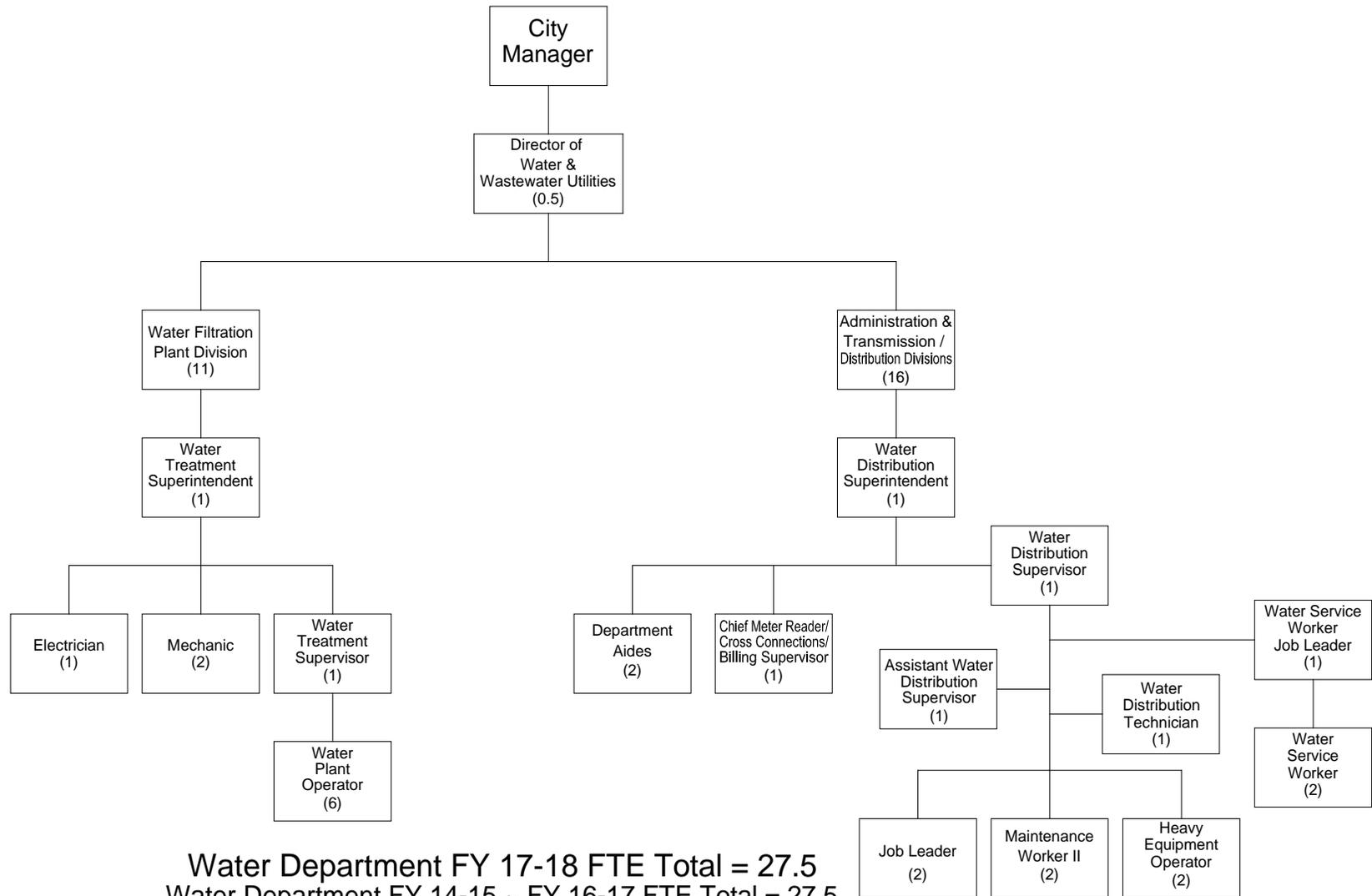
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will continue to challenge some of the facilities antiquated components abilities. DBP2 and LT2 Rule testing has started which may require system improvements. LT2 sampling is ongoing through September 2018. UCMR 4 sampling will begin in late 2018.
- Service additional customers where it is in the City's interest to spread department costs over a larger customer base in order to maintain the existing rate structure and strategically use the City's excess water system capacity. CY 2016 billed water consumption was 6.2% *higher* than CY 2015.
- 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 2017-2018 FTE is proposed to be 27.5 FTE.
- Reduced overall projected water consumption coupled with increasing expenses (lead service line renewal, fuel, retiree healthcare, chemicals, insurance, asset management plan project funding gap) challenge the department's abilities to maintain service.

- Total Coliform Rule Compliance; Turbid source water (Lake Erie) coupled with Blue-Green Algae, Zebra Mussels, Frazzle Ice, and reduced water levels increase the difficulty in maintaining a reliable raw water source along with reducing operating costs.
- Continue replacement of meters 3" and larger and older than 10 years. Continue retrofitting and replacing all other meters / radio read devices as needed (15-20 years old) to maintain the meter reading system.
- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: WTP Stand-By Power generator replacement, WTP security camera replacement, East reservoir crack repair, Cyanotoxin testing equipment replacement, WTP asbestos tile floor removal and replacement, and continue to allocate additional funding for the addition of a Raw Water Pump.
- Continue implementation of a system wide facility plan to rehabilitate / replace / installation of infrastructure to provide reliability and improving flow, pressure, and capacity - specifically the Water Department's 6-Year Capital Improvement Plan including: Main Replacements on N. Macomb & Jerome Streets and Kentucky & Conant Avenues.



## Water Department Activity Measures

<b>Performance Indicators</b>	<b>CY2014</b>	<b>CY2015</b>	<b>CY2016</b>	<b>CY2017</b>	<b>CY2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Project</b>	<b>Request</b>
Customers Invoiced	64,510	64,600	64,935	65,000	65,250
Work Orders Completed	3,356	4,212	3,637	3,800	3,900
Shut-Off Notices Placed	1,828	2,130	2,640	2,700	2,750
Water Treated (mg)	2,672	2,651	2,753	2,800	2,825
Routine Bacti Samples/Positive	842/1	810/0	779	820/0	820/0
Turbidity Samples/Violations	2744/0	2190/0	2196/0	2200/0	2200/0
New Services	87	69	54	67	70
Repair / Replace Valves	12	15	12	10	10
Service Renewals	29	60	92	90	90
Repair Main Breaks	35	45	42	40	40
Read Meters	62,346	65,355	66,453	66,500	66,750
Inspect/Test Cross Connections	570	863	614	800	800
Repair / Replace Hydrants	13	34	17	20	20



**Water Department FY 17-18 FTE Total = 27.5**  
**Water Department FY 14-15 ~ FY 16-17 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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 53,547	\$ 36,570	\$ 55,415	\$ 57,000	\$ 61,000
Program Services Revenue:					
Public Works	8,419,315	8,500,855	8,809,253	8,850,968	8,877,295
Operating Grants					
Public Works	-	-	-	-	-
Capital Grants					
Public Works	-	-	-	-	-
<b>Total Revenue</b>	<b>8,472,862</b>	<b>8,537,425</b>	<b>8,864,668</b>	<b>8,907,968</b>	<b>8,938,295</b>
<b>Total Expenditures</b>	<b>6,986,323</b>	<b>12,388,129</b>	<b>12,113,399</b>	<b>7,526,737</b>	<b>7,722,104</b>
Excess (Deficiency of Revenues) over Expenditures	1,486,539	(3,850,704)	(3,248,731)	1,381,231	1,216,191
<b>Beginning Net Assets</b>	<b>47,648,480</b>	<b>49,135,019</b>	<b>49,135,019</b>	<b>45,886,288</b>	<b>47,267,519</b>
<b>Ending Net Assets</b>	<b>\$ 49,135,019</b>	<b>\$ 45,284,315</b>	<b>\$ 45,886,288</b>	<b>\$ 47,267,519</b>	<b>\$ 48,483,710</b>

## WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>General Administration</b>					
Personnel Services	\$ 310,748	\$ 713,586	\$ 716,780	\$ 310,179	\$ 328,126
Supplies	19,382	22,737	22,325	22,325	22,525
Other Operating	833,271	775,523	782,350	732,952	755,782
Depreciation	1,528,576	1,570,696	1,570,696	1,572,267	1,573,839
<b>General Admin. Total</b>	<b>2,691,977</b>	<b>3,082,542</b>	<b>3,092,151</b>	<b>2,637,723</b>	<b>2,680,272</b>
<b>W. High Service Pump Station</b>					
Personnel	9,139	8,889	8,889	9,234	9,298
Other Operating	39,598	40,316	40,560	40,870	41,893
<b>Custer Booster Stn. Total</b>	<b>48,737</b>	<b>49,205</b>	<b>49,449</b>	<b>50,104</b>	<b>51,191</b>
<b>Filtration Plant</b>					
Personnel Services	822,524	1,711,758	1,718,524	837,084	880,296
Supplies	34,726	34,267	32,876	33,507	34,933
Other Operating	983,691	1,220,203	1,235,057	1,239,549	1,260,017
Capital Outlay	90	-	1,200	-	-
<b>Filtration Plant Total</b>	<b>1,841,031</b>	<b>2,966,228</b>	<b>2,987,657</b>	<b>2,110,140</b>	<b>2,175,246</b>
<b>Transmission &amp; Distribution</b>					
Personnel Services	707,302	2,387,626	2,424,245	664,185	680,786
Supplies	40,037	124,176	116,899	129,356	132,005
Other Operating	259,318	479,871	425,203	474,036	478,213
Capital Outlay	69,005	6,095	-	-	-
<b>Trans. &amp; Distrib. Total</b>	<b>1,075,662</b>	<b>2,997,768</b>	<b>2,966,347</b>	<b>1,267,577</b>	<b>1,291,004</b>
<b>Meter Shop</b>					
Personnel Services	514,456	2,046,878	2,038,970	441,063	459,487
Supplies	16,746	39,737	27,700	29,650	25,900
Other Operating	165,166	257,804	243,923	270,701	353,997
<b>Meter Shop Total</b>	<b>696,368</b>	<b>2,344,419</b>	<b>2,310,593</b>	<b>741,414</b>	<b>839,384</b>
<b>Debt Administration</b>					
Interest	632,548	947,967	707,202	719,779	685,007
<b>Debt Administration Total</b>	<b>632,548</b>	<b>947,967</b>	<b>707,202</b>	<b>719,779</b>	<b>685,007</b>
<b>Water Fund Total</b>	<b>\$ 6,986,323</b>	<b>\$ 12,388,129</b>	<b>\$ 12,113,399</b>	<b>\$ 7,526,737</b>	<b>\$ 7,722,104</b>

**Water Fund  
Capital Project Detail**

Project	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
SCBS Service Area Upgrades	\$ -	\$ 114,081	\$ 111,081	\$ -	\$ -
GIS-Water System and Services	5,900	82,000	82,000	-	-
Ozone System Upgrade & MCC 'C' Replac.	49,822	140,662	140,662	-	-
E. Noble Ave. Water Main Loop	159	-	-	-	-
Roessler St. Bridge Water Main-River Crossing	52,821	-	-	-	-
Dump Truck Replacement	92,084	-	-	-	-
Security System Upgrade	83,575	-	-	-	-
Exeter Township Water Main Loops	309,875	33,080	2,200	-	-
North Monroe Street Water Main	68,417	14,216	-	-	-
Water Main -E 3rd-Scott to Winchester	757,245	30,039	15,900	-	-
Water Main -Kentucky-1st to 4th	-	400,000	403,000	-	-
Water Main-Linswood-R'View to Maple	68,446	1,175	-	-	-
Ida Elevated Storage Tank Improvements	67,102	85	-	-	-
Excavator Replacement	75,237	-	-	-	-
SCADA Upgrade	3,500	80,900	80,900	-	-
E. Remote Telemetry Radio Sys. Replace	21,987	1	-	-	-
Standby Power Generator Rehab/Replace	-	277,000	277,000	323,000	-
Water Main-Marion Drive	52,547	4,679	-	-	-
Water Main-Winchester St.-Third to River	400	766,600	699,500	-	-
Water Main-Borgess Ave-Elm to Willow	-	125,900	115,000	-	-
Water Main-Lemerand-Monroe to Macomb	-	205,100	185,000	-	-
Filter Effluent Venturi Flow Insert Replace	-	60,000	60,000	-	-
West Reservoir Crack Repair	-	16,000	12,150	-	-
Chlorine Bldg & Pretreat #3 Roof Replace	-	23,000	23,000	-	-
West Reservoir Access Hatch Replace	-	23,000	23,000	-	-
Water Main-N. Macomb-Elm to Lorain	-	-	-	578,000	-
Water Main-Conant-Wood to Third	-	-	-	470,000	-
Water Main-Union-8th to 5th	-	-	-	215,000	-
Water Main-Jerome-Cemetery to 4th	-	-	-	85,000	-
Water Plant Security Camera Replacement	-	-	-	20,000	-
East Reservoir Joint & Crack Repair	-	-	-	25,000	-
Cyanotoxin Test Equipment Replacement	-	-	-	30,000	-
Filtration Plant Floor Removal/Replacement	-	-	-	27,000	-
Operating Equipment					44,312
Infrastructure					996,900
Vehicles					90,000
	-	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 1,709,116</b>	<b>\$ 2,397,517</b>	<b>\$ 2,230,393</b>	<b>\$ 1,773,000</b>	<b>\$ 1,131,212</b>

## RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. Capital projects at the facility that are funded from the capital reserves fund include: Replacing Pumps #5 & #6 valves & actuators; Funding for the addition of a raw water pump.

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

### RAW WATER PARTNERSHIP FUND NET ASSETS TREND

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 2,020	\$ 1,500	\$ 4,100	\$ 5,000	\$ 5,500
Operating Grant Revenue					
Public Works	366,263	404,904	411,839	419,965	419,228
<b>Total Revenue</b>	<b>368,283</b>	<b>406,404</b>	<b>415,939</b>	<b>424,965</b>	<b>424,728</b>
<b>Total Expenditures</b>	<b>366,263</b>	<b>404,904</b>	<b>411,839</b>	<b>419,965</b>	<b>419,228</b>
Excess (Deficiency of Revenues) over Expenditures	2,020	1,500	4,100	5,000	5,500
<b>Beginning Net Assets</b>	<b>5,576,944</b>	<b>5,578,964</b>	<b>5,578,964</b>	<b>5,583,064</b>	<b>5,588,064</b>
<b>Ending Net Assets</b>	<b>\$ 5,578,964</b>	<b>\$ 5,580,464</b>	<b>\$ 5,583,064</b>	<b>\$ 5,588,064</b>	<b>\$ 5,593,564</b>

## RAW WATER PARTNERSHIP EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Water Department</b>					
<b>Administration</b>					
Personnel	\$ 55,616	\$ 55,161	\$ 56,587	\$ 55,138	\$ 55,271
Supplies	8,560	10,000	13,567	14,000	14,000
Other Operating	168,400	203,972	202,726	208,743	207,873
Depreciation	133,687	135,771	138,959	142,084	142,084
<b>Administration Total</b>	<b>366,263</b>	<b>404,904</b>	<b>411,839</b>	<b>419,965</b>	<b>419,228</b>
<b>Raw Water Partnership</b>					
<b>Fund Total</b>	<b>\$ 366,263</b>	<b>\$ 404,904</b>	<b>\$ 411,839</b>	<b>\$ 419,965</b>	<b>\$ 419,228</b>

### Raw Water Partnership Capital Project Detail

Project	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
Pump VFD Replacment	12,536	2,664	-	-	-
PAP: Addition of Raw Water Pump	-	450,900	-	142,000	-
Additional Pumps @ PAP - City	-	59,412	-	-	-
PAP: Potassium Parmanganate	-	15,000	-	-	-
PAP: Security System Upgrade	19,577	-	-	-	-
Raw Water 30" Intake Pipe Maint.	91,796	12,850	-	-	-
PAP Pumps 5 & 6: Valve/Actuator	24,643	45,357	-	-	-
Transformer Replacement	29,408	592	-	-	-
Buildings and Improvements	-	-	-	-	97,688
Operating Equipment	-	-	-	-	44,312
	-	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 177,960</b>	<b>\$ 586,775</b>	<b>\$ -</b>	<b>\$ 142,000</b>	<b>\$ 142,000</b>



**INTERNAL SERVICE FUNDS**

## **INFORMATION SYSTEMS FUND**

### **INFORMATION TECHNOLOGY PROGRAM**

The function of the Information Technology Department is to facilitate the operations of its customers and provide confidentiality, integrity, security, and availability of data. The Information Technology Department (IT) is responsible for providing City-based technology resources including hardware, software, service, and information. In addition, the IT department serves as a liaison to vendors, County, State, and Federal agencies regarding IT matters allowing for efficient and secure resource utilization.

### **INFORMATION TECHNOLOGY DEPARTMENT**

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

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

### **INFORMATION TECHNOLOGY DEPARTMENT GOALS**

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

A secondary goal is to continue to educate both the public and the City staff as to what options and resources are available to them in order to create efficiencies and to allow all City services to flourish while utilizing the minimal level of resources. This initiative has multiple purposes including reducing capital outlay, minimizing downtime, and freeing IT resources to allow for additional advanced projects to be accomplished.

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

Improved response time and more effective project management from County IT staff are also goals for the 2018 fiscal year. A review of IT staffing will occur during fiscal year 2017 in conjunction with a technology strategic plan. GIS and future technological advances are areas of review in the strategic plan process.

The City telephone system will be replaced in 2017 and IT will take over administration of the system.

**INFORMATION SYSTEMS FUND  
NET ASSETS TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
<b>General Revenue</b>					
General Government	\$ 51,472	\$ 1,000	\$ 2,750	\$ 2,500	\$ 2,500
<b>Program Service Revenue</b>					
General Government	378,348	385,752	385,752	445,627	477,725
<b>Total Revenue</b>	<b>429,820</b>	<b>386,752</b>	<b>388,502</b>	<b>448,127</b>	<b>480,225</b>
<b>Total Expenditures</b>	<b>373,251</b>	<b>357,129</b>	<b>414,178</b>	<b>410,760</b>	<b>445,438</b>
Excess (Deficiency of Revenues) over Expenditures	56,569	29,623	(25,676)	37,367	34,787
<b>Beginning Net Assets</b>	<b>542,227</b>	<b>598,796</b>	<b>598,796</b>	<b>573,120</b>	<b>610,487</b>
<b>Ending Net Assets</b>	<b>\$ 598,796</b>	<b>\$ 628,419</b>	<b>\$ 573,120</b>	<b>\$ 610,487</b>	<b>\$ 645,274</b>

## INFORMATION SYSTEMS FUND EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Personnel</b>	\$ 11,272	\$ 21,322	\$ 22,848	\$ 15,352	\$ 16,031
<b>Supplies</b>	6,948	11,500	9,500	11,000	11,000
<b>Other Operating</b>	278,141	289,642	340,640	322,231	325,644
<b>Depreciation</b>	42,574	37,726	37,726	61,713	92,299
<b>Capital Outlay</b>	34,314	(3,525)	3,000	-	-
<b>Debt Service</b>	2	464	464	464	464
<b>Total</b>	<b>\$ 373,251</b>	<b>\$ 357,129</b>	<b>\$ 414,178</b>	<b>\$ 410,760</b>	<b>\$ 445,438</b>

### Information Systems Fund Capital Project Detail

Project	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
Telephone System and Network Upgrade	\$ -	\$ 164,585	\$ 164,585	\$ -	\$ -
Police Copier Replacement	16,305	-	-	-	-
Microsoft Office Upgrade	-	-	-	40,000	-
Misc Network Server Upgrade or Replace	-	10,000	10,000	10,000	10,000
Computer Replacements/Upgrades	-	22,955	22,955	25,000	25,000
Laserfiche Upgrade	3,775	-	-	-	-
Human Resources Software	-	36,000	36,000	-	-
GIS Upgrade to HTML5	-	36,000	36,000	-	-
Website Upgrade	-	41,137	41,137	-	-
Council Chambers-Audio/Video Upgrade	-	90,000	90,000	-	-
	-	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 20,080</b>	<b>\$ 400,677</b>	<b>\$ 400,677</b>	<b>\$ 75,000</b>	<b>\$ 35,000</b>

## STORES AND EQUIPMENT FUND

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

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

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

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

with replacement schedules, as significant heavy equipment requires replacement, including two (2) tandem axle 10-yard dump trucks, four (4) 6-yard single axle dump trucks, all of which need to be replaced in the next five (5) years as well as numerous other pieces.

**STORES AND EQUIPMENT FUND  
NET ASSETS TREND**

<b>Revenue:</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>
	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>
General Revenue:					
General Government	\$ 12,195	\$ 21,500	\$ 81,805	\$ 88,500	\$ 23,500
Program Services Revenue:					
Public Works	1,075,122	1,081,122	1,056,745	1,098,856	1,136,856
<b>Total Revenue</b>	<b>1,087,317</b>	<b>1,102,622</b>	<b>1,138,550</b>	<b>1,187,356</b>	<b>1,160,356</b>
<b>Total Expenditures</b>	<b>1,009,986</b>	<b>1,578,336</b>	<b>1,557,061</b>	<b>1,027,094</b>	<b>1,041,652</b>
Excess (Deficiency of Revenues) over Expenditures	77,331	(475,714)	(418,511)	160,262	118,704
<b>Beginning Net Assets</b>	<b>1,624,286</b>	<b>1,701,617</b>	<b>1,701,617</b>	<b>1,283,106</b>	<b>1,443,368</b>
<b>Ending Net Assets</b>	<b>\$ 1,701,617</b>	<b>\$ 1,225,903</b>	<b>\$ 1,283,106</b>	<b>\$ 1,443,368</b>	<b>\$ 1,562,072</b>

**STORES & EQUIPMENT FUND  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Department of Public Service</b>					
<b>Stores &amp; Equipment</b>					
Personnel	\$ 261,014	\$ 779,886	\$ 773,299	\$ 197,486	\$ 202,661
Supplies	132,027	180,000	134,000	139,000	144,000
Other Operating	392,584	343,265	373,672	379,144	381,035
Depreciation	218,078	225,000	225,000	255,000	255,000
Debt Service	6,283	43,185	42,090	48,464	50,956
<b>Operations Total</b>	<b>1,009,986</b>	<b>1,571,336</b>	<b>1,548,061</b>	<b>1,019,094</b>	<b>1,033,652</b>
Operating Transfer	-	7,000	9,000	8,000	8,000
<b>Stores &amp; Equipment Fund Total</b>	<b>\$ 1,009,986</b>	<b>\$ 1,578,336</b>	<b>\$ 1,557,061</b>	<b>\$ 1,027,094</b>	<b>\$ 1,041,652</b>

**Stores and Equipment Fund  
Capital Project Detail**

Project	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
Operating Equipment	\$ 249,990	\$ 292,888	\$ 99,548	\$ 35,000	\$ 5,000
Land Improvements	-	-	-	-	-
Buildings & Improvements	-	180,000	-	20,000	-
Vehicles	254,622	406,838	407,000	390,000	304,000
<b>Capital Project Total</b>	<b>\$ 504,612</b>	<b>\$ 879,726</b>	<b>\$ 506,548</b>	<b>\$ 445,000</b>	<b>\$ 309,000</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>					
	Actual	Budget	Projected	Adopted	Projection
	FY15-16	FY16-17	FY16-17	FY17-18	FY18-19
<b>Revenue:</b>					
<b>General Revenue:</b>					
General Government	\$ 5,653	\$ 5,000	\$ 11,674	\$ 11,000	\$ 12,000
<b>Program Services Revenue:</b>					
General Government	2,194,380	2,089,775	2,236,507	2,247,953	2,332,816
<b>Total Revenue</b>	<b>2,200,033</b>	<b>2,094,775</b>	<b>2,248,181</b>	<b>2,258,953</b>	<b>2,344,816</b>
<b>Total Expenditures</b>	<b>1,826,626</b>	<b>2,135,305</b>	<b>2,557,762</b>	<b>2,259,525</b>	<b>2,365,525</b>
Excess (Deficiency of Revenues) over Expenditures	373,407	(40,530)	(309,581)	(572)	(20,709)
<b>Beginning Net Position</b>	<b>1,684,295</b>	<b>2,057,702</b>	<b>2,057,702</b>	<b>1,748,121</b>	<b>1,747,549</b>
<b>Ending Net Position</b>	<b>\$ 2,057,702</b>	<b>\$ 2,017,172</b>	<b>\$ 1,748,121</b>	<b>\$ 1,747,549</b>	<b>\$ 1,726,840</b>



## INSURANCE FUND

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

Property and liability insurance premiums from the city's insurance carrier are expected to increase 2-3% in the next year.

<b>INSURANCE FUND</b>					
<b>NET ASSETS TREND</b>					
	Actual	Budget	Projected	Adopted	Projection
	FY15-16	FY16-17	FY16-17	FY17-18	FY18-19
<b>Revenue:</b>					
<b>General Revenue:</b>					
General Government	\$ 36,879	\$ 3,500	\$ 3,800	\$ 4,000	\$ 5,000
<b>Program Services Revenue:</b>					
General Government	287,995	172,286	171,310	219,205	248,429
<b>Total Revenue</b>	<b>324,874</b>	<b>175,786</b>	<b>175,110</b>	<b>223,205</b>	<b>253,429</b>
<b>Total Expenditures</b>	<b>369,949</b>	<b>380,052</b>	<b>376,157</b>	<b>391,574</b>	<b>395,591</b>
Excess (Deficiency of Revenues) over Expenditures	(45,075)	(204,266)	(201,047)	(168,369)	(142,162)
<b>Beginning Retained Earn.</b>	<b>724,311</b>	<b>679,236</b>	<b>679,236</b>	<b>478,189</b>	<b>309,820</b>
<b>Ending Retained Earnings</b>	<b>\$ 679,236</b>	<b>\$ 474,970</b>	<b>\$ 478,189</b>	<b>\$ 309,820</b>	<b>\$ 167,658</b>

## INSURANCE FUND EXPENDITURE SUMMARY

	Actual	Budget	Projected	Adopted	Projection
	FY15-16	FY16-17	FY16-17	FY17-18	FY18-19
<b>Administration</b>					
Other Operating	\$ 4,190	\$ 15,607	\$ 10,557	\$ 15,574	\$ 15,591
<b>Administration Total</b>	<b>4,190</b>	<b>15,607</b>	<b>10,557</b>	<b>15,574</b>	<b>15,591</b>
<b>Property &amp; Liability Insurance</b>					
Other Operating	365,759	364,445	365,600	376,000	380,000
<b>P&amp;L Insurance Total</b>	<b>365,759</b>	<b>364,445</b>	<b>365,600</b>	<b>376,000</b>	<b>380,000</b>
<b>Insurance Fund Total</b>	<b>\$ 369,949</b>	<b>\$ 380,052</b>	<b>\$ 376,157</b>	<b>\$ 391,574</b>	<b>\$ 395,591</b>



**TRUST FUND**

## POST-RETIREMENT HEALTH CARE TRUST FUND

In the past, retirees of the City of Monroe received the same health insurance coverage (medical and prescription) in retirement that they were receiving on the day they retired from active employment. Collective bargaining agreement changes have changed the benefit so that retirees medical and prescription benefits mirror those of the active workforce. In addition, the City's contribution towards the cost of the employee's retiree health insurance has been fixed at 4% multiplied by each year of service earned by the employee. Therefore, if an employee retires with at least twenty-five (25) years of service, the employee will receive a 100% benefit. Beginning in 2013 for some employees and 2014 for the rest, an employee contribution to the cost of the benefit will begin. The contribution will equal 3% of the average base wage of all city employees. Employees hired prior to July 1, 2008 are eligible for this benefit. Those hired after that date have been exempted and 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 2017 as \$3.963 million, up from \$3.646 million the previous year. The unfunded liability reported in the actuarial study was \$38.995 million.

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. The Trust Fund Board will invest the funds on a quarterly basis with the goal of being fully invested by April 30, 2017. An actuarial study of the system is currently being completed with a valuation date of December 31, 2016.

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

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
<b>General Revenue:</b>					
General Government	\$ 301,350	\$ 1,075,000	\$ 3,328,347	\$ 3,245,000	\$ 3,240,000
<b>Program Services Revenue:</b>					
General Government	3,810,588	3,963,730	36,286,692	1,058,426	1,058,426
<b>Total Revenue</b>	<b>4,111,938</b>	<b>5,038,730</b>	<b>39,615,039</b>	<b>4,303,426</b>	<b>4,298,426</b>
<b>Total Expenditures</b>	<b>3,926,776</b>	<b>4,101,632</b>	<b>4,034,735</b>	<b>4,256,926</b>	<b>4,437,123</b>
Excess (Deficiency of Revenues) over Expenditures	185,162	937,098	35,580,304	46,500	(138,697)
<b>Beginning Net Assets</b>	<b>19,338,169</b>	<b>19,523,331</b>	<b>19,523,331</b>	<b>55,103,635</b>	<b>55,150,135</b>
<b>Ending Net Assets</b>	<b>\$ 19,523,331</b>	<b>\$ 20,460,429</b>	<b>\$ 55,103,635</b>	<b>\$ 55,150,135</b>	<b>\$ 55,011,438</b>

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

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Finance Department</b>					
Actuarial Services	\$ 18,800	\$ 20,000	\$ -	\$ 20,000	\$ -
Audit Services	3,040	3,132	3,132	3,226	3,323
Investment Cost	122,921	148,000	200,000	200,000	200,000
Fiduciary Insurance	7,000	7,500	7,235	8,500	8,500
<b>Total Finance Dept.</b>	<b>151,761</b>	<b>178,632</b>	<b>210,367</b>	<b>231,726</b>	<b>211,823</b>
<b>Personnel Department</b>					
Contractual	-	20,000	20,000	20,000	20,000
Actuarial Services	2,750	3,000	3,000	3,200	3,300
Medical Insurance	2,178,323	2,100,000	2,200,000	2,300,000	2,400,000
Prescription Insurance	1,593,942	1,800,000	1,600,000	1,700,000	1,800,000
Employee Refunds	-	-	1,368	2,000	2,000
<b>Total Personnel Dept.</b>	<b>3,775,015</b>	<b>3,923,000</b>	<b>3,824,368</b>	<b>4,025,200</b>	<b>4,225,300</b>
<b>Post-Retirement Health</b>					
<b>Care Fund Total</b>	<b>\$ 3,926,776</b>	<b>\$ 4,101,632</b>	<b>\$ 4,034,735</b>	<b>\$ 4,256,926</b>	<b>\$ 4,437,123</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 33,091	\$ 35,000	\$ 36,000	\$ 37,000	\$ 38,000
Program Services Revenue:					
General Government	24,695	20,000	20,000	20,000	20,000
<b>Total Revenue</b>	<b>57,786</b>	<b>55,000</b>	<b>56,000</b>	<b>57,000</b>	<b>58,000</b>
<b>Total Expenditures</b>	<b>38,454</b>	<b>44,223</b>	<b>44,223</b>	<b>44,243</b>	<b>44,248</b>
Excess (Deficiency of Revenues) over Expenditures	19,332	10,777	11,777	12,757	13,752
<b>Beginning Fund Balance</b>	<b>419,363</b>	<b>438,695</b>	<b>438,695</b>	<b>450,472</b>	<b>463,229</b>
<b>Ending Fund Balance</b>	<b>\$ 438,695</b>	<b>\$ 449,472</b>	<b>\$ 450,472</b>	<b>\$ 463,229</b>	<b>\$ 476,981</b>

## CEMETERY FUND EXPENDITURE SUMMARY

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Community Development Dept. Cemetery</b>					
Other Operating	\$ 38,454	\$ 44,223	\$ 44,223	\$ 44,243	\$ 44,248
Capital Outlay	-	-	-	-	-
<b>Total Cemetery Fund</b>	<b>\$ 38,454</b>	<b>\$ 44,223</b>	<b>\$ 44,223</b>	<b>\$ 44,243</b>	<b>\$ 44,248</b>



## COMPONENT UNITS

## **MONROE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

Established in 1977, the mission of the City of Monroe Downtown Development Authority (DDA) is to enhance the quality of life and develop a positive image of Downtown Monroe for residents, businesses and visitors by promoting cultural and economic growth in the Downtown area.

To achieve this mission, the DDA undertakes capital improvement projects and provides funding for decorative, economic development, marketing and promotional activities within the business district.

At the DDA Board's request, the Monroe City Council established an Obsolete Property Rehabilitation District, authorized by P.A. 146 of 2000, for eligible commercial and residential housing properties to apply for tax abatements.

In Fiscal Year 2013, the DDA spearheaded the renovation of the large parking lot and open space area along the River Raisin across from St. Mary's Park. The DDA continues to pay the bond debt on this endeavor. In fiscal year 2018, the DDA is continuing sponsorship of a financial incentive program for building owners. The "Façade Improvement Program" offers a matching grant of a maximum of 50 to 100 percent of project costs, not to exceed \$10,000 for specific building improvements. The DDA will continue implementing capital projects, promotion and other projects that create an environment that will attract people and businesses to the DDA district.

**DOWNTOWN DEVELOPMENT AUTHORITY  
FUND BALANCE TREND**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 2,190	\$ 1,500	\$ 4,000	\$ 4,500	\$ 5,000
Community Development	201,920	202,000	205,752	207,605	209,274
<b>Total Revenue</b>	<b>204,110</b>	<b>203,500</b>	<b>209,752</b>	<b>212,105</b>	<b>214,274</b>
<b>Total Expenditures</b>	<b>149,082</b>	<b>263,141</b>	<b>269,560</b>	<b>296,597</b>	<b>315,098</b>
Excess (Deficiency of Revenues) over Expenditures	55,028	(59,641)	(59,808)	(84,492)	(100,824)
<b>Beginning Fund Balance</b>	<b>473,745</b>	<b>528,773</b>	<b>528,773</b>	<b>468,965</b>	<b>384,473</b>
<b>Ending Fund Balance</b>	<b>\$ 528,773</b>	<b>\$ 469,132</b>	<b>\$ 468,965</b>	<b>\$ 384,473</b>	<b>\$ 283,649</b>

**DOWNTOWN DEVELOPMENT AUTHORITY FUND  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Community Development Department</b>					
<b>Downtown Development</b>					
Personnel	\$ 16,911	\$ 21,380	\$ 21,380	\$ 23,703	\$ 23,704
Supplies	535	1,100	1,100	1,100	1,100
Other Operating	39,455	144,267	150,686	156,300	156,300
Operating Transfers	92,181	96,394	96,394	115,494	133,994
<b>Downtown Development Total</b>	<b>149,082</b>	<b>263,141</b>	<b>269,560</b>	<b>296,597</b>	<b>315,098</b>
<b>DDA FUND TOTAL</b>	<b>\$ 149,082</b>	<b>\$ 263,141</b>	<b>\$ 269,560</b>	<b>\$ 296,597</b>	<b>\$ 315,098</b>

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

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

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

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

### **Program Activities**

To date, twenty-five brownfield sites have been approved. Environmental activities will be reimbursed from taxes captured from new development. The sites approved include Mason Run, Townes on Front Street, Battlefield Property, Riverbend Commons, Fifth Third Bank, Ventower, and Eye Surgeons Associates.

**BROWNFIELD REDEVELOPMENT AUTHORITY  
FUND BALANCE TREND**

	<b>Actual FY15-16</b>	<b>Budget FY16-17</b>	<b>Projected FY16-17</b>	<b>Adopted FY17-18</b>	<b>Projection FY18-19</b>
<b>Revenue:</b>					
General Revenue:					
General Government	\$ 6,505	\$ 6,000	\$ 9,500	\$ 10,000	\$ 10,000
Community Development	649,615	558,843	526,526	460,872	469,295
<b>Total Revenue</b>	<b>656,120</b>	<b>564,843</b>	<b>536,026</b>	<b>470,872</b>	<b>479,295</b>
<b>Total Expenditures</b>	<b>527,160</b>	<b>583,878</b>	<b>569,431</b>	<b>552,338</b>	<b>586,906</b>
Excess (Deficiency of Revenues) over Expenditures	128,960	(19,035)	(33,405)	(81,466)	(107,611)
<b>Beginning Fund Balance</b>	<b>531,012</b>	<b>659,972</b>	<b>659,972</b>	<b>626,567</b>	<b>545,101</b>
<b>Ending Fund Balance</b>	<b>\$ 659,972</b>	<b>\$ 640,937</b>	<b>\$ 626,567</b>	<b>\$ 545,101</b>	<b>\$ 437,490</b>

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
EXPENDITURE DETAIL**

	<b>Actual FY15-16</b>	<b>Budget FY16-17</b>	<b>Projected FY16-17</b>	<b>Adopted FY17-18</b>	<b>Projection FY18-19</b>
<b>Community Development Department Brownfield Redevelopment</b>					
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating	319,883	376,600	367,360	351,581	354,650
Debt Services	207,277	207,278	202,071	200,757	232,256
<b>Brownfield Redevelopment Total</b>	<b>527,160</b>	<b>583,878</b>	<b>569,431</b>	<b>552,338</b>	<b>586,906</b>
<b>B.R.A Fund Total</b>	<b>\$ 527,160</b>	<b>\$ 583,878</b>	<b>\$ 569,431</b>	<b>\$ 552,338</b>	<b>\$ 586,906</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 FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
General Revenue:					
General Government	\$ 349,555	\$ 304,590	\$ 304,590	\$ 400,000	\$ 400,000
Program Services Revenue:					
Community Development	476,415	359,000	359,000	480,000	480,000
Capital Grants					
Community Development	4,565	-	-	602,550	-
<b>Total Revenue</b>	<b>830,535</b>	<b>663,590</b>	<b>663,590</b>	<b>1,482,550</b>	<b>880,000</b>
<b>Total Expenditures</b>	<b>954,165</b>	<b>676,728</b>	<b>676,728</b>	<b>880,000</b>	<b>880,000</b>
Excess (Deficiency of Revenues) over Expenditures	(123,630)	(13,138)	(13,138)	602,550	-
<b>Beginning Net Assets</b>	<b>3,200,245</b>	<b>3,076,615</b>	<b>3,076,615</b>	<b>3,063,477</b>	<b>3,666,027</b>
<b>Ending Net Assets</b>	<b>\$ 3,076,615</b>	<b>\$ 3,063,477</b>	<b>\$ 3,063,477</b>	<b>\$ 3,666,027</b>	<b>\$ 3,666,027</b>

**PORT OF MONROE  
EXPENDITURE SUMMARY**

	Actual FY15-16	Budget FY16-17	Projected FY16-17	Adopted FY17-18	Projection FY18-19
<b>Community Development Dept.</b>					
<b>Port Operations</b>					
Personnel Services	\$ 218,177	\$ 204,845	\$ 204,845	\$ 267,595	\$ 267,595
Supplies	53,264	54,000	54,000	54,000	54,000
Other Operating	651,514	394,745	394,745	525,155	525,155
Debt Service	31,210	23,138	23,138	33,250	33,250
<b>Port Operations Total</b>	<b>954,165</b>	<b>676,728</b>	<b>676,728</b>	<b>880,000</b>	<b>880,000</b>
<b>Port of Monroe Total:</b>	<b>\$ 954,165</b>	<b>\$ 676,728</b>	<b>\$ 676,728</b>	<b>\$ 880,000</b>	<b>\$ 880,000</b>

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

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



## **PERSONNEL SUMMARY**

<b>FY2018</b>			
<b>Budgeted Full-time and Regular Part-time Positions</b>			
<b>FY2018 Adopted Budget</b>	<b>Classification</b>	<b>FY2017 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	Communication, Culture, & Community Promotion Dir.	1.000	-
2.000	Economic/Downtown Development Coordinator	-	2.000
1.000	Executive Secretary	1.000	-
<b>5.000</b>	<b>Total City Manager's Office</b>	<b>3.000</b>	2.000
	<b>Clerk/Treasurer's Office</b>		
1.000	Clerk/Treasurer	1.000	-
1.000	Deputy City Treasurer	1.000	-
1.000	Deputy City Clerk	1.000	-
1.000	Cashier	-	1.000
1.000	Secretary/Clerical Assistant	1.000	-
<b>5.000</b>	<b>Total Clerk/Treasurer's Office</b>	<b>4.000</b>	1.000
	<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	0.600	0.400
1.000	Payroll Clerk	1.000	-
<b>3.900</b>	<b>Total Finance Department</b>	<b>3.500</b>	<b>0.400</b>
	<b>Human Resources Department</b>		
1.000	Human Resources Director	1.000	-
1.000	Administrative Assistant	0.600	0.400
<b>2.000</b>	<b>Total Personnel</b>	<b>1.600</b>	<b>0.400</b>
	<b>Engineering Department</b>		
0.500	Director of Engineering and Public Services	0.500	-
3.000	Engineering Technician	3.000	-
-	Survey Crew Leader	1.000	(1.000)
1.000	CAD-GIS Section Leader	1.000	-
1.000	Departmental Aide	1.000	-
<b>5.500</b>	<b>Total Engineering Department</b>	<b>6.500</b>	<b>(1.000)</b>

<b>FY2018 Adopted Budget</b>	<b>Classification</b>	<b>FY2017 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Public Safety Division</b>		
1.000	Police Chief	1.000	-
-	Deputy Police Chief	1.000	(1.000)
3.000	Police Captain	2.000	1.000
6.000	Lieutenant Public Safety Officer	6.000	-
30.000	Public Safety Officer/Patrol Officer (including Corporals)	33.000	(3.000)
2.680	Police Cadets	2.680	-
1.000	Chief of Fire	1.000	-
2.000	Fire Mechanic	2.000	-
3.000	Fire Captain	3.000	-
3.000	Fire Lieutenant	3.000	-
10.000	Firefighter	7.000	3.000
3.000	Clerk	3.000	-
0.500	Property Clerk	0.500	-
<b>65.180</b>	<b>Total Public Safety Division</b>	<b>65.180</b>	<b>-</b>
	<b>Department of Public Service Operations Division</b>		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	Forestry & Grounds Supervisor	-	1.000
1.000	DPS Job Leader	1.000	-
1.000	Forestry Job Leader	1.000	-
5.000	Heavy Equipment Operator	5.000	-
3.660	Maintenance Worker I	3.840	(0.180)
2.000	Maintenance Worker/Forestry	2.000	-
1.000	Receptionist/Clerk Typist	1.000	-
<b>17.160</b>	<b>Total Department of Public Service</b>	<b>16.340</b>	<b>0.820</b>
	<b>Community Development Department City Hall Grounds Division</b>		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
1.000	Custodian	1.000	-
<b>1.380</b>	<b>Total City Hall Grounds Division</b>	<b>1.380</b>	<b>-</b>
	<b>Zoning/Ordinance Enforcement Division</b>		
0.250	Community Development Director	0.125	0.125
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
0.250	Electrical/Code Inspector	0.250	-
0.300	Property Maintenance and Zoning Inspector	0.600	(0.300)
0.500	Building/Zoning Inspector II	0.250	0.250
<b>1.580</b>	<b>Total Zoning/Ordinance Enforcement Division</b>	<b>1.505</b>	<b>0.075</b>

<b>FY2018 Adopted Budget</b>	<b>Classification</b>	<b>FY2017 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Planning Division</b>		
0.750	Community Development Director	0.750	-
-	Planner II	1.000	(1.000)
1.000	Planner	1.000	-
0.600	Secretary/Clerical Assistant	0.430	0.170
<b>2.350</b>	<b>Total Planning Division</b>	<b>3.180</b>	<b>(0.830)</b>
<b>5.310</b>	<b>Total Community Development Department</b>	<b>6.065</b>	<b>(0.755)</b>
	<b>Parks and Recreation Recreation Division</b>		
-	Community Development Director	0.125	(0.125)
1.000	Recreation Manager	1.000	-
1.000	Recreation Programmer	-	1.000
-	Recreation Secretary	0.600	(0.600)
<b>2.000</b>	<b>Total Recreation Division</b>	<b>1.725</b>	<b>0.275</b>
	<b>Recreation-Parks Maintenance Division</b>		
1.000	Parks Maintenance Supervisor	1.000	-
1.340	Maintenance Worker I	1.160	0.180
<b>2.340</b>	<b>Total Recreation-Parks Maintenance Division</b>	<b>2.160</b>	<b>0.180</b>
	<b>Multi-Sports Complex</b>		
1.000	General Manager	-	1.000
1.000	Assistant Manager	-	1.000
<b>2.000</b>	<b>Total Multi-Sports Complex</b>	<b>-</b>	<b>2.000</b>
<b>6.340</b>	<b>Total Parks &amp; Recreation Department</b>	<b>3.885</b>	<b>2.455</b>
<b>118.390</b>	<b>Total General Fund</b>	<b>113.070</b>	<b>5.320</b>
	<b>Parking Meter Fund Police Department</b>		
1.500	Parking Enforcement Officer	1.500	-
<b>1.500</b>	<b>Total Police Department</b>	<b>1.500</b>	<b>-</b>
<b>1.500</b>	<b>Total Parking Meter Fund</b>	<b>1.500</b>	<b>-</b>
	<b>Building Safety Fund Safety Inspection Division</b>		
0.600	Building Official	0.600	-
2.100	Building/Zoning Inspector II	1.350	0.750
0.750	Electrical/Code Inspector	0.750	-
1.000	Plumbing/Heating Inspector	1.000	-
0.300	Property Maintenance and Zoning Inspector	0.600	(0.300)
1.740	Secretary/Clerical Assistant	1.310	0.430
<b>6.490</b>	<b>Total Safety Inspection Division</b>	<b>5.610</b>	<b>0.880</b>
<b>6.490</b>	<b>Total Building Safety Fund</b>	<b>5.610</b>	<b>0.880</b>

<b>FY2018 Adopted Budget</b>	<b>Classification</b>	<b>FY2017 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>-</b>
	<b>Treatment &amp; Disposal Division</b>		
0.500	Electrician	0.500	-
1.000	Chemist	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Chief Plant Operator	1.000	-
1.000	Wastewater Technician	1.000	-
7.000	Wastewater Plant Operator	7.000	-
1.000	Wastewater Centrifuge Operator	1.000	-
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.500	Lab Technician	1.500	-
-	Maintenance Worker	0.450	(0.450)
<b>16.500</b>	<b>Total Treatment &amp; Disposal Division</b>	<b>16.950</b>	<b>(0.450)</b>
	<b>Sanitary Sewers Maintenance Division</b>		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.000	Heavy Equipment Operator	1.000	-
<b>3.000</b>	<b>Total Sanitary Sewers Maintenance Division</b>	<b>3.000</b>	<b>-</b>
	<b>Pump Stations Maintenance Division</b>		
0.500	Wastewater Maintenance Supervisor	0.500	-
0.500	Electrician	0.500	-
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
<b>3.000</b>	<b>Total Pump Stations Maintenance Division</b>	<b>3.000</b>	<b>-</b>
<b>25.000</b>	<b>Total Wastewater Fund</b>	<b>25.450</b>	<b>(0.450)</b>

<b>FY2018 Adopted Budget</b>	<b>Classification</b>	<b>FY2017 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	-
2.000	Departmental Aide II	2.000	-
<b>3.500</b>	<b>Total Administration Division</b>	<b>3.500</b>	-
	<b>Filtration Plant Division</b>		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
<b>11.000</b>	<b>Total Filtration Plant Division</b>	<b>11.000</b>	-
	<b>Transmission &amp; Distribution Division</b>		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
2.000	Maintenance Worker II	2.000	-
<b>8.500</b>	<b>Total Transmission &amp; Distribution Division</b>	<b>8.500</b>	-
	<b>Meter Shop Division</b>		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Service Worker	2.000	-
1.000	Chief Meter Reader	1.000	-
<b>4.500</b>	<b>Total Meter Shop Division</b>	<b>4.500</b>	-
<b>27.500</b>	<b>Total Water Fund</b>	<b>27.500</b>	-
	<b>Information Systems Fund</b>		
	<b>Finance Department</b>		
0.100	Assistant City Manager/Finance Director	0.100	-
<b>0.100</b>	<b>Total Finance Department</b>	<b>0.100</b>	-
<b>0.100</b>	<b>Total Information Systems Fund</b>	<b>0.100</b>	-

FY2018 Adopted Budget	Classification	FY2017 Adopted Budget	Increase/ (Decrease)
	<b>Stores &amp; Equipment Fund</b>		
	<b>Department of Public Service</b>		
-	Stores & Equipment Coordinator	1.000	(1.000)
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>3.000</b>	<b>(1.000)</b>
<b>2.000</b>	<b>Total Stores &amp; Equipment Fund</b>	<b>3.000</b>	<b>(1.000)</b>
<b>180.980</b>	<b>Total Full Time and Regular Part-time Employees</b>	<b>176.230</b>	<b>4.750</b>



## **Capital Improvement Program**

**CITY OF MONROE  
CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2017-2018 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>ALCC</b>	ALCC Improvements						\$150,000	\$600,000	\$750,000	1
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$600,000</b>	<b>\$750,000</b>	
<b>Engineering Streets</b>	N. Macomb Resurfacing - Elm to Grove (Fed.)		\$209,000				\$266,000	\$25,000	\$500,000	2
	W. First St Reconstruction - Harrison to S Monroe		\$25,000						\$25,000	
	Kentucky Reconstruction - Fourth to First		\$25,000				\$245,000	\$50,000	\$320,000	19
	Conant Ave Resurfacing - Wood to E Third		\$430,000						\$430,000	
	W. Lorain Reconstruction - John Rolfe to Telegraph						\$490,000	\$25,000	\$515,000	19
	W. Lorain Reconstruction - West End to Donnalee						\$300,000		\$300,000	19
	Lemerand St Resurfacing - N. Monroe to N. Macomb						\$210,000		\$210,000	19
	John Rolfe Dr Reconst - South of Crest Ln to Donnalee Dr						\$210,000		\$210,000	19
	Cranbrook Blvd Reconstruction - Armitage to Payson						\$320,000		\$320,000	19
	S. Macomb St Reconstruction - E First to E Front						\$120,000		\$120,000	19
	Stone St Resurfacing - S Telegraph to W Front						\$270,000		\$270,000	19
	Jerome St Reconst - Woodland Cemetery to E Fourth						\$150,000		\$150,000	20
	Ternes Dr - N Dixie Hwy to 900 ft South			\$225,000					\$225,000	
	Union St Resurfacing - W. Eighth to W. Third						\$340,000		\$340,000	19
<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$914,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,921,000</b>	<b>\$100,000</b>	<b>\$3,935,000</b>		
<b>Infrastructure</b>	Winchester Bridge						\$1,925,000	\$75,000	\$2,000,000	15
	City Hall/LET Transfer Area Renovation	\$25,000					\$137,500	\$47,500	\$210,000	5, 18
	Sidewalk Replacement Program	\$50,000							\$50,000	
	Gateway Beautification Program	\$75,000						\$120,000	\$195,000	
	<b>SUB-TOTAL</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,062,500</b>	<b>\$242,500</b>	<b>\$2,455,000</b>	
<b>Fire</b>	Utility/Echo Replacement						\$65,000		\$65,000	
	Engine 2 Replacement	\$75,000						\$50,000	\$125,000	
	<b>SUB-TOTAL</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$50,000</b>	<b>\$190,000</b>	
<b>Recreation/ Parks</b>	MMSC Brine Pump Replacement for 3 Units						\$20,000		\$20,000	21
	Munson Park Garage Roof Skylight Replacement	\$13,000							\$13,000	
	Veterans Park Restroom Tile	\$18,000							\$18,000	
	<b>SUB-TOTAL</b>	<b>\$31,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$51,000</b>	
<b>Wastewater</b>	Roof Replacement - Equip, Admin & Gallery Bldgs				\$110,000				\$110,000	
	Sanitary Sewer Rehabilitation				\$165,000				\$165,000	
	Pump Station Rehabilitation - Stony Pointe #1				\$125,000				\$125,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	
<b>Water Distribution Division</b>	Water Distribution System Replacement/Rehab				\$1,348,000				\$1,348,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,348,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,348,000</b>	
<b>Filtration</b>	Stand-By Power Generator Replacement				\$323,000			\$277,000	\$600,000	
	Water Treatment Plant Security Cam Replacement				\$20,000				\$20,000	
	East Reservoir Joint & Crack Repair				\$25,000				\$25,000	
	Cyanotoxin Testing Equipment Replacement				\$30,000				\$30,000	
	Water Treatment Plant Floor Removal and Replacement				\$27,000				\$27,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$425,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$277,000</b>	<b>\$702,000</b>	
<b>Water Partnership</b>	PAP: Addition of Raw Water Pump				\$142,000			\$510,312	\$750,000	

**CITY OF MONROE  
CAPITAL IMPROVEMENTS PROGRAM  
FISCAL YEAR 2017-2018 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>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$142,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$510,312</b>	<b>\$750,000</b>	

<b>FUND TOTALS</b>									
	General Fund	\$256,000							\$256,000
	Major Streets		\$914,000						\$914,000
	Local Streets			\$0					\$0
	Wastewater Enterprise Fund				\$400,000				\$400,000
	Water Enterprise Fund				\$1,773,000				\$1,773,000
	Raw Water Enterprise Fund				\$142,000				\$142,000
	Airport Fund					\$0			\$0
	Add / Alternate Funding						\$5,218,500		\$5,218,500
	Prior Funding				\$2,315,000			\$1,779,812	\$4,094,812
	<b>TOTAL PROJECT COSTS:</b>								<b>\$12,798,312</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		
(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		