



CITY OF
MONROE
Michigan

2022-2023 Budget

Adopted April 18, 2022

Robert E. Clark, Mayor

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

CITY OF MONROE

2022-23 BUDGET

Adopted April 18, 2022

MAYOR

Robert E. Clark

FIRST PRECINCT

Paula L. Whitman

SECOND PRECINCT

Deb Staelgraeve

THIRD PRECINCT

Kellie M. Vining

FOURTH PRECINCT

Michelle Germani

FIFTH PRECINCT

Brian Lamour

SIXTH PRECINCT

Andrew B. Felder

CITY MANAGER

Vincent Pastue

ASSISTANT CITY MANAGER/FINANCE DIRECTOR

Edward J. Sell Jr.

CITY OF MONROE
2022-2023
ANNUAL BUDGET
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BUDGET ORDINANCE

ORDINANCE 22-002

Budget Appropriation Act
July 1, 2022- June 30, 2023

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2023, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2022 and ending June 30, 2023 are hereby appropriated on a departmental and activity total basis as follows:

GENERAL GOVERNMENT

City Council	\$150,069
City Manager	319,105
Communications, Culture, Promotions	152,995
Assessor	308,976
Attorney	172,760
Clerk-Treasurer	479,637
Finance	521,529
Human Resources	336,242
Engineering	268,967
City Hall Grounds	345,507

TOTAL GENERAL GOVERNMENT **\$3,055,787**

PUBLIC SAFETY

Public Safety Command	1,073,539
Police	5,419,025
Fire	2,481,135
Parking Enforcement	115,134
Zoning/Code Enforcement	415,723

TOTAL PUBLIC SAFETY **\$9,504,556**

PUBLIC WORKS **\$2,598,707**

COMMUNITY AND ECONOMIC DEVELOPMENT **\$568,762**

CULTURAL-RECREATION

Library	\$65,000
Social Services	207,000
Public Access TV	143,000
Parks and Recreation	1,473,673

TOTAL CULTURAL-RECREATION **\$1,888,673**

CONTINGENCIES **\$100,000**

DEBT SERVICE **\$1,892,612**

TRANSFERS OUT **\$826,314**

TOTAL EXPENDITURES **\$20,435,411**

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

GENERAL FUND

General Revenue	\$18,689,043
Service Revenue	1,683,068
Operating Grants and Contributions	63,300

TOTAL REVENUES

\$20,435,411

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2022 through June 30, 2023 for the following funds in the amounts set forth below:

SUMMARY OF EXPENDITURES BY FUND

Major Street Fund	\$3,084,708
Local Street Fund	1,078,810
Municipal Street Fund	1,055,500
Refuse Fund	2,051,738
Economic Development Fund	0
Building Safety Fund	674,046
Corridor Improvement Authority	3,000
Budget Stabilization Fund	0
Drug Forfeiture Fund	10,058
Grant Fund	500,000
American Rescue Plan Act (ARPA)	9,041,825
Airport Fund	293,784
Expendable Trust Fund	41,000
Debt Service	696,296
Fire Station 1 Debt Service	422,275
Capital Project Fund	4,076,000
Wastewater Fund	8,925,419
Water Fund	10,462,482
Raw Water Partnership Fund	461,917
Information Systems	810,626
Stores & Equipment Fund	1,567,885
Employment Benefit Fund	2,573,191
Post-Retirement Health Care Fund	3,951,632
Insurance Fund	451,271
Downtown Development Authority	579,263
Brownfield Redevelopment Authority	749,984
Port of Monroe	1,217,000

TOTAL

\$54,779,710

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2022 through June 30, 2023 for the following enterprise and internal service type funds in the amounts set forth below:

SUMMARY OF CAPITAL EXPENDITURES BY FUND

Wastewater Department	\$1,522,250
Water Department	953,700
Raw Water Partnership Fund	140,000
Information Systems	119,000
Stores & Equipment Fund	355,000
TOTAL	\$3,089,950

Section 5. The City Council does hereby levy a tax of 14.6424 mills, or the maximum allowed by law, for the period of July 1, 2022 through June 30, 2023 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, 2022 through June 30, 2023 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 2.0155 mills for the period of July 1, 2022 through June 30, 2023 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 0.0513 mills for the period of July 1, 2022 through June 30, 2023 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, 2022 through June 30, 2023 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 levy a tax of 2.00 mills, or the maximum allowed by law, for the period of July 1, 2022 through June 30, 2023 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 improvement, repair, replacement and construction of roads, sidewalks, ramps, and pedestrian and bicycle trails and paths.

Section 11. The City Council does hereby, at the request of the Lake Erie Transportation Commission, levy a tax of .8909 mills for the period of July 1, 2022 through June 30, 2023 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 12. 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 13. The City Council does with the adoption of this ordinance approve the fees for service listed in Exhibit 1, effective July 1, 2022, to support the budget for the period July 1, 2022 through June 30, 2023. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated on or after July 1, 2022.

Section 14. The City Council does hereby amend the budget for the period of July 1, 2021 through June 30, 2022 to the projected budget amounts contained in the budget documents and narratives.

Section 15. 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 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 16.1. The Finance Director is hereby authorized to transfer \$1,373,622 from General Fund Assigned Fund Balance to General Fund Unassigned Fund Balance for the funding of early retirement plan costs paid on or about December 31, 2021.

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, 2022 through June 30, 2023, 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, 2022 through June 30, 2023 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 5, 2022
Public Hearing	April 18, 2022
Second Reading	April 18, 2022
Adoption	April 18, 2022
Publication	April 22, 2022




Michelle J. LaVoy
Clerk-Treasurer


Robert E. Clark
Mayor

EXHIBIT 1

SERVICE	CURRENT FEE		NEW FEE JULY 1, 2022	
Wastewater Commodity Rate	\$ 4.36	\$ 4.36	\$ 4.45	\$ 4.45
Wastewater Treated Effluent Rate &/CCF	\$ -	\$ -	\$ 0.50	\$ 0.50
	Quarterly	Monthly	Quarterly	Monthly
Meter Size				
5/8"	\$ 5.90	\$ 1.97	\$ 6.30	\$ 2.10
3/4"	8.85	2.96	9.45	3.15
1"	14.75	4.93	15.75	5.25
1-1/4"	20.65	6.90	22.05	7.35
1-1/2"	29.50	9.85	31.50	10.50
2"	47.20	15.76	50.40	16.80
2-1/2"	64.90	21.67	69.30	23.10
3"	88.50	29.55	94.50	31.50
4"	147.50	49.25	157.50	52.50
6"	295.00	98.50	315.00	105.00
8"	472.00	157.60	504.00	168.00
10"	678.50	226.55	724.50	241.50
12"	1,268.50	423.55	1,354.50	451.50
Wastewater Bond Recovery Charge	Quarterly	Monthly	Quarterly	Monthly
Meter Size				
5/8"	\$ 15.10	\$ 5.03	\$ 14.70	\$ 4.90
3/4"	22.65	7.54	22.05	7.35
1"	37.75	12.57	36.75	12.25
1-1/4"	52.85	17.60	51.45	17.15
1-1/2"	75.50	25.15	73.50	24.50
2"	120.80	40.24	117.60	39.20
2-1/2"	166.10	55.33	161.70	53.90
3"	226.50	75.45	220.50	73.50
4"	377.50	125.75	367.50	122.50
6"	755.00	251.50	735.00	245.00
8"	1,208.00	402.40	1,176.00	392.00
10"	1,736.50	578.45	1,690.50	563.50
12"	3,246.50	1,081.45	3,160.50	1,053.50
Wastewater Septic Dumping Rate/Gallon	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.07
Wastewater BOD Surcharge Rate>200mg/l per lb.	\$ 0.34	\$ 0.34	\$ 0.34	\$ 0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	\$ 0.22	\$ 0.22	\$ 0.22	\$ 0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	\$ 0.95	\$ 0.95	\$ 0.95	\$ 0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,050.00	\$ 1,050.00	\$ 1,100.00	\$ 1,100.00
Tenant Responsibility Security Deposit - Water Only	\$ 500.00	\$ 500.00	\$ 525.00	\$ 525.00
Call-Out and Turn-On Fees (Regular Hours)	\$ 65.00	\$ 65.00	\$ 70.00	\$ 70.00
Call-Out and Turn-On Fees (Overtime Hours)	\$ 115.00	\$ 115.00	\$ 160.00	\$ 160.00
Call-Out and Turn-On Fees (Double-Time Hours)	\$ 150.00	\$ 150.00	\$ 270.00	\$ 270.00
Rental Inspection Fee - inspected every three years	\$ 110.00	\$ 110.00	\$ 110.00	\$ 110.00
Rental Inspection Reinspection Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Missed Inspection Fee	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Rental Inspection Late Payment Penalty	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.	30 days late - charges double, 60 days late - charges double again. Unpaid charges become lien on the property.

SERVICE	CURRENT FEE		NEW FEE JULY 1, 2022	
	Quarterly	Monthly	Quarterly	Monthly
WATER RATES AND FEES				
Debt Service Charge**				
Meter Size				
5/8"	\$ 8.00	\$ 2.67	\$ 10.00	\$ 3.33
3/4"	12.03	4.01	15.03	5.01
1"	20.04	6.68	25.04	8.35
1 1/4"	28.05	9.35	35.05	11.68
1 1/2"	40.06	13.35	50.05	16.68
2"	64.11	21.37	80.10	26.70
2 1/2"	100.16	33.39	125.14	41.71
3"	140.22	46.74	175.19	58.40
4"	240.38	80.13	300.33	100.11
6"	500.80	166.93	625.70	208.57
8"	721.13	240.38	900.98	300.33
10"	1,161.82	387.27	1,451.58	483.86
12"	1,722.69	574.23	2,152.33	717.44
Fire Line Rates Inside City Limits				
Meter Size				
5/8"	\$ 0.53	\$ 0.18	\$ 0.69	\$ 0.23
3/4"	0.85	0.28	1.11	0.37
1"	1.82	0.61	2.37	0.79
1 1/4"	3.27	1.09	4.25	1.42
1 1/2"	5.29	1.76	6.88	2.29
2"	11.27	3.76	14.65	4.88
2 1/2"	20.26	6.75	26.34	8.78
3"	32.73	10.91	42.55	14.18
4"	69.74	23.25	90.66	30.22
6"	202.59	67.53	263.37	87.79
8"	431.72	143.91	561.24	187.08
10"	776.37	258.79	1,009.28	336.43
12"	1,254.06	418.02	1,630.28	543.43
Fire Line Rates Outside City Limits				
Meter Size				
5/8"	\$ 1.06	\$ 0.35	\$ 1.38	\$ 0.46
3/4"	1.70	0.57	2.22	0.74
1"	3.64	1.21	4.74	1.58
1 1/4"	6.54	2.18	8.50	2.83
1 1/2"	10.58	3.53	13.76	4.59
2"	22.54	7.51	29.30	9.77
2 1/2"	40.52	13.51	52.68	17.56
3"	65.46	21.82	85.10	28.37
4"	139.48	46.49	181.32	60.44
6"	405.18	135.06	526.74	175.58
8"	863.44	287.81	1,122.48	374.16
10"	1,552.74	517.58	2,018.56	672.85
12"	2,508.12	836.04	3,260.56	1,086.85
Water Commodity Rate**	\$ 2.14	\$ 2.14	\$ 2.20	\$ 2.20
**-Rates Doubled Outside City Limits or Per Agreement				
Water Administrative Fee	\$ 8.00	\$ 2.67	\$ 8.00	\$ 2.67
Quarterly Pump Surcharge Rate	\$ 0.16	\$ 0.16	\$ 0.18	\$ 0.18
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%

SERVICE	CURRENT FEE		NEW FEE	
Water System Development Fees			JULY 1, 2022	
Meter Size				
5/8"***	\$3,000		\$3,000	
3/4"	4,500		4,500	
1"	7,500		7,500	
1 1/4"	10,500		10,500	
1-1/2"	15,000		15,000	
2"	24,000		24,000	
3"	52,500		52,500	
4"	90,000		90,000	
6"	187,500		187,500	
8"	270,000		270,000	
10"	435,000		435,000	
12"	645,000		645,000	
Utility Bill Returned Payment Fee	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Airport Hangar Rental Monthly Fees				
End Cap T Hangar 1-12	\$50.00		\$50.00	
End Cap T Hangar 13-33	75.00		75.00	
T Hangar 1-12	175.00		175.00	
T Hangar 13-33	275.00		275.00	
Box Hangar 353 East	325.00		325.00	
Box Hangar 353 West	450.00		450.00	
Box Hangar 365	600.00		600.00	
Parking Fines				
Violation Meter Parking	\$20.00		\$20.00	
Violation 15 min Parking Ordinance	20.00		20.00	
Violation 1 hour Parking Ordinance	20.00		20.00	
Violation 2 hour Parking Ordinance	20.00		20.00	



INTRODUCTION



March 31, 2022

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2022-23 operating budget for the City of Monroe is presented for your consideration with a requested adoption by the City Council on April 18, 2022. This budget was prepared in accordance with State of Michigan statutes and Monroe City Charter requirements. It conforms in all material respects 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 2021-22 and the operating and capital budget for fiscal year 2022-23 that will be approved with the adoption of the budget ordinance. The budget ordinance also includes an exhibit that displays new fees and utility rates that will be effective on July 1, 2022.

The budget for the 2023 fiscal year continues the City's use of a multi-year budgeting process that was started with the 2018 budget process. For the 2023 budget process, the budget for the General Fund was projected for a five year period through fiscal year 2026-27. The other funds were projected over a three year period through fiscal year 2024-25.

In the short term, the budget presented is stable and balanced, but a major focus for the future will be the property tax revenue generated by the DTE Energy coal plant property. We have met our goal of providing organizational stability through the tax appeal process and must now deal with long term revenue reductions and the ultimate decommissioning or conversion of the plant in the next 20-25 years. The current tax appeal settlement ends with the 2025-26 fiscal year.

The budget presented allows the City to continue with following steps that will help to deal with the future financial concerns:

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

The budget presented is transformational in many respects as we begin to make operating changes that will affect services provided to the citizens of Monroe. Some of those transformational items are:

- Transition public safety to new unified command structure
- Transition Economic Development, Community Development, and Parks and Recreation to new organizational structure
- Focus Parks and Recreation on events, park upgrades, and maintenance
- Allocation and expenditure of significant federal and state funding
- Elimination of long term structural deficits due to the DTE tax appeal settlement

In addition to the items funded in the 2022-23 budget, there are longer term projects and issue that are in need of funding or funding in amounts greater than what was included in the budget. Those projects include:

- Navarre Library/Opportunity Center Building Project
- Martin Luther King Jr. Bridge Renovation
- River Raisin National Battlefield Park Facility Improvements
- Police Operation Building Construction
- Port of Monroe Capital Projects
- Trail Projects

The budget was developed to continue 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:

- Explore feasibility of issuing a city-wide newsletter
- Continue brand implementation
- Continue developing emergency information program
- Economic development goals
- Quality of life initiatives
- Continued aggressive infrastructure maintenance funding
- Expanded use of information technology for customer service and information management
- Continued organizational development with a focus on customer experience

The General Fund budget as recommended for fiscal year 2022-23 has revenue equaling expenditures in the amount of \$20,435,411. The five year projection includes a budget with a small structural deficit in years 2-4 primarily due to transitional issues and a projection for revenue equaling expenditures in year 5.

Total revenue in the General Fund is projected to increase by 4.4% for the 2022-23 fiscal year when compared to the original budget for the prior year. The increase is primarily due to a small increase in property tax revenue, revenue sharing, and interest on investments; and budgeting \$500,000 in surplus personal property tax reimbursement funding. Property taxes account for 69% of the revenue budgeted in the General Fund. State shared revenue, which includes personal property tax reimbursements, accounts for another 17% of the revenue budgeted in the General Fund.

The recommended expenditure budget for the General Fund for fiscal year 2022-23 is \$863,195, or 4.4%, higher than the fiscal year 2022 budget expenditures as originally adopted. The budgeting of surplus personal property tax reimbursement funding for capital expenditures, movement of the Parking Fund and Cemetery Fund to the General Fund, and an increase in retirement benefit costs primarily due to transition issues were the main reasons for the increase. Some specific items of note are as follows:

1. New costs added for defined contribution retirement plan and vision insurance additions
2. Critical public safety infrastructure study budgeted - \$50,000
3. Two subarea plans budgeted - \$60,000
4. Legal retainer for blight issues continued - \$30,000
5. Parking Fund move to General Fund adds \$75,000 subsidy
6. Internal vehicle rental costs increased 7-8%
7. Training budget for CPC increased
8. Debt payment budgeted (\$104,000) for improvements at River Raisin National Battlefield Park Visitor Center
9. Overall public safety budget decreases \$550,000 in each of the last two years of the five year projection

General Fund fund balance continues to remain strong with ending fund balance as of June 30, 2023 estimated at 27% of expenditures. When the Budget Stabilization Fund is included, fund balance exceeds 36% of expenditures. Through the five year projection, General Fund Fund Balance is projected to end at 24% of expenditures and when the Budget Stabilization Fund is added in, 34% of expenditures. Fund Balance does include some non-spendable land items that would reduce the total at June 30, 2023 to 23% and 21% at June 30, 2027.

Personnel costs are the largest part of the budgeted expenditures at 60% of the total. The budget allows for all full-time and regular part-time employees to receive a bonus payment in July 2022, but no increase in base wage compensation effective July 1, 2022. All bargaining agreements, except for one, were in place and effective for the new fiscal year and the budget was prepared with those parameters. Due to transition costs related to the creation of a defined contribution plan, personnel cost in total increased \$379,249 or 2.0%.

Pension costs increased slightly for the 2022-23 fiscal year from \$2.156 million to \$2.218 million. Of the \$2.218 million pension contribution budgeted, \$1.724 million is budgeted in the General Fund, a decrease of \$34,000. The City did begin a defined contribution plan on January 1, 2022 for employees hired after that date and hybrid pension members. The budgeted employer contribution amount for the 2022-23 fiscal year is \$302,035.

The retiree-health care contribution recommended by the plan's actuary decreased from \$775,629 to \$0. In previous years prior to issuing bonds to fund the system, the recommended contribution had exceeded \$3.9 million. The system is now 143.3% funded primarily due to the conversion of Medicare eligible retirees to a Medicare Advantage plan. Due to the over funding, no employer contribution has been budgeted towards the retiree-health care plan. While this budget proposes to fund 179.82 full-time and regular part-time public service employees, there are

now over 290 former city employees or their dependents receiving pension benefits and 249 receiving health-care benefits.

The total number of full-time and regular part-time employees budgeted will decrease by 2.85 FTE to 179.82 full-time equivalent employees (FTE) for the 2022-23 fiscal year. This number does not include seasonal or temporary employees. The 2.85 FTE decrease is detailed in the following table.

Human Resources Administrative Assistant	0.50
Clerk/Treasurer Deputy Clerk/Treasurer 1	(0.50)
Public Safety Positions	(4.70)
Special Events Programmer	0.60
Downtown Development Coordinator	(0.75)
Economic Development Specialist	1.00
Community Development Director	(1.00)
Planning & Zoning Administrator	1.00
Neighborhood Improvement Specialist	1.00

Additional reductions of 2-3 public safety positions will occur in future fiscal years to fully adopt the public safety staffing model approved by the City Council.

The average cost of a full-time employee is \$110,967, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$116,823. If funding for the underfunded pension system liability (which also includes liabilities incurred for current retirees) is removed the average cost is reduced to \$104,671 for all full-time employees, and \$108,811 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

	2022-23	2021-22	2020-21	2019-20
Average Cost of Full-time Employee				
All Funds	\$ 110,967	\$ 107,546	\$ 107,100	\$ 105,532
General Fund Only	116,823	115,547	115,560	110,510

Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$973,302,400. This represents a 1.14% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2022. The tax appeal settlement with DTE accounts for \$11.5 million in reduced taxable value. If that reduction was not in place, equivalent taxable value would have increased approximately 2.3%.

Residential taxable value increased again this year by 6.03% after increasing by 3.22% last year. Total ad valorem real property taxable value increased by 3.81% due to increases in both residential and commercial taxable values.

Millage Levies

The proposed budget for fiscal year 2022-23 recommends that the total City Charter authorized general millage of 14.6424 mills be levied (i.e. 15 mills less Headlee roll-backs), which is the same as the previous year.

The fire station millage, authorized by voters in November 2016, will be levied in the full amount of .47 mill and will be used for paying the bond debt service on the new fire station.

A millage in the amount of .0513 mill will be levied for the funding of economic development publicity and advertising activities as allowed in Public Act 359 of 1925. The millage is limited to the generation of \$50,000 in revenue by the public act.

The Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, will continue at the full millage authorized by voters of 0.52 mill for fiscal year 2022-23. The millage rate will be monitored over the remaining life of the bonds issued to finance the projects to determine if the rate can be reduced from the full level.

The Refuse Fund millage will be levied at 2.0155 mills, which is the same as the prior year. The Refuse Fund balance is estimated to be at approximately \$75,000 by the end of the 2023-24 fiscal year based on current projections. The goal for the fund is to maintain a minimum of \$75,000 in fund balance. With future decreases in taxable value, the millage will likely increase moderately in future fiscal years.

The budget recommends approving the road millage that was approved for the first time in November 2020 to be levied at its full amount of 2.0 mills. The millage will be deposited into the Municipal Street Fund and will be used to fund the capital projects listed in the Capital Improvement Program budget.

The City Council also approves the millage rate to be levied for the Lake Erie Transit Commission (LETC). The rate requested for 2022-23 is .8909 mill, a decrease of .0109 mill. The total of all of the City millage levies for the 2022-23 fiscal year will be 20.5901, including LETC. This is a decrease of .0115 over the fiscal year 2021-22 levies, primarily due to the LETC and Economic Development decreases. The property tax administration fee of 1.0%, charged on all millages collected by the City, will also continue.

Special Revenue Funds

Special Revenue Funds are used to budget for revenue proceeds meant for specific purposes and are legally restricted to expenditures for those purposes. Twelve 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. It is anticipated that the revenue source will increase at approximately 2% per year over the next three years.

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

The *Municipal Street Fund* was a new fund for the 2021-22 budget year. The fund was set up to receive the proceeds of the road millage approved in November 2020. The proceeds will be used to fund Major Street, Local Street, sidewalk, and pathway improvements. The millage is estimated to provide \$1.9 million in funding for the 2022-23 fiscal year.

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

The *Parking Fund* is being closed to the General Fund during the 2021-22 fiscal year. In the past, it had accounted for the maintenance and partial funding of capital improvements for the City's parking lots. It had also provided for parking enforcement of all parking ordinances. Funds for this account had been derived from meter revenue and parking fines. The fund is being closed due to poor revenue generation and the activities will now be accounted for in the General Fund.

The *Economic Development Fund* provides seed money for various development projects or to provide local match for grant applications. The fund provided start-up resources to the Brownfield Redevelopment Authority. This fund is also used to account for the revenue and expenditure of major projects such as the Mason Run, Townes on Front Street and the River Raisin Battlefield environmental response activities where federal or state funds have been received to fund those activities. The fund will also pick up some of the costs associated with purchasing properties to expand the National Battlefield Park that are not eligible to be covered by the Michigan Natural Resources Trust Fund grant.

The *Building Safety Fund* was created as required by Public 230 of 1972, as amended by Public Act 245 of 1999. The statute requires that fees generated by the operation of the Building Department for construction code enforcement activities be used only for the operation of that department and should be accounted for in a separate fund. Fees charged for construction code activities were increased in 2018. City administration is monitoring the results of the 2018 increase before any further action on fees is recommended. The fund has had lower than budgeted revenues in recent years and the fund's performance will need to be monitored.

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 *American Rescue Plan Act (ARPA) Fund* is used to account for the federal funding provided to the City to help to offset the negative effects of the COVID-19 pandemic. The City will receive approximately \$11.4 million. The funds are expected to be used on storm sewer infrastructure, park improvements, public safety premium pay, cybersecurity modernization, and other public services that are eligible under ARPA.

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

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

Enterprise Funds

The Enterprise Funds consist of the *Water, Raw Water Partnership, and Wastewater*. These funds must be accounted for and operated in a manner similar to a private business. Revenues to operate these enterprises are derived from charges to system users for services rendered. Declining water usage has been a challenge when setting fee levels for both the Water and Wastewater systems. Besides normal operating costs, there is the added task 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 \$1,522,250 in projects this year. The commodity charge is recommended to increase to \$4.45 per ccf. The system maintains a low user fee compared to other systems of its size.

The *Water Fund* continues to maintain a healthy financial position. The Water Fund's capital improvements for fiscal year 2022-23 amount to \$953,700. 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 are recommended to change for the 2022-23 fiscal year. The water commodity rate is recommended to increase from \$2.14 to \$2.20 for City customers. Rates are normally doubled for customers outside of the city. The rates charged for services by the Water system remain very competitive and affordable when compared to surrounding communities and median household income.

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

Internal Service Funds

Internal Service Funds include *Stores and Equipment*, *Information Systems*, *Employee Benefit*, and *Insurance*. This group of funds provides service to other funds and departments 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. The fund has the need to replace many large pieces of equipment in the future and rental rates charged by the fund or supplemental funding will be needed to keep the fund financially healthy. The City began a leasing arrangement for vehicles during the 2018-19 fiscal year that is expected to provide a financial benefit to the fund to help free up funds for other capital replacement needs. The leasing arrangement will add police department vehicles to the program in fiscal year 2022-23.

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

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

The *Insurance Fund* is used to account for general property and liability insurance costs. Each fund contributes to the Insurance Fund based upon an allocation of the insurance premium costs and the Insurance Fund secures coverage for the entire city. Insurance deductible payments related to claims against the City are also paid from this fund. During fiscal year 2018-19, additional cyber liability insurance was added to adequately protect the City from an ever expanding threat.

Debt Service Funds

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

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

Capital Project Fund

The *Capital Project Fund* is used to account for capital projects, which are larger cost items (at least \$10,000) and have a useful life of five years or more. The Capital Improvement Project budget was adopted in February as a planning tool. Funding for Capital Projects come from a variety of sources including the General Fund, Major and Local Street Funds, Municipal Street Fund, 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 2023 General Fund capital project budget of \$1.119 million. Over \$49 million in capital projects were requested for the 2023 fiscal year, with funding being allocated in the amount of \$32.1 million. The largest amount not funded was \$7.644 million for the Opportunity Center and Navarre Library Expansion.

Cemetery Fund

The *Cemetery Fund* was established to account for the Woodland Cemetery. Due to new accounting rules, the fund's activity will now be accounted for in the General Fund. The cemetery is operated through a contractual relationship with Roselawn Cemetery to maintain Woodland Cemetery. The fund perpetual care funds that have been set aside for the cemetery will continue to be tracked and accounted for in the General Fund.

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*, *Corridor Improvement Authority*, 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. While the City had historically failed to adequately fund this liability, beginning in fiscal year 2013 the City Council began to fully fund the actuarially required contribution, using the revenue derived from the levy of the remaining Charter authorized millage. As previously mentioned, the City issued bonds in June 2016 to fund approximately 82% of the unfunded liability. In 2020, the Medicare eligible retirees were moved to a Medicare Advantage Plan to help to reduce costs. Due to all these changes and good investment performance, the Retiree Healthcare Trust was 143.3% funded as determined by the December 31, 2020 actuarial valuation.

Conclusion

The combination of Monroe being a mature, “built-out” community along with the statutory limitations on property tax growth and reductions in revenue sharing from the State of Michigan make revenue growth the number one issue for the City of Monroe to deal with. Certain expenditures increase at a greater percentage than our revenue. The demand for infrastructure improvements often exceed available funding.

Taxable values have seen some growth in recent years. State revenue sharing increases have been small and the revenue is still substantially less than what had been received about fifteen years ago. In addition to those concerns, we must deal with reduced property tax revenue from our largest tax payer and the future closure or conversion of the coal electric plant. Fiscal caution and planning for our fiscal future will be important to keep the City’s budget picture fiscally sustainable.

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

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

- The Government Finance Officers Association of the United States and Canada (GFOA) has presented a “Certificate of Achievement for Excellence in Financial Reporting.” This is the twenty-first 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 2021, the City of Monroe was recognized as one of 2021’s best-performing small cities by the Milken Institute, an objective and nonpartisan research institute. Monroe was listed as #187 out

of 201 chosen communities and #5 out of 7 Michigan cities in the study.

- The City of Monroe has been recognized by the Arbor Day Foundation as a 2020 Tree City USA in honor of its commitment to effective urban forest management. The City has received the award for twenty-three (23) consecutive years.
- For the 2019 navigation season, the Port of Monroe received the Robert J. Lewis Pacesetter Award from the US Saint Lawrence Seaway Development Corporation (SLSDC) for registering increases in international cargo shipped through the Port. The SLSDC Pacesetter Award was established in 1992 to recognize the achievements of U.S. ports whose activities resulted in increasing international tonnage shipped through the St. Lawrence Seaway, excluding Canada, in comparison to the previous year.
- The City of Monroe's Commission on the Environment and Water Quality (COTE) and River Raisin Area of Concern's mini documentary film, *River Raisin Legacy Project*, has won Gold in the 2021 dotCOMM Awards. The dotCOMM Awards is an international competition honoring excellence in web creativity and digital communication. The film details the extensive remediation, restoration and revitalization efforts over the past three decades. This effort, called the River Raisin Legacy Project, illustrates the cleanup work, habitat restoration, remediation and recreational enhancements among many other projects and activities.

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

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

Sincerely,

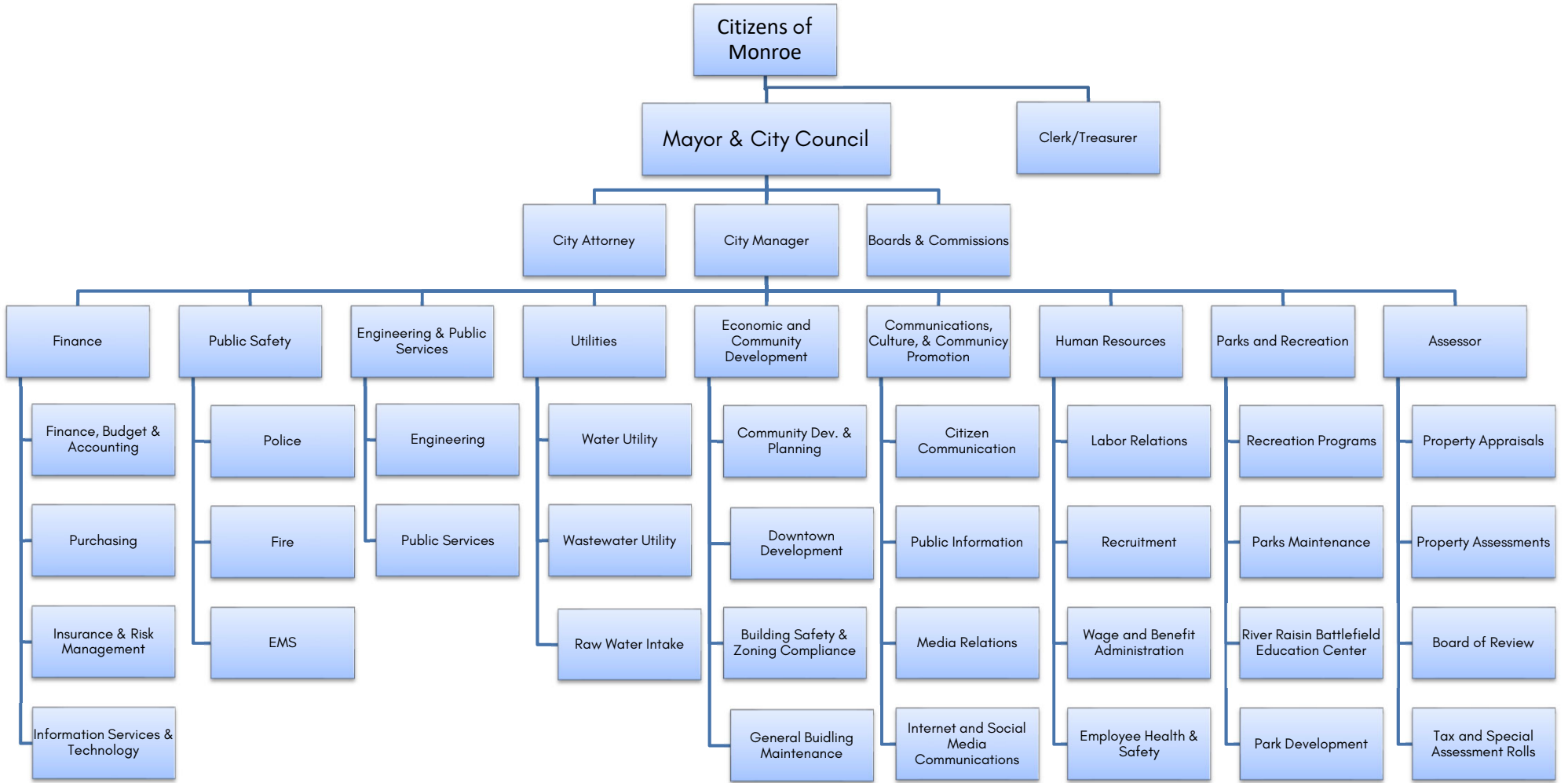


Vincent Pastue
City Manager



Organizational Chart

**CITY OF MONROE
ORGANIZATIONAL CHART**





Financial Policies

City of Monroe
Financial Policies
Adopted January 12, 2004

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

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

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



CITY OF
MONROE
Michigan

GENERAL FUND

**GENERAL FUND
FUND BALANCE TREND**

	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected Budget FY21-22	Budget Request FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27
REVENUE:									
General Revenue:									
General Government	\$ 18,917,719	\$ 18,761,760	\$ 17,927,457	\$ 18,693,661	\$ 18,689,043	\$ 18,089,746	\$ 18,072,071	\$ 18,463,766	\$ 18,866,527
Service Revenue:									
General Government	1,095,312	1,159,356	1,131,848	1,153,859	1,191,813	1,195,614	1,264,829	1,276,266	1,288,043
Public Safety	273,629	232,783	347,151	367,601	424,595	428,878	433,246	437,552	440,650
Public Works	30,936	13,874	57,000	57,000	52,000	52,000	52,000	52,000	52,000
Recreation & Culture	23,807	24,673	72,185	27,308	14,660	14,660	14,660	14,660	14,660
Operating Grants:									
General Government	-	10,710	-	-	-	-	-	-	-
Public Safety	8,013	828,632	19,147	59,179	13,300	13,300	13,300	13,300	13,300
Public Works	-	-	-	-	-	-	-	-	-
Economic Development	50,600	51,434	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Recreation & Culture	2,000	-	2,369	2,369	-	-	-	-	-
Capital Grants									
Public Safety	-	15,995	-	-	-	-	-	-	-
Economic Development	-	758,196	1,105,344	1,105,344	-	400,000	-	-	-
Total Revenue	20,402,016	21,857,413	20,712,501	21,516,321	20,435,411	20,244,198	19,900,106	20,307,544	20,725,180
Total Expenditures	19,709,259	21,728,455	21,799,256	23,052,413	20,435,411	20,476,524	20,020,531	20,362,886	20,725,180
Excess (Deficiency) of Revenues over Expenditures	692,757	128,958	(1,086,755)	(1,536,092)	-	(232,326)	(120,425)	(55,342)	-
Beginning Fund Balance	6,273,226	6,965,983	7,094,941	7,094,941	5,558,849	5,558,849	5,326,523	5,206,098	5,150,756
Ending Fund Balance	\$ 6,965,983	\$ 7,094,941	\$ 6,008,186	\$ 5,558,849	\$ 5,558,849	\$ 5,326,523	\$ 5,206,098	\$ 5,150,756	\$ 5,150,756

**GENERAL FUND
REVENUE DETAIL**

	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected Actual FY21-22	Adopted Budget FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27
General Revenue									
General Government									
Real Property Taxes	13,270,675	7,577,337	7,820,377	7,792,000	8,119,586	8,320,794	8,426,094	8,726,620	9,036,161
Real Property Taxes-Econ Dev	45,018	26,929	27,665	27,590	28,391	29,493	30,154	30,514	30,856
Tif Capture Real Property	(291,173)	(314,074)	(315,000)	(320,823)	(326,400)	(336,000)	(342,400)	(348,900)	(355,600)
Personal Property Taxes	885,221	6,454,398	6,183,835	6,185,000	6,049,501	5,644,611	5,366,579	5,394,307	5,422,866
Personal Property Tax-Econ Dev	2,961	22,960	21,895	21,902	21,153	20,007	19,205	18,862	18,517
Personal Property Taxes - Prhc	2	48	-	99	-	-	-	-	-
Tif Capture-Personal Property	(27,369)	(918)	(4,950)	(7,573)	(9,000)	(9,500)	(10,000)	(10,500)	(11,000)
Industrial Facilities Tax	120,682	118,771	124,020	124,020	113,597	117,005	164,570	169,507	174,593
Industrial Facilities Tax-Econ Dev	410	422	439	439	397	414	588	592	596
Payment In Lieu Of Taxes	68,122	69,547	71,400	70,000	72,900	74,400	75,900	77,400	78,900
Int & Pen Delinquent Taxes	72,753	62,340	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Property Tax Admin Fee	426,043	441,291	451,000	464,322	468,834	473,522	478,257	483,040	487,870
Vendor License	1,125	875	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Zoning Permits	12,875	14,900	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Mobile Food Vending License Fee	-	-	500	500	500	500	500	500	500
Other Licenses & Permits	58,700	33,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Federal Grants-Rev Sharing Replace	-	82,405	-	-	-	-	-	-	-
Lcsa Appropriation/Ppt Exempt Reimb	1,291,435	1,327,388	650,000	1,300,000	1,171,000	684,420	698,108	712,070	726,311
State Rev Share-Sales Tax	2,054,700	2,347,329	2,233,800	2,363,000	2,290,000	2,335,800	2,382,516	2,430,166	2,478,769
State Rev Share-Liquor License	15,561	15,144	15,200	16,054	15,200	15,200	15,200	15,200	15,200
Interest On Investments	338,009	45,793	50,000	50,000	100,000	150,000	200,000	200,000	200,000
Rent-Land	6,226	5,985	8,000	8,915	9,000	9,000	9,000	9,000	9,000
Rent-Buildings	23,511	24,204	24,936	24,936	27,984	28,680	29,400	29,988	30,588
Franchise Fees	297,171	296,952	295,000	291,000	286,000	281,000	278,000	275,000	272,000
Right Of Way Fee	77,068	80,186	75,000	80,000	80,000	80,000	80,000	80,000	80,000
Sale Of Assets	12,060	4,086	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Asset Appreciation	-	(2,570)	-	-	-	-	-	-	-
Contrib From Private Source	-	5,000	26,000	27,700	-	-	-	-	-
Reimb-Utilities	-	2,917	-	7,000	7,000	7,000	7,000	7,000	7,000
Reimb-Other	328	2,340	2,440	2,440	1,500	1,500	1,500	1,500	1,500
Refunds/Rebates	15,690	6,703	12,000	8,000	8,000	8,000	8,000	8,000	8,000
Transfer In-Dda	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Revenue	208	72	200	200	200	200	200	200	200
Bond Or Insurance Recoveries	13,650	-	-	3,240	-	-	-	-	-
Loan Proceeds	96,057	-	-	-	-	-	-	-	-
Total General Revenue	18,821,662	18,761,760	17,927,457 ²⁵	18,693,661	18,689,043	18,089,746	18,072,071	18,463,766	18,866,527

	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected Actual FY21-22	Adopted Budget FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27
Service Revenue									
General Government									
Witness Fees	37	-	100	100	100	100	100	100	100
Zoning Board Of Appeals Fees	1,100	500	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Plans & Specifications Review	-	24,510	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Enhanced Access Fee	11,650	13,554	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Admin Services-Water Fund	535,332	524,149	553,403	553,403	569,611	564,761	621,429	623,000	623,000
Admin Services-Wastewater Fund	377,868	376,330	348,940	348,940	360,805	360,676	365,345	370,000	375,000
Admin Services - Refuse	72,000	90,450	96,109	96,109	96,440	100,800	104,600	107,738	110,970
Admin. Svc. - Building Safety	35,184	38,523	38,829	38,829	40,043	41,205	43,071	43,104	44,548
Admin Service Fee - Stores & Equipment	43,812	51,514	55,167	55,167	62,514	65,772	67,984	70,024	72,125
Cemetery Services	-	22,795	-	23,000	23,000	23,000	23,000	23,000	23,000
Duplicating Charge	59	10	200	200	200	200	200	200	200
Sales-Miscellaneous	96	-	100	100	100	100	100	100	100
Plans And Specifications Sales	850	-	-	-	-	-	-	-	-
Other Charges For Services	11,728	12,926	1,500	1,511	1,500	1,500	1,500	1,500	1,500
Penalties	295	820	2,000	1,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous Revenue	5,301	3,275	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total General Government	1,095,312	1,159,356	1,131,848	1,153,859	1,191,813	1,195,614	1,264,829	1,276,266	1,288,043
Public Safety									
Excavation Permit	4,150	4,910	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Police Liaison	75,833	83,453	108,000	108,000	110,160	112,363	114,610	116,902	118,000
Fire Inspection Fees	2,750	(50)	7,000	500	7,000	7,000	7,000	7,000	7,000
Plans & Specifications Review	7,500	11,200	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Sex Offender Registration Fee	240	660	450	450	450	450	450	450	450
Police/Fire Service-Water	97,656	102,610	100,701	100,701	103,985	106,065	108,186	110,200	112,200
Parking Fees	-	-	-	25,000	25,000	25,000	25,000	25,000	25,000
Ouil Fines	11,300	(15,671)	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Penal Fines	49,820	40,755	60,000	41,000	60,000	60,000	60,000	60,000	60,000
Civil Fines	-	-	-	3,950	-	-	-	-	-
Zoning/Blight Fines	-	(100)	3,000	-	-	-	-	-	-
Parking Fines	-	-	-	20,000	50,000	50,000	50,000	50,000	50,000
Reimb-Demolitions	19,000	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Miscellaneous Revenue	5,380	5,016	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Total Public Safety	273,629	232,783	347,151	367,601	424,595	428,878	433,246	437,552	440,650
Public Works									
Blight Pickup	3,726	1,921	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Weed Cutting	20,069	5,713	25,000	25,000	20,000	20,000	20,000	20,000	20,000

	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected Actual FY21-22	Adopted Budget FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27
Total Public Works	30,936	13,874	57,000	57,000	52,000	52,000	52,000	52,000	52,000
Recreation & Culture									
Youth Ball Program	401	7,727	13,000	310	-	-	-	-	-
Adult Ball Program	4,210	10,345	25,000	6,110	-	-	-	-	-
Adult Volleyball	4,500	-	4,500	-	-	-	-	-	-
Track Program	369	-	700	-	-	-	-	-	-
Adult Soccer Program	5,025	270	9,000	5,041	-	-	-	-	-
Rent-Park Facilities	2,022	1,953	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Miscellaneous Revenue	7,280	4,378	13,485	9,347	8,160	8,160	8,160	8,160	8,160
Total Recreation & Culture	23,807	24,673	72,185	27,308	14,660	14,660	14,660	14,660	14,660
Total Service Revenue	1,423,684	1,430,686	1,608,184	1,605,768	1,683,068	1,691,152	1,764,735	1,780,478	1,795,353
Operating Grants									
General Government									
Contrib From Private Source	-	10,710	-	-	-	-	-	-	-
Total General Government	-	10,710	-	-	-	-	-	-	-
Public Safety									
Cesf Grant	-	17,232	4,647	3,879	-	-	-	-	-
First Responder Hazard Pay Grant	-	56,000	-	-	-	-	-	-	-
Public Safety Payroll Reimbursement	-	700,462	-	-	-	-	-	-	-
Police Training-Act 302	6,290	4,293	6,500	5,300	5,300	5,300	5,300	5,300	5,300
Contrib Monroe County	1,723	49,045	8,000	50,000	8,000	8,000	8,000	8,000	8,000
Contrib From Private Source	-	1,600	-	-	-	-	-	-	-
Total Public Safety	8,013	828,632	19,147	59,179	13,300	13,300	13,300	13,300	13,300
Economic Development									
Miscellaneous Federal Grants	-	1,434	-	-	-	-	-	-	-
Contribution-Other Government	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Contrib From Private Source	600	-	-	-	-	-	-	-	-
Total Economic Development	50,600	51,434	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Recreation & Culture									
Contrib From Private Source	2,000	-	2,369	2,369	-	-	-	-	-
Total Recreation & Culture	2,000	-	2,369	2,369	-	-	-	-	-
Total Operating Grants	60,613	890,776	71,516	111,548	63,300	63,300	63,300	63,300	63,300

	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected Actual FY21-22	Adopted Budget FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27
Capital Grants									
Public Safety									
Contrib Monroe County	-	15,995	-	-	-	-	-	-	-
Total Public Safety	-	15,995	-	-	-	-	-	-	-
Economic Development									
Dnr Trust Fund Grant	-	554,196	1,105,344	1,105,344	-	400,000	-	-	-
Contrib From Private Source	-	204,000	-	-	-	-	-	-	-
Total Economic Development	-	758,196	1,105,344	1,105,344	-	400,000	-	-	-
Total Capital Grants	-	774,191	1,105,344	1,105,344	-	400,000	-	-	-
Total General Fund Revenue	20,402,016	21,857,413	20,712,501	21,516,321	20,435,411	20,244,198	19,900,106	20,307,544	20,725,180

GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

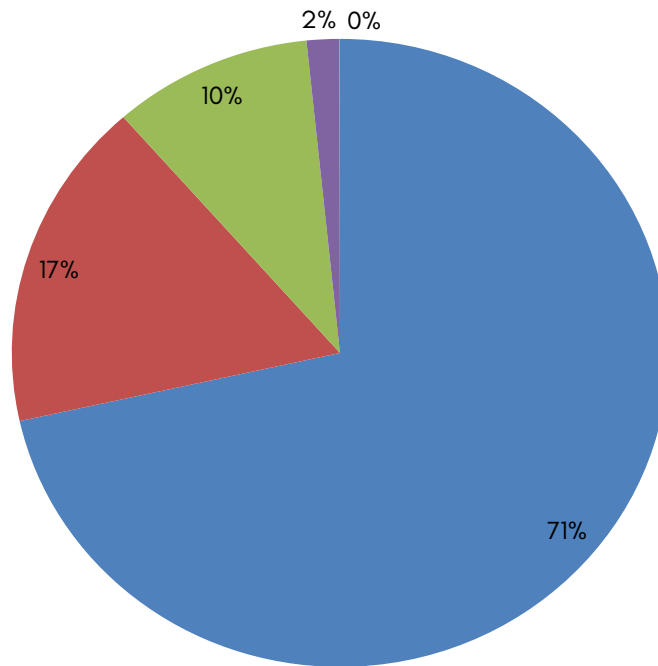
Department Name	Actual FY19-20	Actual FY20-21	Amended Budget FY21-22	Projected FY21-22	Adopted Budget FY22-23	Projected Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27	Pct of Budget
Mayor And Council	\$ 123,131	\$ 135,665	\$ 162,907	\$ 164,298	\$ 150,069	\$ 150,698	\$ 151,504	\$ 151,887	\$ 150,775	0.73%
City Manager	305,905	307,315	371,706	360,878	319,105	326,022	331,934	338,457	346,725	1.56%
Communications, Culture, Promotion	128,822	133,989	136,788	140,757	152,995	144,574	147,477	149,795	152,749	0.75%
Elections	40,076	78,317	42,803	40,004	53,624	53,631	63,739	55,760	55,781	0.26%
Clerk/Treasurer	398,482	401,057	404,058	377,041	407,732	401,306	418,368	432,404	450,764	2.00%
Assessor's Office	373,261	310,717	359,389	384,865	307,361	301,575	307,943	317,824	330,526	1.50%
Board Of Review	979	937	1,615	1,615	1,615	1,615	1,615	1,615	1,615	0.01%
Attorney's Office	372,593	146,743	165,960	165,960	172,760	172,760	172,760	172,760	172,760	0.85%
Audit	44,461	45,241	52,407	55,050	59,817	61,445	50,156	51,661	53,211	0.29%
Finance	434,993	426,221	431,964	435,301	461,712	466,746	478,835	486,622	499,562	2.26%
Human Resources	284,329	416,428	308,890	453,306	336,242	329,533	335,739	341,160	348,881	1.65%
Engineering	329,703	343,705	221,201	260,680	268,967	292,898	310,626	308,856	318,925	1.32%
Police	793,931	793,589	803,484	789,726	5,398,525	5,596,401	5,410,194	5,524,936	5,618,290	26.42%
Police Training	7,793	6,450	6,500	6,500	5,300	5,300	5,300	5,300	5,300	0.03%
Parking Enforcement		-	-	97,323	115,134	113,859	117,978	121,203	125,464	0.56%
Liquor Law Enforcement	16,076	15,241	15,200	15,200	15,200	15,200	15,200	15,200	15,200	0.07%
Public Safety Command	7,347,917	7,691,446	8,574,272	8,760,810	1,073,539	1,052,653	1,079,468	1,099,514	1,123,145	5.25%
Fire	306,302	360,334	403,235	397,958	2,481,135	2,574,599	2,646,532	2,724,511	2,770,169	12.14%
Cemetery		72,215	-	72,256	75,258	75,263	75,268	75,273	75,278	0.37%
DPS General Operations	1,481,021	1,474,578	1,430,875	1,452,991	1,564,023	1,532,886	1,581,689	1,611,845	1,649,865	7.65%
Parking Maintenance		-	-	40,700	35,200	35,800	36,400	37,000	37,600	0.17%
Forestry	519,284	519,521	517,466	602,103	524,226	524,455	524,688	524,742	524,797	2.57%
Port Of Monroe	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1.96%
City Hall/Grounds	321,088	269,502	331,309	316,095	345,507	354,440	364,669	372,793	382,050	1.69%
Planning Commission	943	463	3,880	3,880	12,605	7,165	7,225	7,285	7,355	0.06%
Community Development	313,742	901,054	1,501,840	1,518,212	269,211	250,919	259,550	264,849	271,039	1.32%
Historical District Commission	150	100	2,560	2,560	2,625	2,700	2,700	2,700	2,700	0.01%
Zoning/Ordinance Enforcement	207,437	364,149	372,973	370,650	415,723	414,057	426,639	437,824	449,548	2.03%
Economic Development	233,771	219,043	239,809	251,109	282,321	268,319	276,357	283,433	288,678	1.38%
Parks & Recreation Administration	233,796	221,083	325,186	337,770	222,735	232,693	238,241	245,190	250,507	1.09%
Parks & Playgrounds	644,996	616,946	666,646	667,381	690,481	697,380	709,445	717,055	725,834	3.38%
Battlefield Visitor Center	515,329	502,915	512,750	522,750	525,959	516,960	72,452	72,741	73,036	2.57%
Parks And Rec. Programs	49,729	14,140	78,704	32,926	34,498	34,795	35,091	35,395	35,704	0.17%
Non-Departmental	574,595	521,006	555,353	562,140	548,381	547,529	450,700	450,874	451,051	2.68%
Contingency	-	-	267	25,000	100,000	100,000	100,000	100,000	100,000	0.49%
Debt Service	1,775,871	1,795,842	1,795,806	1,798,624	1,779,512	1,875,087	1,869,049	1,879,422	1,869,210	8.71%
Transfers Out	1,128,751	2,222,501	601,453	1,167,994	826,314	545,261	545,000	545,000	591,086	4.04%
Total	\$ 19,709,257	\$ 21,728,453	\$ 21,799,256	\$ 23,052,413	\$ 20,435,411	\$ 20,476,524	\$ 20,020,531	\$ 20,362,886	\$ 20,725,180	100%

Description	Actual FY19-20	Actual FY20-21	Budget FY21-22	Projected FY21-22	Budget FY22-23	Budget FY23-24	Budget FY24-25	Budget FY25-26	Budget FY26-27	Pct of Budget
Port Of Monroe Operations	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	1.96
Licenses, Fees & Permits	22,112	30,182	50,897	46,329	60,987	54,537	55,448	55,450	55,450	0.30
Fiscal Agent Fee	346	346	346	346	346	346	346	346	346	0.00
Reference Material	7,821	8,880	11,450	11,281	11,500	11,510	11,520	11,580	13,890	0.06
Memberships & Dues	21,551	39,428	51,452	51,416	51,700	52,006	52,155	52,280	52,390	0.25
Michigan Municipal League	7,329	7,469	7,600	7,574	7,700	7,800	7,900	8,000	8,100	0.04
SEMCOG	1,418	1,211	1,500	1,459	1,600	1,600	1,600	1,600	1,600	0.01
TMACOG	4,783	4,852	5,000	4,836	5,000	5,000	5,000	5,000	5,000	0.02
City Share SAD	122,464	130,701	121,350	121,350	113,100	112,000	15,000	15,000	15,000	0.55
Refund - Bor Settlement	91,042	4,695	2,351	10,000	10,000	10,000	10,000	10,000	10,000	0.05
Grant-Lesow Comm Ctr	146,166	162,856	200,250	200,250	207,000	207,000	207,000	207,000	207,000	1.01
Grant-Mpact	148,585	148,476	147,500	145,500	143,000	143,000	143,000	143,000	143,000	0.70
Grant-Monroe Cnty Library Sys	57,500	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	0.32
Contingencies	-	-	267	25,000	100,000	100,000	100,000	100,000	100,000	0.49
OTHER OPERATING	4,632,355	5,519,854	6,067,615	6,382,668	5,163,866	5,109,768	4,586,401	4,614,221	4,644,319	25.27
CAPITAL OUTLAY										
Land	7,430	-	-	-	-	-	-	-	-	0.00
Land Improvements	-	6,672	6,547	6,547	-	-	-	-	-	0.00
Operating Equipment	191,105	79,624	91,420	91,420	64,000	64,000	64,000	64,000	64,000	0.31
Office Equipment & Furniture	735	2,454	500	500	-	-	-	-	-	0.00
CAPITAL OUTLAY	199,270	88,750	98,467	98,467	64,000	64,000	64,000	64,000	64,000	0.31
FORCE LABOR & EXPENDITURE CREDITS										
F/L Construction	310,210	279,266	312,500	330,500	325,075	325,075	325,075	325,075	325,075	1.59
Exp Cr-General Fund Departments	(311,718)	(276,803)	(301,500)	(322,075)	(322,575)	(322,575)	(322,575)	(323,115)	(323,175)	(1.58)
Exp Cr-Major Street Fund	(119,420)	(142,643)	(221,700)	(149,700)	(178,500)	(154,240)	(156,525)	(160,472)	(164,233)	(0.87)
Exp Cr-Local Street Fund	(191,318)	(206,816)	(239,500)	(247,200)	(251,500)	(247,280)	(250,626)	(257,271)	(261,520)	(1.23)
Exp Cr-Municipal Street Fund	-	-	-	(16,100)	(32,000)	(30,000)	(30,000)	(31,000)	(32,000)	(0.16)
Exp Cr-Refuse Fund	(143,864)	(105,334)	(146,000)	(120,838)	(146,000)	(148,900)	(151,858)	(154,915)	(158,053)	(0.71)
Exp Cr-Parking Fund	(6,460)	(16,192)	(9,500)	(6,500)	-	-	-	-	-	0.00
Exp Cr-Building Safety Fund	(1,228)	(12,024)	-	(20,000)	-	-	-	-	-	0.00
Exp Cr-Grant Fund	(19,086)	(37,354)	(41,000)	(38,600)	(34,660)	(35,333)	(36,020)	(36,720)	(37,500)	(0.17)
Exp Cr-Airport Fund	(14,166)	(10,336)	(14,500)	(11,500)	(11,500)	(11,730)	(11,965)	(12,204)	(12,448)	(0.06)
Exp Cr-Capital Project Fund	(4,321)	(14,081)	(19,000)	(13,200)	(2,000)	(10,000)	(10,000)	(15,606)	(16,000)	(0.01)
Exp Cr-Wastewater Fund	(15,525)	(9,214)	(21,500)	(18,600)	(24,000)	(15,000)	(15,000)	(15,606)	(16,500)	(0.12)
Exp Cr-Water Fund	(58,060)	(71,359)	(58,500)	(30,400)	(38,000)	(50,000)	(50,000)	(52,500)	(55,000)	(0.19)
Exp Cr-Stores & Equipment Fund	(10,220)	(14,078)	(20,000)	(40,000)	(20,000)	(20,400)	(20,808)	(21,224)	(21,648)	(0.10)
Exp Cr-Expendable Trust Fund	(1,163)	(2,280)	(3,000)	(600)	(3,500)	(3,000)	(3,000)	(3,121)	(3,300)	(0.02)
Expenditure Credit - BRA	(8,290)	(8,298)	(10,750)	(10,750)	(10,800)	(10,850)	(10,900)	(10,900)	(10,900)	(0.05)
FORCE LABOR & EXP. CREDITS	(594,629)	(647,546)	(793,950)	(715,563)	(749,960)	(734,233)	(744,202)	(769,579)	(787,202)	(3.67)
DEBT SERVICE										
Principal on Debt	-	-	-	-	-	70,000	70,000	70,000	70,000	0.00
Principal-Fire	65,749	67,590	69,483	69,483	71,428	73,428	75,484	77,597	79,770	0.35
Principal-Police	15,614	31,698	32,335	32,335	16,411	-	-	-	-	0.08
Principal-OPEB Bond	895,710	909,543	926,836	3928,462	945,784	966,571	990,821	1,018,537	1,042,788	4.63

Description	Actual FY19-20	Actual FY20-21	Budget FY21-22	Projected FY21-22	Budget FY22-23	Budget FY23-24	Budget FY24-25	Budget FY25-26	Budget FY26-27	Pct of Budget
Interest Expense	-	-	-	-	-	34,000	34,000	34,000	34,000	0.00
Interest-Fire	20,911	19,070	17,178	17,178	15,233	13,232	11,176	9,063	6,890	0.07
Interest-Police	961	1,451	814	814	165	-	-	-	-	0.00
Interest-OPEB Bond	709,912	695,491	679,301	680,493	661,832	640,457	616,679	590,819	563,216	3.24
DEBT SERVICE	1,708,857	1,724,843	1,725,947	1,728,765	1,710,853	1,797,688	1,798,160	1,800,016	1,796,664	8.37
OPERATING TRANSFERS										
Transfer Out-Major St	-	170,000	-	-	100,000	-	-	-	-	0.49
Transfer Out-Local St	375,000	200,000	280,000	220,000	-	-	-	-	-	0.00
Transfer Out-Municipal St	-	-	-	60,000	-	-	-	-	-	0.00
Transfer Out-Building Safety	50,000	-	3,742	3,742	-	-	-	-	-	0.00
Transfer Out-Airport	43,000	45,000	47,000	47,000	45,000	45,000	45,000	45,000	45,000	0.22
Transfer Out-Debt Service	66,668	70,653	69,513	69,513	68,313	77,053	70,543	79,060	72,200	0.33
Transfer Out-Capital Project	602,751	1,807,501	212,711	837,252	681,314	500,261	500,000	500,000	546,086	3.33
Transfer Out-Cemetery	58,000	-	58,000	-	-	-	-	-	-	0.00
OPERATING TRANSFERS	1,195,419	2,293,154	670,966	1,237,507	894,627	622,314	615,543	624,060	663,286	4.38
TOTAL APPROPRIATIONS	\$ 19,706,596	\$ 21,728,453	\$ 21,799,256	\$ 23,052,413	\$ 20,435,411	\$ 20,476,524	\$ 20,020,531	\$ 20,362,886	\$ 20,725,180	100.00

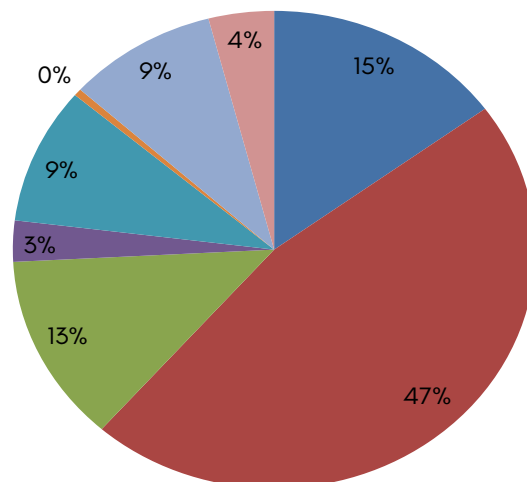
General Fund Revenue Sources

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

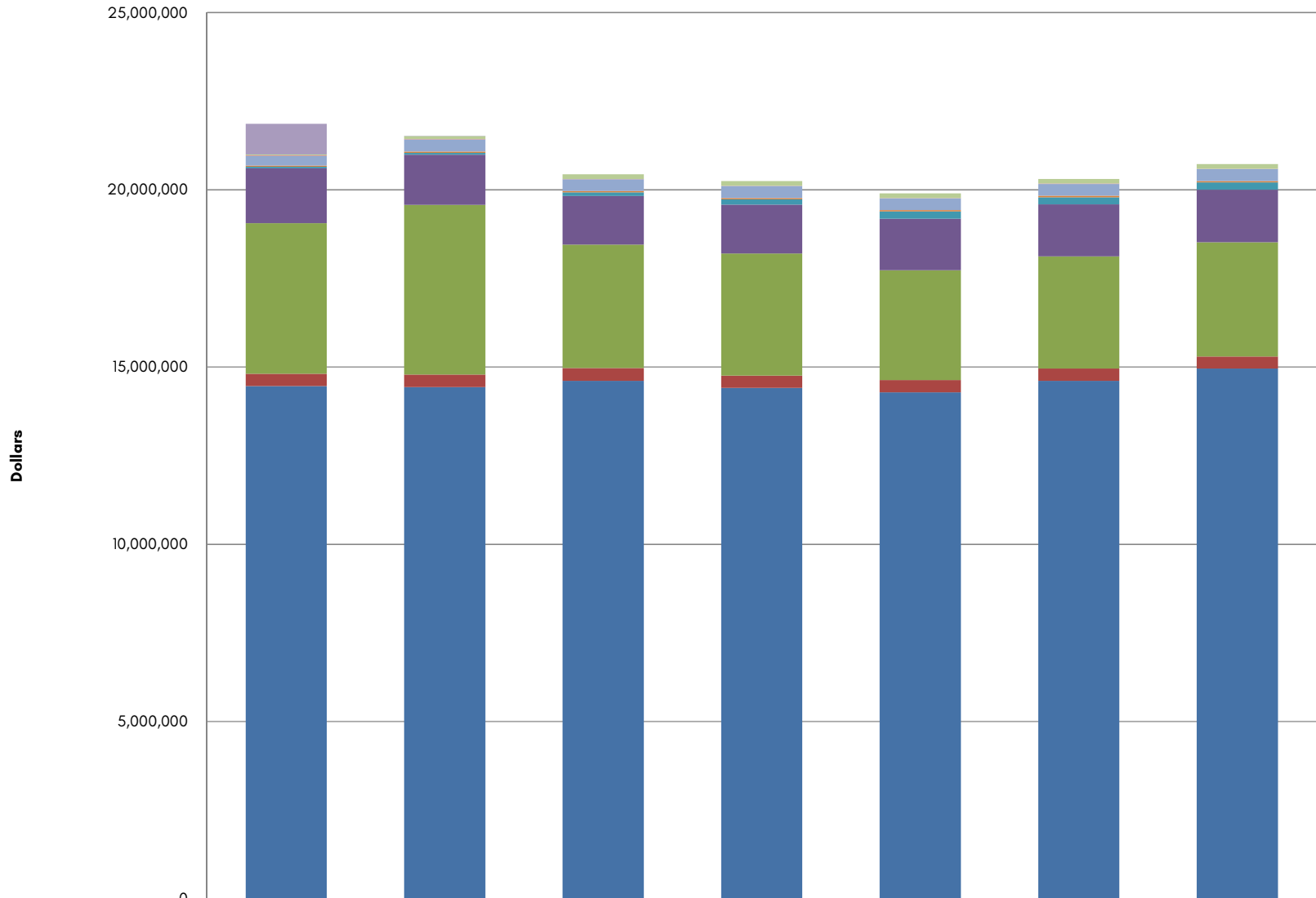


General Fund Expenditures by Function

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

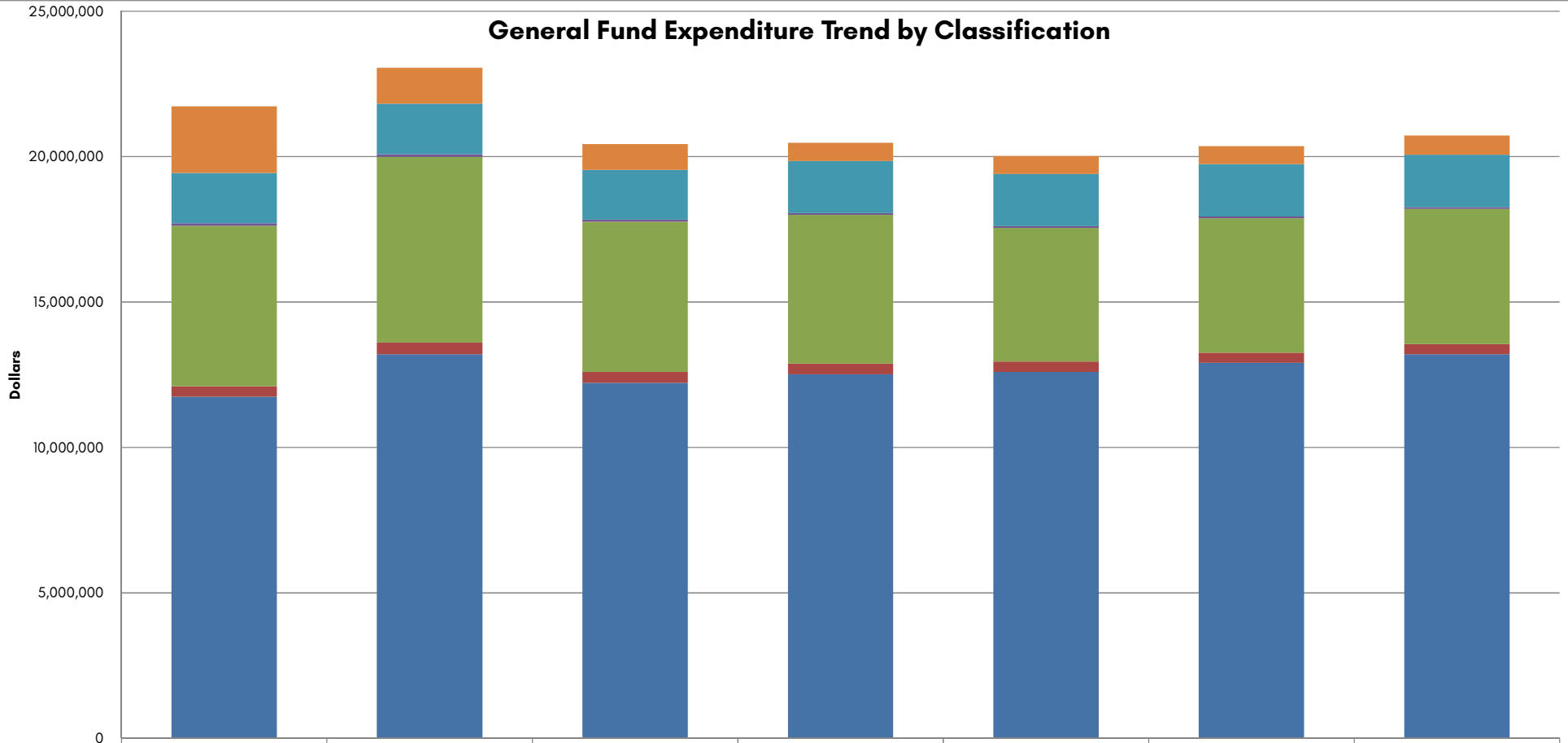


General Fund Revenue Source Trend



	2020-21 Actual	2021-22 Projected	2022-23 Requested	2023-24 Projected	2024-25 Projected	2025-26 Projected	2026-27 Projected
Federal Grants	857,533	3,879					
Fines and Forfeitures	25,804	80,950	127,000	127,000	127,000	127,000	127,000
Other Financing Sources	14,086	15,000	15,000	15,000	15,000	15,000	15,000
Charges for Services	277,673	336,322	328,510	330,713	332,960	335,252	336,350
Rental Income	30,189	33,851	36,984	37,680	38,400	38,988	39,588
Investment Income	43,223	50,000	100,000	150,000	200,000	200,000	200,000
Other Revenue	1,550,867	1,414,445	1,377,258	1,383,139	1,454,475	1,467,926	1,481,703
State Revenue Sharing	4,248,350	4,789,698	3,481,500	3,440,720	3,101,124	3,162,736	3,225,580
Licenses and Permits	350,637	360,200	355,200	350,200	347,200	344,200	341,200
Property Taxes	14,459,051	14,431,976	14,613,959	14,409,746	14,283,947	14,616,442	14,958,759

General Fund Expenditure Trend by Classification



	2020-21 Actual	2021-22 Projected	2022-23 Requested	2023-24 Projected	2024-25 Projected	2025-26 Projected	2026-27 Projected
Operating Transfer	2,293,154	1,257,507	894,627	622,314	615,543	624,060	663,286
Debt Service	1,724,843	1,728,765	1,710,853	1,797,688	1,798,160	1,800,016	1,796,664
Capital Outlay	88,750	98,467	64,000	64,000	64,000	64,000	64,000
Other Operating	5,519,854	6,382,668	5,163,866	5,109,768	4,586,401	4,614,221	4,644,319
Supplies	359,208	399,050	380,002	362,957	361,012	352,454	352,584
Personnel	11,742,644	13,205,956	12,222,063	12,519,797	12,595,415	12,908,135	13,204,327



GENERAL FUND EXPENDITURES

GENERAL FUND FUNDING LEVEL SUMMARY BY DEPARTMENT

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
MAYOR AND COUNCIL							
PERSONNEL	\$ 68,422	\$ 68,541	\$ 70,281	\$ 70,616	\$ 71,029	\$ 71,119	\$ 71,374
SUPPLIES	1,455	1,950	2,150	2,150	2,150	2,150	2,150
OTHER OPERATING	65,788	93,807	77,638	77,932	78,325	78,618	77,251
Total Department	135,665	164,298	150,069	150,698	151,504	151,887	150,775
CITY MANAGER							
PERSONNEL	272,065	333,662	270,246	276,464	281,971	288,797	296,865
SUPPLIES	1,356	2,200	2,400	2,400	2,400	2,400	2,400
OTHER OPERATING	33,894	25,016	46,459	47,158	47,563	47,260	47,460
Total Department	307,315	360,878	319,105	326,022	331,934	338,457	346,725
COMMUNICATIONS, CULTURE, & PROMOTIONS							
PERSONNEL	115,722	122,264	129,350	120,840	123,557	125,783	128,644
SUPPLIES	1,226	1,550	1,550	1,550	1,550	1,550	1,550
OTHER OPERATING	17,041	16,943	22,095	22,184	22,370	22,462	22,555
Total Department	133,989	140,757	152,995	144,574	147,477	149,795	152,749
ELECTIONS							
PERSONNEL	37,882	11,547	22,400	22,400	22,400	22,400	22,400
SUPPLIES	28,125	13,950	14,000	14,000	24,000	16,000	16,000
OTHER OPERATING	12,310	14,507	17,224	17,231	17,339	17,360	17,381
Total Department	78,317	40,004	53,624	53,631	63,739	55,760	55,781
CLERK/TREASURER							
PERSONNEL	366,326	328,901	358,764	351,945	368,451	382,752	399,943
SUPPLIES	7,883	10,500	9,900	9,900	9,900	9,900	9,900
OTHER OPERATING	26,848	37,640	39,068	39,461	40,017	39,752	40,921
Total Department	401,057	377,041	407,732	401,306	418,368	432,404	450,764

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
ASSESSOR							
PERSONNEL	264,416	326,052	252,723	246,453	252,063	261,719	273,658
SUPPLIES	7,316	6,600	6,800	7,000	7,200	7,300	7,400
OTHER OPERATING	36,531	51,713	47,838	48,122	48,680	48,805	49,468
CAPITAL OUTLAY	2,454	500					
Total Department	310,717	384,865	307,361	301,575	307,943	317,824	330,526
BOARD OF REVIEW							
PERSONNEL	937	1,615	1,615	1,615	1,615	1,615	1,615
Total Department	937	1,615	1,615	1,615	1,615	1,615	1,615
CITY ATTORNEY							
SUPPLIES	33	60	60	60	60	60	60
OTHER OPERATING	146,710	165,900	172,700	172,700	172,700	172,700	172,700
Total Department	146,743	165,960	172,760	172,760	172,760	172,760	172,760
AUDIT							
OTHER OPERATING	45,241	55,050	59,817	61,445	50,156	51,661	53,211
Total Department	45,241	55,050	59,817	61,445	50,156	51,661	53,211
FINANCE							
PERSONNEL	396,033	401,611	427,072	431,529	443,259	451,042	462,410
SUPPLIES	2,489	3,280	3,280	3,280	3,280	3,280	3,280
OTHER OPERATING	27,699	30,410	31,360	31,937	32,296	32,300	33,872
Total Department	426,221	435,301	461,712	466,746	478,835	486,622	499,562
HUMAN RESOURCES							
PERSONNEL	176,692	229,005	230,810	222,920	228,741	233,325	239,460
SUPPLIES	1,568	5,100	5,200	5,200	5,200	5,200	5,200
OTHER OPERATING	238,168	219,201	100,232	101,413	101,798	102,635	104,221
Total Department	416,428	453,306	336,242	329,533	335,739	341,160	348,881

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
ENGINEERING							
PERSONNEL	299,093	212,762	213,094	236,477	253,442	251,441	261,275
SUPPLIES	5,604	5,700	6,500	6,500	6,500	6,500	6,500
OTHER OPERATING	39,008	42,218	49,373	49,921	50,684	50,915	51,150
Total Department	343,705	260,680	268,967	292,898	310,626	308,856	318,925
POLICE							
PERSONNEL			4,574,815	4,783,586	4,594,337	4,702,843	4,791,079
SUPPLIES	74,353	68,218	69,400	64,300	64,300	64,300	64,300
OTHER OPERATING	659,973	672,508	719,310	713,515	716,557	722,793	727,911
CAPITAL OUTLAY	59,263	49,000	35,000	35,000	35,000	35,000	35,000
Total Department	793,589	789,726	5,398,525	5,596,401	5,410,194	5,524,936	5,618,290
POLICE TRAINING							
OTHER OPERATING	6,450	6,500	5,300	5,300	5,300	5,300	5,300
Total Department	6,450	6,500	5,300	5,300	5,300	5,300	5,300
PARKING ENFORCEMENT							
PERSONNEL		86,517	105,022	103,748	107,669	110,765	114,859
SUPPLIES		5,850	5,850	5,850	5,850	5,850	5,850
OTHER OPERATING		4,956	4,262	4,261	4,459	4,588	4,755
Total Department		97,323	115,134	113,859	117,978	121,203	125,464
LIQUOR LAW ENFORCEMENT							
SUPPLIES	6,206	1,800	1,800	1,800	1,800	1,800	1,800
OTHER OPERATING	9,035	13,400	13,400	13,400	13,400	13,400	13,400
Total Department	15,241	15,200	15,200	15,200	15,200	15,200	15,200
PUBLIC SAFETY DIVISION							
PERSONNEL	7,667,446	8,760,810	970,505	999,619	1,026,434	1,046,480	1,070,111
OTHER OPERATING	24,000		103,034	53,034	53,034	53,034	53,034
Total Department	7,691,446	8,760,810	1,073,539	1,052,653	1,079,468	1,099,514	1,123,145

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
FIRE							
PERSONNEL			2,089,009	2,192,897	2,274,504	2,349,488	2,392,974
SUPPLIES	64,322	101,214	98,750	86,550	72,550	71,550	71,550
OTHER OPERATING	275,651	260,319	264,376	266,152	270,478	274,473	276,645
CAPITAL OUTLAY	20,361	36,425	29,000	29,000	29,000	29,000	29,000
Total Department	360,334	397,958	2,481,135	2,574,599	2,646,532	2,724,511	2,770,169
CEMETERY							
OTHER OPERATING	72,215	72,256	75,258	75,263	75,268	75,273	75,278
Total Department	72,215	72,256	75,258	75,263	75,268	75,273	75,278
DPS GENERAL OPERATIONS							
PERSONNEL	723,325	692,279	814,700	774,460	813,070	835,278	866,025
SUPPLIES	52,331	49,400	53,900	53,900	53,900	53,900	53,900
OTHER OPERATING	698,922	711,312	695,423	704,526	714,719	722,667	729,940
Total Department	1,474,578	1,452,991	1,564,023	1,532,886	1,581,689	1,611,845	1,649,865
PARKING MAINTENANCE							
PERSONNEL		16,000	10,000	10,000	10,000	10,000	10,000
SUPPLIES		5,500	6,000	6,000	6,000	6,000	6,000
OTHER OPERATING		19,200	19,200	19,800	20,400	21,000	21,600
Total Department		40,700	35,200	35,800	36,400	37,000	37,600
FORESTRY							
PERSONNEL	271,150	300,000	300,000	300,000	300,000	300,000	300,000
SUPPLIES	51,988	60,000	40,000	40,000	40,000	40,000	40,000
OTHER OPERATING	196,383	242,103	184,226	184,455	184,688	184,742	184,797
Total Department	519,521	602,103	524,226	524,455	524,688	524,742	524,797
PORT OF MONROE							
OTHER OPERATING	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Department	400,000	400,000	400,000	400,000	400,000	400,000	400,000

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
CITY HALL/GROUNDS							
PERSONNEL	104,366	123,877	144,414	149,217	155,670	160,613	166,380
SUPPLIES	5,780	6,339	6,589	6,739	6,839	6,839	6,839
OTHER OPERATING	159,356	185,879	194,504	198,484	202,160	205,341	208,831
Total Department	269,502	316,095	345,507	354,440	364,669	372,793	382,050
PLANNING COMMISSION							
SUPPLIES		250	255	260	265	270	300
OTHER OPERATING	463	3,630	12,350	6,905	6,960	7,015	7,055
Total Department	463	3,880	12,605	7,165	7,225	7,285	7,355
COMMUNITY DEVELOPMENT							
PERSONNEL	131,035	170,167	155,980	147,455	155,714	160,513	166,502
SUPPLIES	903	1,700	1,700	1,700	1,700	1,700	1,700
OTHER OPERATING	769,116	1,346,345	111,531	101,764	102,136	102,636	102,837
Total Department	901,054	1,518,212	269,211	250,919	259,550	264,849	271,039
HISTORICAL DISTRICT COM							
OTHER OPERATING	100	2,560	2,625	2,700	2,700	2,700	2,700
Total Department	100	2,560	2,625	2,700	2,700	2,700	2,700
ZONING/ORDINANCE ENFORCEMENT							
PERSONNEL	155,286	162,365	257,647	255,008	266,927	277,683	286,775
SUPPLIES	1,238	2,380	2,380	2,430	2,480	2,530	2,530
OTHER OPERATING	207,625	205,905	155,696	156,619	157,232	157,611	160,243
Total Department	364,149	370,650	415,723	414,057	426,639	437,824	449,548
ECONOMIC DEVELOPMENT							
PERSONNEL	188,607	193,504	229,548	215,392	223,125	229,993	235,089
SUPPLIES	392	1,525	1,525	1,525	1,525	1,525	1,525
OTHER OPERATING	30,044	56,080	51,248	51,402	51,707	51,915	52,064
Total Department	219,043	251,109	282,321	268,319	276,357	283,433	288,678

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
RECREATION ADMINISTRATION							
PERSONNEL	182,648	271,543	198,211	208,013	213,072	219,792	224,875
SUPPLIES	741	1,600	1,600	1,450	1,450	1,450	1,450
OTHER OPERATING	37,694	64,627	22,924	23,230	23,719	23,948	24,182
Total Department	221,083	337,770	222,735	232,693	238,241	245,190	250,507
PARKS & PLAYGROUNDS							
PERSONNEL				384,348	393,274	399,299	406,310
SUPPLIES	39,927	37,384	36,413	36,413	38,113	38,400	38,400
OTHER OPERATING	256,484	242,447	272,709	276,619	278,058	279,356	281,124
CAPITAL OUTLAY	6,672	12,542					
Total Department	616,946	667,381	690,481	697,380	709,445	717,055	725,834
MMSC/BATTLEFIELD EDUCATION CENTER							
PERSONNEL	177						
OTHER OPERATING	502,738	522,750	525,959	516,960	72,452	72,741	73,036
Total Department	502,915	522,750	525,959	516,960	72,452	72,741	73,036
PARKS AND REC. PROGRAMS							
PERSONNEL	7,153	17,926	14,498	14,795	15,091	15,395	15,704
SUPPLIES	3,972	5,000	2,000	2,000	2,000	2,000	2,000
OTHER OPERATING	3,015	10,000	18,000	18,000	18,000	18,000	18,000
Total Department	14,140	32,926	34,498	34,795	35,091	35,395	35,704
FINANCE							
DEBT SERVICE	132,568	133,350	115,100	114,000	17,000	17,000	17,000
Total Department	132,568	133,350	115,100	114,000	17,000	17,000	17,000
CLERK/TREASURER							
OTHER OPERATING	12,106	18,040	18,281	18,529	18,700	18,874	19,051
Total Department	12,106	18,040	18,281	18,529	18,700	18,874	19,051
CITY GRANT							
OTHER OPERATING	376,332	410,750	415,000	415,000	415,000	415,000	415,000
Total Department	376,332	410,750	415,000	415,000	415,000	415,000	415,000

DESCRIPTION	2020-21 ACTUAL	2021-22 PROJECTED	2022-23 BUDGET	2023-24 PROJECTION	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION
CONTINGENCIES							
OTHER OPERATING		25,000	100,000	100,000	100,000	100,000	100,000
Total Department		25,000	100,000	100,000	100,000	100,000	100,000
DEBT ADMINISTRATION							
OTHER OPERATING	346	346	346	346	346	346	346
DEBT SERVICE	1,724,843	1,728,765	1,710,853	1,797,688	1,798,160	1,800,016	1,796,664
OPERATING TRANSFER	70,653	69,513	68,313	77,053	70,543	79,060	72,200
Total Department	1,795,842	1,798,624	1,779,512	1,875,087	1,869,049	1,879,422	1,869,210
TRANSFERS OUT							
OPERATING TRANSFER	2,222,501	1,167,994	826,314	545,261	545,000	545,000	591,086
Total Department	2,222,501	1,167,994	826,314	545,261	545,000	545,000	591,086
TOTAL EXPENDITURES	\$ 21,728,453	\$ 23,052,413	\$ 20,435,411	\$ 20,476,524	\$ 20,020,531	\$ 20,362,886	\$ 20,725,180

MAYOR AND COUNCIL

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

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

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

CITY COUNCIL ACTIVITY MEASURES					
	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Est.	FY23 Est.
Regular City Council Meetings	2424	23	24	24	24
Special City Council Meetings	11	16	18	16	16
Council Work Sessions	27	16	19	19	19
Education & Training Sessions Attended	4	4	4	4	4
Ordinances & Amendments Adopted	6	6	13	10	10
Public Hearings Held	19	18	23	20	20
Agenda Items Reviewed & Acted Upon	191	203	236	230	230
National and State Conferences Attended	3	3	2	2	3

Goal A: Communications

Objective 1 Reach all residents using all media alternatives: website, social media, cable (MPACT), newspaper, television, radio, newsletter, door-to-door.

Action Plan: Explore feasibility of issuing a city-wide newsletter to begin January 2023.

Objective 2 Develop strategy for communicating community information to new residents, businesses, and visitors

Action Plan: Visitors - Evaluate cost and distribution of a City of Monroe visitors guide to be issued at the National Battlefield Visitor/Education Center, Michigan Visitor Centers, hotels, and other key destinations.

Action Plan: New Residents - evaluate cost and distribution alternatives for a new resident guide.

Objective 3 Continue Brand Implementation

Action Plan: Install new signs at neighborhood parks

Action Plan: Paint new City logo on Roessler Water Tower in Fiscal Year 2022-23

Action Plan: Conduct city-wide inventory identifying brand implementation needs.

Objective 4 Continue developing Emergency Information Program

Action Plan: Appoint a Public Information Official for the City

Action Plan: Maintain emergency notification system(s)

Objective 5 Engage MPACT Board regarding its future direction and how to expand its mission to keep the community informed on a timely basis.

Goal B: Economic and Community Development

Objective 1 Develop housing master plan strategy to encourage infill development, assess senior housing demand, encourage remodeling and restoration of existing housing stock, encourage home ownership, improve quality/livability of rental housing, aggressively address blight problems, and preserve historic character of older neighborhoods

Action Plan: Hire a Neighborhood Development Director to participating in developing the housing master plan strategy.

Action Plan: Implement and expand Neighborhood Enterprise Zone (NEZ) Ordinance including a marketing plan.

Objective 2 Engage the Citizens Planning Commission in developing two subarea plans annually focusing on residential in-fill opportunities and redevelopment.

Action Plan: Complete Orchard East Subarea Plan

Action Plan: Develop a subarea plan for Christiancy School Site (2022)

Action Plan: Develop subarea plan for Hy property (2022)

Action Plan: Develop subarea plan for vacant land in the northwest corner of the City near Munson Park (2023).

Action Plan: Subarea plan for Hospital area in anticipation of their move to Frenchtown Township (2023).

Objective 3 Update City Sign Ordinance, and to include murals with special conditions.

Action Plan: To be completed by December 31, 2022.

Objective 4 Continue to Support Revitalization of Downtown

Action Plan: Work with Downtown Development Authority (DDA) to acquire and repurpose properties consistent with the Downtown Master Plan.

Action Plan: Evaluate and update Downtown Parking Strategy

Action Plan: Coordinate with DDA infrastructure improvements

Objective 5 Continue to evaluate funding and facility/operational improvements at the River Raisin Battlefield National Park Education Center recognizing opportunities with other regional agencies and partners.

Objective 6 Participate with the Michigan Department of Transportation in planning and evaluating alternatives associated with the I-75 Reconstruction as it pertains to interchange improvements.

Goal C: Quality of Life Initiatives

Objective 1. Reactivate Arts and Culture Committee

Objective 2. Expand upon existing community volunteer projects

Action Plan: Continue to provide support to annual river clean-up project and annual cultivate community project.

Action Plan: Create two additional community-wide volunteer projects: one in 2022 and one additional in 2023.

Objective 3. Parks and Trail Development

Action Plan: Complete Five-year Parks Master Plan by December 31, 2022.

Action Plan: Complete Non-Motorized Plan by December 31, 2022.

Action Plan: Complete construction of Cairns Park by June 30, 2023.

Action Plan: Complete playscape replacements to the following neighborhood parks by September 30, 2022:

Action Plan: Begin design in 2023 for Phase I Improvements to either Mill Race Park or Manor Park.

Objective 4. Expand the Number of Community Special Events and Implement a Communication Plan

Action Plan: Coordinate with community organizations and non-profits to expand the number of community special events with the objective of having one event each month: April thru December.

Action Plan: Initiate at least one event each summer in Labor Park to attract families, such as a movie night, or a concert

Action Plan: Beginning in 2023, initiate at least one event each summer in Cairns Park to attract families such as movie night, or a concert.

Action Plan: Purchase new mobile stage during Fiscal Year 2022-23.

Objective 5. Update all City events on MiCornerstone website and post all county-wide events on City website.

Goal D: To insure that in 2035 all City infrastructure would be in a good condition and sustainable for another 20 years.

Objective 1 Park and Trail Projects

Action Plan: Update all neighborhood parks by 2030

Action Plan: Implement Non-Motorized Plan Projects utilizing various grant sources and the 2-mill levy for project funding.

Objective 2 Road Projects

Action Plan: Continue annual evaluation of the conditions of City streets and plan for their resurfacing, reconstruction, or capital maintenance

Action Plan: Implement 2022 and 2023 road improvement projects as adopted in the Capital Improvements Program.

Objective 3 Water and Sewer Projects

Action Plan: Continue Copper and Lead monitoring and comply with regulatory requirements related to replacement of lead and copper services.

Action Plan: Coordinate water main replacement projects with planned street project.

Action Plan: Continue sanitary sewer projects related to the Corrective Action Plan approved by EGLE (state regulatory agency)

Objective 4 Public Facilities

Action Plan - Evaluate funding alternatives for Navarre Library/Opportunity Center Project

Action Plan: Initiate in March 2022 the task force to evaluate the feasibility of constructing a new Police Station. Focus will be on program needs, location, financing, and land use (zoning) considerations. Goal is have a millage ballot initiative on the November 2022 General Election.

Goal E: Use of Information Technology to improve customer experience, work flow processing, and electronic data collection for operational decision making.

Objective 1 Develop and Implement a camera installation plan for safety monitoring purposes, monitoring traffic and parking flow, and showcasing public events.

Action Plan: Implement Downtown camera plan utilizing ARPA funds in 2022 and 2023.

Action Plan: Develop an implementation plan in 2022 that will be submitted with the 2023-2029 Capital Improvements Program

Objective 2 Develop an organization-wide comprehensive weekly and monthly reporting systems that includes operational and project narratives, as well as key performance indicators.

Action Plan: Consolidate monthly reports to City Council in a consistent format.

Action Plan: Develop weekly report for the City Council as well as the community.

Objective 3 Expand use of Laserfische to the public for various applications as well as "read only" purposes.

Objective 4 Expand the use of GIS for informational and management purposes

Action Plan: Expand GIS usage as it pertains to the City tree inventory as it pertains existing species and their condition, along with trees that have been removed.

Action Plan: Evaluate feasibility of providing historic taxable value of properties.

Action Plan: Implement public safety data format similar to that utilized in the Fitch Public Safety Analysis to that identifies types of calls and response times.

Goal F: Organizational Development/Customer Experience Focus

Objective 1 Implementation of Public Safety Reorganization

Action Plan: Maintain excellent response times for service in an efficient manner consistent with the City Council resolution adopted in July 2021.

Action Plan: Develop cadet and entry level staff

Action Plan: Develop a plan to recruit and retain diversity of staff

Objective 2 Customer Experience Training and Development

Action Plan: Reinstate programming that existed prior to COVID-19.

Action Plan: Continue weekly update to City Hall employees regarding upcoming community events - *Everyone is an ambassador*

Objective 3 Develop on-going training program for frontline supervisory personnel.

Objective 4 Reinstate in-service programming for all City employees to inform them of policy, program, and project updates, along with general safety initiatives.

CITY MANAGER

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

Objectives

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

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

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

CITY MANAGER PERFORMANCE INDICATORS					
	FY 19 Actual	FY 20 Actual	FY 21 Actual	FY 22 Est.	FY 23 Est.
Agenda Items Reviewed & Processed	191	203	236	225	225
Activities & Issues Reports	25	15	15	18	20
Policy Resolutions Developed	2	3	4	4	4
Intergovernmental Relation Contacts	45	50	40	40	40

COMMUNICATIONS, CULTURE, & COMMUNITY PROMOTION

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

Objectives

1. Provide effective communication with citizens, staff and council.
2. Oversee the development and updating of the City's print and other media communications including information and marketing materials and electronic.
3. Increase the understanding of and support for city programs, policies and projects.
4. Develop positive media relations that provide balanced coverage of city issues.
5. Ensure timely and accurate public information of city operations, projects and policies, council action, crisis/disaster communications, economic vitality initiatives, and awareness campaigns through traditional media, social media and the internet.
6. Oversee Internet content standards and social media guidelines to inform community members about city services and programs and to provide additional engagement opportunities outside of scheduled public activities.
7. Manage marketing partnerships with other community organizations and relationships with associated consultants and vendors.
8. Serve as primary web master for the City of Monroe official web site.
9. Use digital illustration, photo editing software, and layout software to create designs & visual elements such as logos, original images, and illustrations to deliver messaging content.

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 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 2021/2022

- Daily administration of the City of Monroe official web site, serving as the primary web master.
- Expanded the city social media presence by launching an official Instagram account which is regularly updated and has been accredited by META.
- Collaborated with and provided support for the Public Safety Department to launch their social channels which include: Facebook, Instagram, Twitter, Neighbors, and Ring.
- Regional marketing in Lake Erie Living and Monroe County Tourism Magazine
- Design and maintain all display material on the digital message boards installed on the first floor lobby and second floor of City Hall, government channel and Fire Station No.1.
 - This includes all still imagery graphic design and video graphic production.
- Collaborated with the Monroe County Emergency Management to utilize the MCANS SMS alert system to notify residents of city emergency alerts, including snow emergencies, flooding notifications, etc.
- Communication with residents included detailed web content, social media, MyMonroe app push notifications, email alerts, press releases, and government channel messaging.
- Created various wayfinding signage for city facilities pertaining to changes in operations related to the COVID-19 pandemic and City Hall construction.
- Various marketing and promotional material graphic design, online and print.
- Assists all departments with printed material orders, including acquiring design templates, for all letterhead, business cards, envelopes, etc.
- Collaboration with the following City Departments (illustrative only – not comprehensive):
 - **Water Department:** Graphic Design – updated marketing materials, including revision and redesign of the following: posters, outdoor interpretive signage, Field Guide; Photography – RRL cleanup event; Transfer all RRL independent website content to monroemi.gov.
 - **Public Safety: Fire Division:** Photography and graphic design: Burn ordinance/outdoor fireplace public awareness including social support, infographic, web page, press release.

- **Public Safety: Police Division:** RING Neighbors Collaboration, social media pre-launch work sessions, content and graphic support; Created 20+ graphics for content generation; Welcome to the community packet for MACP Accreditation process; Social media channels launch – support for FB, Twitter, and Insta page inaugurations; Graphic design, photography, branding, etc.; Parking GIS Map – graphic support and subcommittee collaboration; Interior design and brand aesthetic support for third floor City Hall office installation.
 - **Engineering:** Social support, app push notifications and subscriber emails for collection notices such as snow emergencies, flooding, etc.; Assist with aesthetic interior design for winter 2022 lobby construction project.
 - **Finance:** Collaboration for continual promotion of the Cloudpay web-based invoice processing system, which has reduced first floor foot traffic and over-counter customer service by approximately 40%.
 - **Mayor’s Office:** City Council Goals and Objectives document, Hometown Holiday Lights concept development, graphic design, sponsorship brochure, development committee; Tree Lighting – contractor outreach for merchant area, marketing, event facilitation support; Documentation of cemetery flags at Woodlawn for Memorial and Veterans Days; ceremony and event photography, marketing, etc.
 - **Economic Development:** Lazy Boy Steering Subcommittee – site name, concept design input and review; Bird Scooter – PR, web and social support
 - **IT:** Lobby kiosk project ongoing.
 - **Data Management:** Continued integration of fillable forms on City web site; Department logos for interdepartmental data access intranet page.
 - **Clerk’s Office:** Design marketing and support messaging, graphics, etc; election supervisor silver lapel pin – design, project coordination; Print projects: Downtown residential parking permits; food vendor IDs, parking ticket branding, etc.
 - **City Manager’s Office:** Finalized trademarking for Raisin’ Expectation and graphic elements of city logo; Construction site sign graphic design and facilitation for Sharing Garden project at the Opportunity Center.
 - **Parks and Recreation:** Site signage graphic design and facilitation: restroom signs, COVID signage, Splash Park signage; Social media graphic design: registered sports and department events as requested.
- Generated and disseminated various official press releases to print, radio and television entities.
 - Coordination of various media entities and representatives, including arranging media appearances for city staff and representatives.

- Service on behalf of the City on the following committees and boards:
 - Monroe Public Access Cable Television (MPACT)
 - Community Foundation of Monroe County – Marketing Subcommittee

GOALS FOR FISCAL YEAR 2021/22

- Implement a City Hall wayfinding project. This will include the updating, replacement or installation of the following: branded City Hall internal wayfinding evaluation, planning and installation; branded City Hall monument sign outside of 120 E First Street.
- Expand the wayfinding and branding initiative around the city to include City of Monroe welcome/entryway monument sign design and installation at strategic locations within the community; replacement of current single post blue wayfinding signage (35) scattered throughout the community to update content, material, brand design, peeling letters, etc.; and park entryway signs.
 - Additionally, seek to digitize the Downtown Information Kiosk at First and Washington.
- Implement The Downtown Street Exhibit Project, an exhibit program in collaboration with the Monroe County Museum System and the Downtown Development Authority (to dateP). Principal display elements will consist of one or more "frames" of clear glass panel of approximately 3 x 7 feet onto which photographic images and exhibit content are silkscreened. Each frame has a principle image on the upper portion of the panel, typically a building or a site, and the frame is placed so that the viewer sees the image of history superimposed over the reality of the present for a true immersion experience. The glass will be held in a tubular stainless steel frame.
- Revamp City flag under new branding guidelines.
- Launch a City of Monroe newsletter in a magazine or traditional format which will include print hard copy and digital newsletter/welcome to Monroe program.
- Acquire a part-time communications department support position.
- Expand community marketing in print and digital media.
- Expand department content on web site.
- Continue to implement fillable forms on the City web site, phasing out unfillable pdfs.

- Continue implementation of the rebranding project – water tower, community wide signage inventory, etc.
- Continue to cultivate a repository of photographs representing Monroe for marketing and various media use.
- Refine city’s emergency response plan to include updated communication methods.

CLERK-TREASURER OFFICE

OVERVIEW

The elected Clerk-Treasurer is responsible for the administration of two distinct and important functions within the City of Monroe. The Clerk maintains the official documents of the City, serves as Chief Administrator of all elections held within the City, and serves as Clerk of Council. The Treasurer collects all payments owed the City, prepares settlement and other reporting due to the state. These and other functions require that the Clerk-Treasurer's office often serves as the "front door" of City Hall.

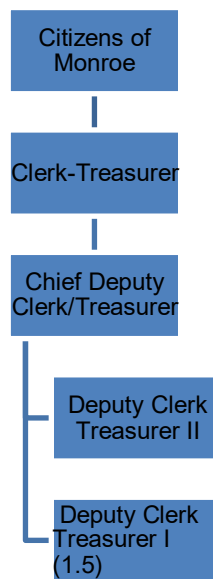
Clerk-Treasurer Function:

Responsibilities include but are not limited to:

- Daily collection, balance and deposit of all monies payable to the City of Monroe including taxes, water bills, licenses and permit fees.
- Responsible for reports for county and state and City Council & Finance.
- Annual tax settlement with the County.
- Responds to customer inquiries/complaints. Provide duplicate invoices to customers. 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.
- Calculate and apply penalties to outstanding balances. Calculate & provide payoff's as needed. 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. Collects unpaid parking fines.
- Generate summer and winter tax bills.
- 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.
- Prepares refunds all overpayments due to discrepancy when issuing check or adjustments from the Board of Review, Michigan Tax Tribunal, STC, etc...
- 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.
- Provide annual reports to State Tax Commission for Industrial Facility Taxes (IFT's).
- Arrange and prepare meeting agendas and meeting materials for the City Council, Pension Board, Civil Service Commission and serve as Clerk to DDA Board.
- Prepare, publish and post public notices for City Council, Pension Board, and Civil Service Commission meetings as well as other Boards and Committees according to OMA and other procedural requirements.
- 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.
- Administer all Elections held within the City and maintains security for Election equipment.
- Provide oversight, implementation and administration of the voting process within the City of Monroe. Includes: 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

- Prepare and administer the Oaths of Office for Police Officers, Board Members, Election Workers and other City Officials.
- 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.
- Serves as the Freedom of Information Act Coordinator; Coordinates the City's response to all FOIA requests including those made to MPD.
- 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.



CITY ASSESSOR

OVERVIEW

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

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

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

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

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

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

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

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

Personal property is assessed in Michigan on a type of honor system whereby a property owner annually reports original acquisition costs of all taxable personal property on an affidavit or statement. The Assessor's Office depreciates these original costs based on standardized State Tax Commission (STC) multipliers to arrive at the true cash value, and resultant assessed and taxable value, of such property. Approximately 750, 575, and 30 personal property statements, small business affidavits, and eligible manufacturing personal property statements, respectively, are processed annually to arrive at assessments or exemptions. Personal property assessments are estimated on a per square foot basis of similar occupancies when necessary.

An ad valorem, or value-based, tax may invite disputes relative to the value of one's property. If a dissatisfied property owner is not relieved by the action taken by the City Board of Review, the Assessor's Office must defend value estimates before the Michigan Tax Tribunal (tax court) when necessary. Approximately 100 assessments are typically appealed to the City March Board of Review annually, and 71 appeals were made to the 2021 March Board of Review.

The Assessor's Office typically processes approximately 875 property owner name changes and approximately 650 principal residence exemption changes annually, calculates millage rollback fractions, and prepares assessment and summer and winter tax rolls including ad valorem (9,730 parcels), lessee-user (16 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (4 parcels), Industrial Facilities Tax (23 parcels), Obsolete Properties Tax (44 parcels), Downtown Development Authority (800 parcels), and Brownfield Redevelopment Authority (203 parcels in 6 rolls).

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

with a nominal charge for detailed data.

ECF studies utilizing sales from April, 2019 to March, 2021 were performed for all residential neighborhoods for the 2022 assessment roll. 2022 residential assessed values increased from 2021 levels by approximately 7.4% overall in the 56 residential neighborhoods with a range of from approximately -4.9% to 20.6%.

Based on a sales study utilizing the two-year cycle of sales from April, 2019 to March, 2021, 2022 assessed values in commercial real neighborhoods increased from 2021 levels by approximately 5.7% overall in the 18 commercial neighborhoods with a range of approximately -8.2% to 20.4%. Based on an appraisal study, 2022 assessed values in the industrial real neighborhood increased from 2021 levels by approximately 5.7% overall with the exception of the power plant which had an approximate -6.2% decreased assessed value based on a Michigan Tax Tribunal stipulation.

Values were changed as necessary for the 2022 roll as a result of building permit work performed during 2021 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2021 and early January, 2022 for the 2022 roll.

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

STAFFING/STRUCTURE

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

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

and budgeted staffing consists of the City Assessor (MMAO), two Property Appraisers (MCAO) and one part-time employee holding a MAAO license.

GOALS AND OBJECTIVES

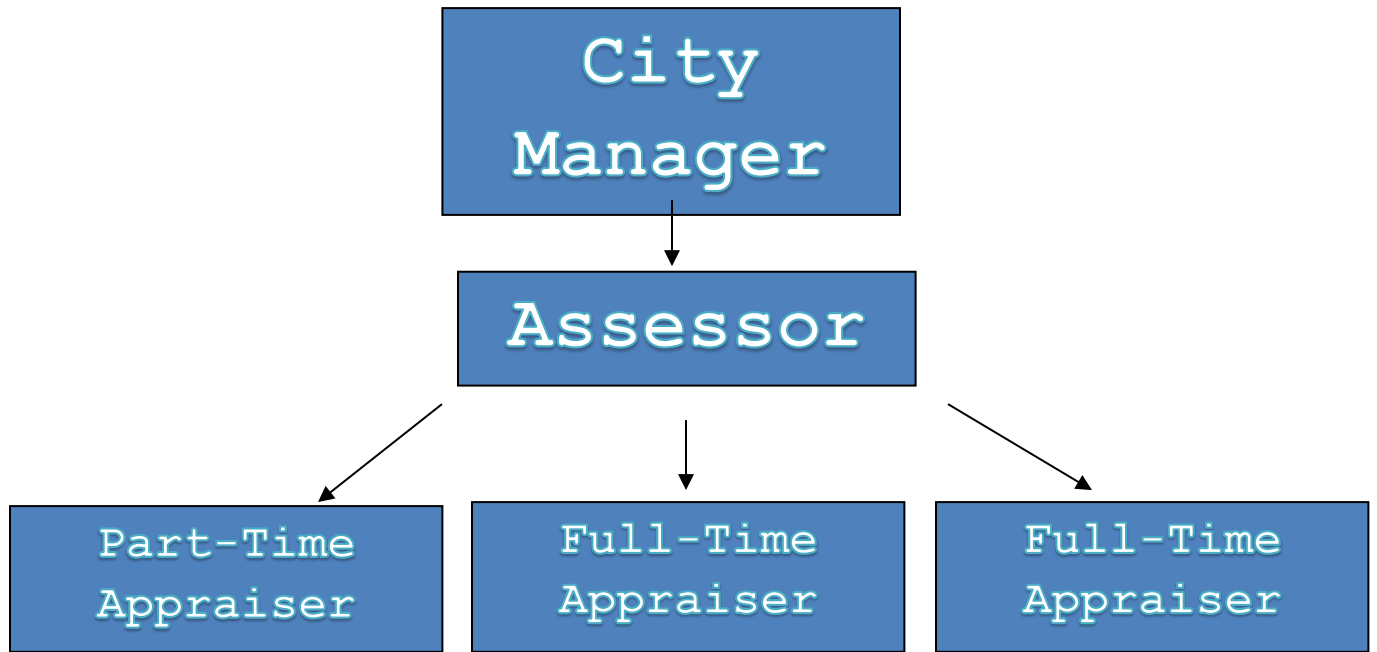
The primary objective of the Assessor's Office has been, and will continue to be, assessment of all property not exempt by law at one-half of its market value as of December 31. A concurrent goal of the Assessor's Office is to continue performing physical inspections in cases of new construction, repair/remodeling,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

Likely in an effort to ensure that the State of Michigan receives all tax monies it is entitled to, the STC has been performing random 14-point reviews or mini-reviews of assessing practices throughout the state during recent years. The STC performed mini-reviews, and AMAR (Audit of Minimum Assessing Requirements) reviews, in all assessing units in Monroe County during 2010, 2016, and 2021 respectively. During these reviews, the STC frowned on the lack of annual cyclical property inspections. Interestingly, City Charter and State Constitution and statute have no requirements for physical observation of property for which value estimates are made.

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

In accordance with International Association of Assessing Officers recommendations, the Assessor's Office started a second round of cyclical city-wide physical reviews/inspections of residential real property parcels in 2020. In 2021, approximately 1500 field reviews/inspections was completed. The first round of these reviews/inspections was performed from 2011-2016. The second round of reviews/inspections is intended to be completed by 2024, after which a second round of commercial/industrial reviews/inspections will be performed. The first round of the approximately 975 commercial/industrial reviews/inspections was performed from 2017-2019.

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



CALENDAR YEAR	Actual 2019	Actual 2020	Actual 2021	Projected 2022	Projected 2023
Residential sales	425	424	415	430	430
Commercial/industrial sales	31	39	30	30	30
Income/expense statements	326	0	330	0	330
Personal property statements	885	751	751	750	750
Small business affidavits	544	595	578	600	600
Eligible manufacturing personal property statements	30	33	33	33	33
Valuation notices	8,756	8,756	8,770	8,775	8,775
Value-affected building permits	107	149	126	120	120
March BOR appeals	115	64	71	100	100
July BOR changes	70	59	51	70	70
December BOR changes	40	30	25	35	35
Tax court appeals pending	5	0	2	5	5
Tax court appeals decided	5	4	1	5	5
Property owner name changes	893	880	900	880	880
Property ownership changes	422	474	475	475	475
Homestead exemption updates	327	409	350	375	375
Homestead exemption rescissions	282	325	290	300	300
Homestead exemption denials	40	10	13	15	15
Rolls	13	13	13	13	13
Special assessment rolls	0	0	0	1	1
Property splits	5	2	2	5	5
Property combinations	9	7	5	5	5
City property value estimates	0	1	2	2	2
Poverty exemption applications	10	12	12	15	15
Veteran's exemption applications	23	23	24	25	25
Field reviews/inspections	121	682	1514	1200	1200

CITY ATTORNEY

MISSION STATEMENT

To administer and provide for the delivery of legal services to the Municipal Corporation of the City of Monroe, Michigan; including the Mayor and City Council, the various Departments, Administrators, Employees, Boards and Entities that comprise the Municipal Corporation of the City of Monroe, Michigan.

DUTIES PURSUANT TO CITY CHARTER, STATE STATUTE AND THE STATE BAR OF MICHIGAN RULES OF PROFESSIONAL CONDUCT

Pursuant to Section 106 of the City of Monroe Charter, "(t)he City Attorney shall be the legal advisor of the Council and of all officers of the City, and shall act as the attorney and solicitor for the corporation in all legal proceedings in which the corporation is interested, and he shall make investigation of and prosecute all offenses against the ordinances of the City, and shall be a member of the Board of Review. He shall attend all sessions of the Council unless excused by the Council, and shall render his opinion in writing when requested."

DEPARTMENT DESCRIPTION

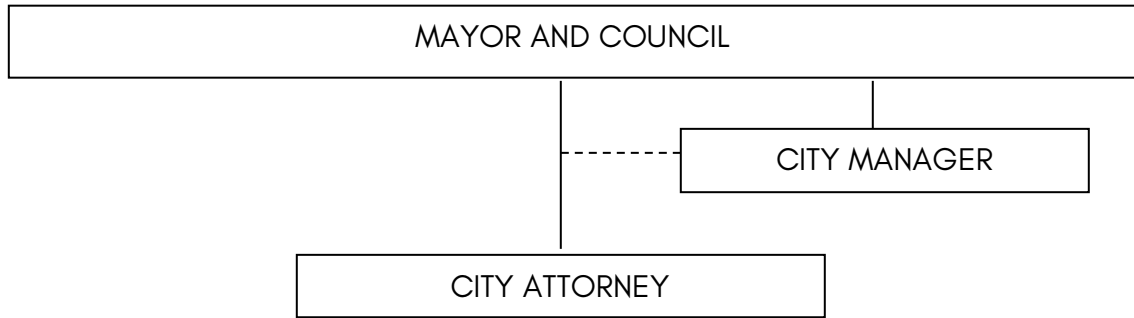
The Office of the City Attorney is currently serviced by two different contracts. The law firm of Mohr Budds Law, PLLC has been contracted to provide all legal services, except for the prosecution of violations of City ordinances and labor matters. The Monroe County Prosecuting Attorney has been contracted 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 inquiries from citizens concerning municipal related legal issues.
- 19) Other duties as assigned.

ATTORNEY’S ORGANIZATIONAL CHART



FINANCE DEPARTMENT

The Assistant City Manager/Finance Director, appointed by the Mayor and City Council, serves as the Chief Financial Officer and administers a department consisting of three divisions, accounting, purchasing, and information systems. Accounting and Purchasing are budgeted within the General Fund while Information Systems is accounted for as an Internal Service Fund. The Director also acts as the City's Risk Manager and Treasurer to the Monroe Building Authority.

The Finance Department performs the functions of financial advisory and financial administrator in support of city operations. Specific duties include:

- budget preparation
- budget control
- maintenance and control of accounting records
- accounts payable
- payroll processing
- debt service
- investment of City funds (except trust funds)
- accounts receivable
- coordination of insurance coverage
- capital asset accounting
- financial reporting
- coordination of the annual audit
- administration of information systems
- supervision of purchasing function
- administration of insurance claims

The accounting division is responsible for the accuracy of the accounting systems including individual funds, grants and capital projects, payroll, accounts payable and accounts receivable. Coordination of budget and annual financial report preparation are included as a part of Accounting's responsibilities. Accounting also reviews all City Council meeting agenda items, with budgetary impact, for accuracy of accounting and availability of funding.

Unlike the majority of the City's operations, grants and capital projects are not restricted to the City's fiscal year, thus requiring separate tracking systems. The accounting division maintains a project accounting system for all approved projects.

Accounts payable processing requires reconciliation of invoices with receiving reports, data entry, and filing of invoices by vendor and generation of an accounts payable listing for approval at each City Council meeting. Check issuance, electronic payments, and 1099 reporting are also responsibilities of the accounts payable function.

Payroll processing includes time entry, production of payroll checks and direct deposits for employees, withholding and reporting of income taxes and other deductions and maintenance of individual earnings records. Payroll is responsible

for quarterly and annual tax reporting, including W2 generation and reporting. Payroll is responsible for maintenance of employee leave records. The Payroll Clerk also ensures that timesheets submitted by departments comply with the various bargaining agreements in place and documents payroll related accounting information for the City's annual audit.

Fiscal 2021 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 2020 Comprehensive Annual Financial Report. The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year. The 2021 annual report has been submitted to the GFOA for review and we are currently waiting for the results.

The Finance Director administered the process for the City to receive its first payment under the American Rescue Plan Act (ARPA). The first payment was received in May 2021 in the approximate amount of \$5.7 million. The total amount to be received is \$11.4 million with the second and final payment expected in May 2022. The Finance Director has also taken responsibility for quarterly reporting to the US Department of Treasury.

The Finance Department successfully implemented a new accounting standard regarding Fiduciary Activities. The standard changed the way we account for property tax collections for other units of government, how some liabilities are reported, and caused the Cemetery Fund to be closed to the General Fund for financial reporting purposes.

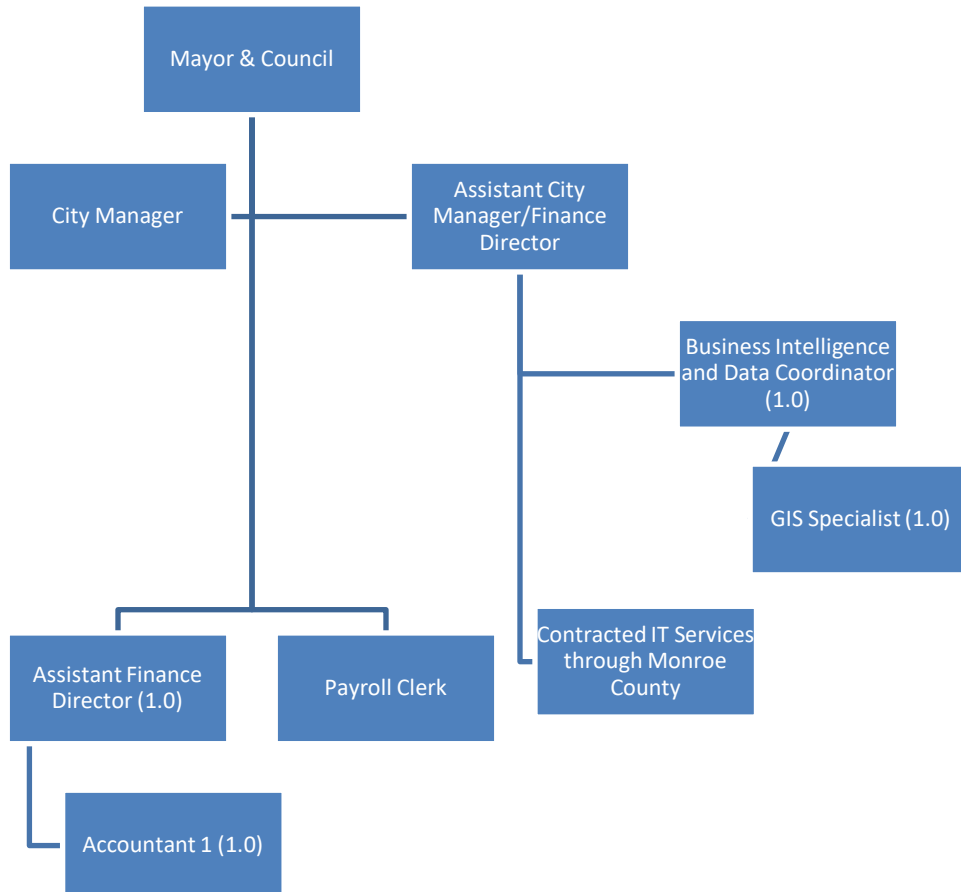
In early 2022, a system was implemented with the Treasurer's office to allow vendors and larger taxpayers to make payment directly to the City via ACH transfer versus using our online payment system. It is a standard practice for most large organizations, including the City, to want to pay their invoices via ACH transfer or some other electronic means. Issuing checks is the most expensive and least secure method of making payments.

Department FY2023 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Convert to paying more vendors electronically versus by check
- Train and involve the Assistant Finance Director in the budget process
- Provide overall financial support and guidance to City departments and projects

- Implement GASB statement 87 regarding Leases for the June 30, 2022 fiscal year financial statements
- Implement changes to the City chart of accounts as required by the Michigan Department of Treasury

Department of Finance Organization Chart



PERFORMANCE MEASURES

Measure	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Estimate
A/P Invoices Processed Monthly (Avg)	778	821	835	826	796	794	800	800
Credit Card Transactions Monthly (Avg)	515	536	559	549	426	414	450	450
Non-Payroll Checks Issued Monthly (Avg)	175	173	171	165	147	122	125	125
A/P Invoices Paid Electronically - Monthly (Avg)	n/a	n/a	12	18	30	124	140	150
A/P Invoices Paid via Virtual Credit Card - Total FY	n/a	n/a	n/a	n/a	30	102	100	100
Auditor Review Comments Received/Addressed	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0	0.17	0	0.17	0.08	0	0	0
Paid Overtime Hours	18.5	52.5	18	12.5	7	19.5	40	20
Budget Amendments Prepared	235	288	265	261	249	221	250	250
Staff Outside Training Sessions	8	6	8	5	6	0	5	8

HUMAN RESOURCES DEPARTMENT

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

Department Summary

The Department oversees the following functions or assignments:

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

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

7. Health and Safety – Responsible for overseeing loss control, employee safety and health, accident prevention, wellness programs, counseling and employee assistance programs.
8. Training and Development – Responsible for employee training programs related to human resources, employee relations, and management issues.
9. Agent for the Civil Service Commission as it relates to the recruitment, testing, selection process for applicants, and the rules and regulations of Police and Fire Departments.

ACCOMPLISHMENTS FOR FY 2020-2022

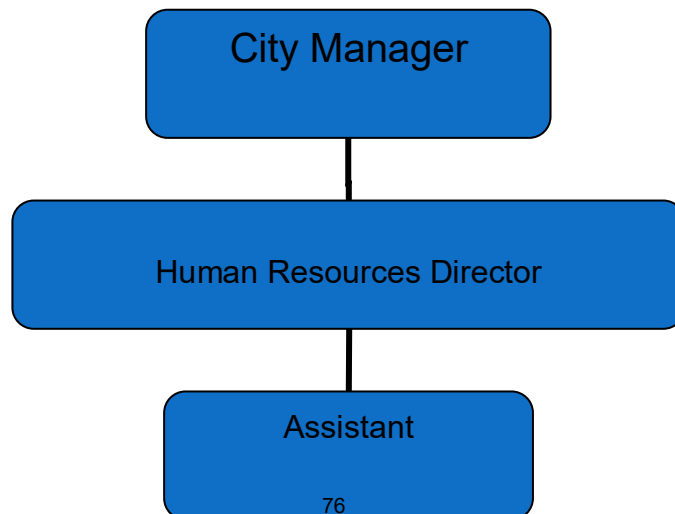
- Successful contract negotiations with Command Officers, Public Safety Officers, COMEA Unit I, COMEA Unit II, and Teamsters (all expire 6/30/25; other than Command & Police which expire 6/30/26)
- Successful coordination, implementation, and transfer of approximately 250 Medicare eligible retirees from BCBS to a Medicare Advantage Health Care Plan.
- Successful recruitment, interviewing, testing, and background investigation of eight full-time employees.
- Successful completion of the annual retiree cost-of-living adjustments.
- Completed annual MML salary/benefit survey, including LOCC survey request.
- Continue advising management on employment law and employee relation issues.
- Promote employee safety and wellness through education, training and compliance.
- Successful completion of the City's annual GRS valuation information request.
- Successfully planned and coordinated an employee/retiree flu clinic.
- Successful implementation of the on-line Employee Benefit Open Enrollment software module.
- Successful completion and approval of the City's RDS Medicare Subsidy Reimbursement application.
- Successfully completed Medicare Part D/CMS notification reminders to all eligible retirees.
- Successfully reviewed and updated two job descriptions.
- Successfully assisted in the development and implementation of the City's COVID-19 Preparedness and Response Plan, COVID-19 Pandemic Leave Policy and Extended Leave Policy and Telework Policy. Implementation of a Vision Program for employee groups (except for Fire), effective January 1, 2022.
- Successful implementation of an Early Retirement Incentive program for the Non-Union Group; Command & Police Officers; and Fire Command (13 accepted).

- Successful preparation and dissemination of the 1095C's for the active and retiree group.
- Successful selection of the MERS Deferred Compensation 457 program as the sole provider of the City's 457 program including setting up informational meetings and program overview for all bargaining groups and former employees.

GOALS AND INITIATIVES FOR FY 2022 - 2023

- Continue contract negotiations with Firefighters (contract expired 6/30/21).
- Continue successful recruitment, interviewing and testing new hire candidates.
- Continue to update City Policies and Procedures in an effort to provide consistent work standards, provide consistent and fair treatment, and to protect the City legally.
- Continue to be proactive in addressing employment issues by offering regular training and consultations with employees, supervisors, and managers.
- Advise management on employment law and employee relation issues.
- Promote employee safety and wellness through education, training and compliance.
- Planning and coordination of an employee recognition luncheon and employee/retiree flu clinic.
- Preparation, dissemination, and transmittal of the 1095C's for the active and retiree groups.
- Continue annual cost-of-living calculations, pension adjustments, and general retiree changes and deductions.
- Completion of the City's annual GRS valuation information request.
- Development, coordination, and implementation of the 2021 health care on-line open enrollments.
- Review and approval of the City's annual RDS Medicare Subsidy Reimbursement application.
- Completion of Medicare Part D/CMS annual notification reminders to all eligible retirees.

ORGANIZATIONAL CHART



PERFORMANCE MEASURES

Performance Indicators	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Estimation	FY 22/23 Estimation
Hiring & Promotions				
Job Openings	7	28	19	10
Applications Received	129	20		25
Candidates Tested	17	26	18	10
Candidates Hired	7	8	25	10
% of positions filled internally	4	6	6	8
Background Checks	7	12	15	8
Psychological Exams	0	7	2	5
Seasonal Employees hired	25	5	15	12
Compensation & Benefits				
Job Descriptions Updated	2	4	4	5
Job Classifications Requests	1	3	2	2
Pay Plan Comp Reviews	1	1	1	0
Employee Safety				
Workers Comp Claims Processed	20	18	16	18
Workers Comp Claims Open	2 (pre 2017)	1 (pre 2017)	4(2 pre 2017)	3
Workers Comp Claims Closed	18	17	12	15
Cost of Claims Paid	\$704,045.89	\$22,943.16	\$50,000	\$40,000
Safety Committee Meetings Held	2	1	1	1
Safety Site Inspections (MIOSHA)	1	0	1	1
Employee Relations				
Grievances Processed	4	2	2	2
Grievances Arbitrated	0	0	0	0
Investigations	0	0	2	1
Disciplinary Actions Taken			4	3
Letters of Understanding	1	2	3	4
Labor Negotiations	3	6	5	1
Personnel Policies New/Revised	2	3	4	2
Personnel Administration				
Employee Turnover as a % of Total Budgeted positions	4.0%	6.7%	13.3%	5.0%
Retirements as a % of Total Budgeted positions.	2.9%	5.6%	8.9%	3.3%
% Minorities in Workforce	2.3%	1.7%	.01%	.5%
Retirement Applications Processed	11	10	16	6
New Employee Orientations	9	18	25	5

ENGINEERING DEPARTMENT

Engineering Department Administration Program

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

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

Activities are performed to permanently maintain and back up vital records of the City's infrastructure and to respond to inquiries of the general public and potential developers. All utility record drawings have been linked up to the City's Geographic Information System (GIS), which is available to the public through the City's web page, and are included in the City's document imaging system, both of which can be accessed by all computers on the City's network. The GIS, which is constantly updated, can produce customized aerial mapping in conjunction with layers such as water mains, sanitary and storm sewers, City trees and signs, and property information. While the GIS function moved from the Engineering Department in 2019, the above data layers are mostly updated by Department staff, which retains a significant role in system data maintenance. All infrastructure record information is provided to prospective developers, builders, consulting engineers and other interested parties for future development considerations.

Engineering Department Description

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

The proposed budgeted staffing level is four (4) employees, plus the Department Director's position, which is shared with Public Services. The Department has reduced its overall full-time staffing level from 10.5 positions in 2004 to 4.5 positions at the present time, and it is believed that this level is sustainable for the foreseeable future based on typical project loading. Further facilitating clerical redundancy and efficiency, the Engineering and Public Services Departmental Aide positions were combined with a common job description and are both located in the same office, with one charged to each department's budget. Both clerical positions cover public interface functions for both departments, promoting maximum flexibility and promoting greater customer service.

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

The Engineering Department office area is the primary storage location of all of the City infrastructure records. All construction record drawings and all document files that are not yet scanned are stored in the Department. 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 document imaging system, which is heavily used by the Department. Once completed, the vast majority of older paper files can be discarded, freeing up needed space in City Hall. It is expected that this project will take at least the next year to complete to the point where annual scanning is then at a maintenance level.

The Engineering Department is a general fund department, however, survey, design, and inspection time are charged to projects from the various City funds. In general, 10% to 15% of a project's construction costs will be spent on engineering activities, though this varies based on the size and complexity of the project. In some years past there has been a subsidy of more than 50% of the Department's Expenditures from the City's General Fund, however, this has been substantially reduced in recent years, as the staffing level has gradually decreased while the annual project loading has remained relatively constant or even increased in many years. For the past several years, the Director's time has been allocated to some projects as appropriate as well, and it is hoped that the General Fund subsidy can be decreased even further, though some of the capital project budgets will need to be increased to account for these charges.

Engineering Department Goals, Accomplishments, and Shortfalls

Since the Engineering Department's primary mission is to implement the City's funded Capital projects, the Department can said be to successful insofar as it is able to complete all funded projects within the time frame desired by the City Council. It should be recognized, however, that overall City funding constraints have not typically allowed 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. It is hoped, however, that the 2-mil, 15-year streets and non-motorized facilities levy approved by the voters in November 2020 will allow steady progress toward this backlog, with a noticeable difference present after the first construction season with this additional funding. 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 2021, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council, though the effects of the COVID-19 pandemic continued to substantially impacted the timing of some projects, both from a quarantine perspective and supply chain perspective. The City also continued its street maintenance program in 2021, 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 year's work included crack sealing, and a significant quantity of "spray patching", which is a more permanent method of cold patching that can last for a few years without regular attention. These maintenance-type activities are all important to prolonging the life span of the City's street system, especially when funding is inadequate to address the full City-wide funding needs for full replacement or resurfacing.

2021 saw the value of City construction contracts administered through the Engineering Department total \$6.001 million across 16 contracts, slightly below the 2020 number of \$6.615 million. Space prohibits listing all projects that may be a part of these contracts individually, but the following table represents the construction contracts administered by the Department, and dollars expended in 2021. In some cases, the smaller value contracts included only retainage due, not necessarily 2021 construction activity.

2021 Construction Contracts	
Contract Name	2021 Work
2021 Water Main and Resurfacing Program	\$ 2,237,842.57
2021 Concrete Paving Program	\$ 1,842,222.01
Corr. Action Plan Ph. 1 - San. Sewer Lining	\$ 398,676.50
Labor Park Improvements	\$ 270,717.82
2021 Sidewalk Replacement Program	\$ 177,932.60
2020 Concrete Paving Program	\$ 174,645.90
2020 Building Demolition Program	\$ 160,762.00
La-Z-Boy Site Infrac. - Phase One	\$ 149,159.50
North Dixie Highway Resurfacing (MCRC)	\$ 145,932.82
2019 Bituminous Pavement Maintenance	\$ 121,972.10
Central Fire Station Demolition	\$ 75,391.40
US-24 Traffic Signal Replacement	\$ 72,059.93
Interior Renovations for ALCC	\$ 63,606.50
2019 Underground Utility & Resurfacing	\$ 49,467.35
S. Monroe Drainage Improvements	\$ 35,346.40
2021 Pavement Marking Program	\$ 25,388.80
Totals	\$ 6,001,124.20

Two (2) contracts represented two-thirds of the contract value, and these were our signature roadway programs, with the 2021 Water Main and Resurfacing program including some streets with both water main replacement and resurfacing, and some with resurfacing only. The 2021 Concrete Paving Program did not include any utility work, but was the reconstruction in new concrete of several roadways, including in some cases conversion from asphalt surface to concrete. Nearly all roadway projects included substantial curb replacement, along with the replacement of adjacent drive approaches and sidewalks.

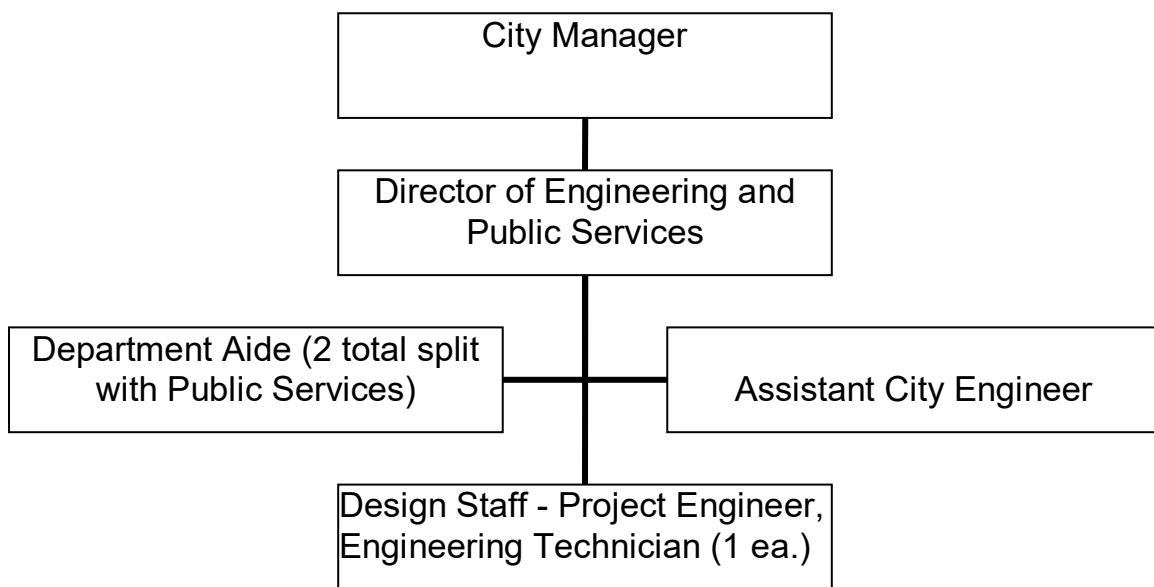
Some of the contracts on this list appear to be delayed work, but in some cases the original contract was rolled over to include 2021 work via a Council-approved change order, to take advantage of favorable bid pricing that was extended by the contractor. In other cases, smaller locations were added to an already open contract with a known and reliable contractor rather than bidding an inefficient amount of work. Both of these strategies helped to alleviate some of the labor / contractor shortages that have been present during the last year and allow more of this work to occur in a timely fashion than would have otherwise been possible.

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. An additional project that requires attention in the short run is the review and revisions to the City's contract form and construction specifications to reflect current practices, though this documentation is still valid from a legal standpoint.

ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR

Performance Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Estimate
Site Plan Reviews	37	43	119	66	75	75
Contracts Awarded	12	8	6	9	6	10
Contract Value (\$Millions)	\$4.091	\$11.597	\$6.615	\$6.001	\$6.000	\$10.000
Special Assessment Districts	0	0	0	0	0	0
Engineering & Inspection Fees	\$166,149	\$188,941	\$124,463	\$192,385	\$200,000	\$200,000
Private Developments Monitored	0	0	0	0	1	1
Miles of Streets Resurfaced	0.28	4.39	1.13	2.91	2.24	2.98
Miles of Streets Crack Sealed	3.43	6.12	2.29	3.62	3.00	3.00
Miles of Streets Spray Patched	0.83	0.93	3.13	1.80	1.00	1.00
Miles of Streets Slurry Sealed	0.00	0.00	0.00	0.00	0.00	0.50
Miles of New Streets Added	0.00	-0.03	0.00	-0.07	0.00	0.00
Total City Street Mileage	82.72	82.69	82.69	82.62	82.62	82.62
Water Mains Replaced (miles)	1.14	2.00	0.26	0.94	0.20	1.00
New Water Mains Installed (miles)	1.60	0.00	0.55	0.00	1.00	1.00
Total City Water Mains (miles)	307.61	307.61	308.16	307.61	309.16	308.61
Sanitary Sewer Rehab. (miles)	0.91	0.05	0.68	1.71	2.29	1.00
New Sanitary Sewers (miles)	0.68	0.00	0.06	0.00	1.00	1.00
Total City Sanitary Sewers (miles)	260.84	260.84	260.90	260.84	261.90	261.84
Storm Sewers Replaced (miles)	0.00	0.05	0.06	0.01	0.10	0.10
Storm Sewers Installed (miles)	0.00	0.00	0.30	0.02	1.50	1.50
Total City Storm Sewers (miles)	73.52	73.52	73.82	73.54	75.32	75.04
Squ. Ft. of Sidewalk Replaced	15,770	34,624	13,668	38,899	40,000	40,000
Squ. Ft. of New Sidewalk	0	0	4,604	0	5,000	20,000
Mileage of all City Sidewalks	172.64	172.64	172.86	172.86	173.06	173.56

ENGINEERING DEPARTMENT ORGANIZATIONAL CHART



PARKING ENFORCEMENT

The Monroe Police Department is responsible for parking enforcement related to meter and permit parking. 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.

PUBLIC SAFETY DEPARTMENT

Police Department and Fire Department

MISSION STATEMENT

Our mission is to improve the quality of life in the City of Monroe by working together with all citizens to protect life and property, to promote safety, to maintain public order, and to preserve human rights.

VISION

Our vision is one of a complete emergency services organization dedicated to professionalism, teamwork, and excellence.

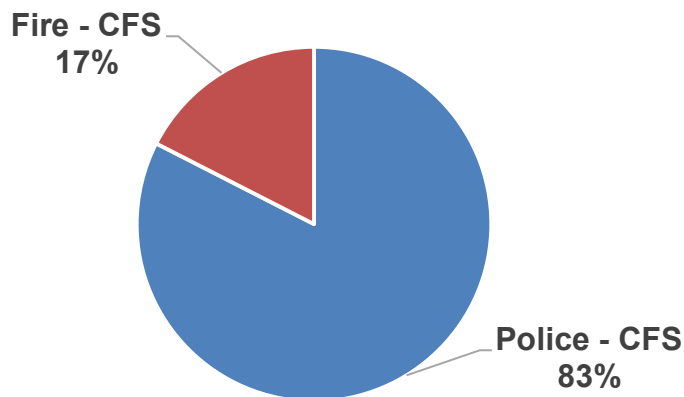
ADMINISTRATION

The Department of Public Safety is comprised of both the Police and Fire Departments and is overseen by the Director of Public Safety. The Director also serves as the Police Chief. Currently the Police Department has an Acting Police Commander. The Acting Police Commander oversees all daily operations for the Road Patrol and the Detective Bureau. The Department of Public Safety also has an Acting Administrative Commander, who oversees the Public Safety Records Department as well as the Property Clerk and the Community Services Division.

Currently, there is not a representative from the Fire Department serving in an administrative capacity. The Director is overseeing all administrative functions within the Fire Department.

TOTAL CALLS FOR SERVICE FOR PUBLIC SAFETY (POLICE AND FIRE)

2021 - 22,883 total Calls for Service (CFS) for Police and Fire



POLICE DEPARTMENT

MISSION STATEMENT

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.

THE DEPARTMENT

The Police Department provides a 24/7 service to the City of Monroe residents.

The Police Department members are also cross-trained as Fire Fighters and are referred to as Public Safety Officers (PSOs). When a fire occurs in the City of Monroe, PSOs are called on to assist in fire-suppression activities with the Monroe Fire Department.

The Police Department is located in the combined city/county Law Enforcement Center at 100 E. Second St Monroe, MI 48161. The department's Records Bureau hours are Monday through Friday from 8:00 AM to 4:30 PM. Monroe County Central Dispatch provides dispatch services 24/7.

The Police Department is currently fully staffed with an authorized staff of 37 sworn officers. The divisions within the department are Administration, Road Patrol, and Special Services.

- 1 Director / Chief of Police
- 2 Acting Police Commanders
- 1 Detective Captain
- 4 Police Road Patrol Captains
- 23 Road Patrol Officers
- 1 Officer on Light-Duty
- 5 Special Services Officers
 - 2 Detectives
 - 1 Juvenile Detective
 - 1 School Resource Officer
 - 1 Drug Unit Detective

Currently, 31 officers are cross-trained as firefighters, 2 are currently in Fire Fighter school and 4 officers will attend Fire Fighter school in 2022. All cross-trained police officers are referred to as Public Safety Officers (PSOs). The Public Safety

Records Bureau has 4 general fund civilian full-time employees, 1 Parking Enforcement Officer, 1 part-time property clerk, and 3 part-time Cadets.

The department’s fleet of vehicles consists of 12 marked Ford Explorer patrol units, along with 2 marked F-150 pickup trucks and 7 unmarked administrative & investigative cars. The Department also utilizes a Polaris Ranger, a 4 person side-by-side 4x4 for special events and border patrol functions.

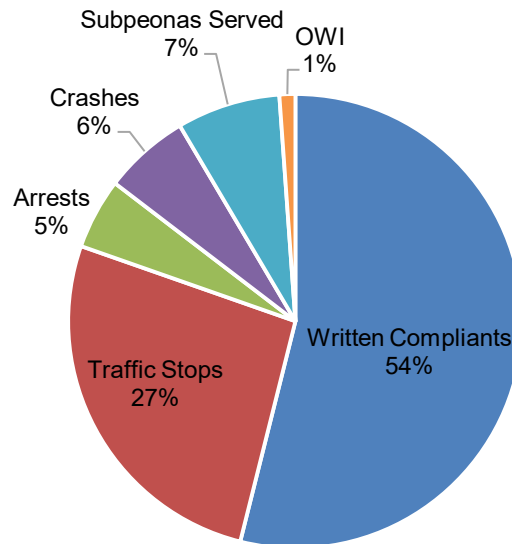
The Police Department has 2 Sea-Doo Wake Pro 230 wave-runners for the Marine Unit. The Police Department, through grant funds, has also purchased a 2021 Prowl Edition Tactical Security Electric LSV Golf Cart. This too will be used in conjunction with border patrol functions.

POLICE DEPARTMENT CALLS FOR SERVICE

Listed below are total CFS for the police from the years 2018 through 2021. These stats are tracked by the calendar year. The pie chart below provides a general representation on some significant stat categories (based on quantity and severity) on what the Police Department responds to on a yearly basis. The 2020 stats were used as they were the most complete.

	2018	2019	2020	2021
Police Department Runs	20,423	20,868	16,358	18,883

Partial break down of Police Calls 2020



ACCOMPLISHMENTS

A major accomplishment in FY 21/22 was the implementation of a new Records Management System, which will serve all Law Enforcement Agencies in Monroe County. This state of the art RMS system will greatly enhance law enforcement's capabilities in reducing crime, and increase our personnel and resource management through data-driven technology. Working with all Law Enforcement partners involved, this system was finally launched in November of 2022.

A significant accomplishment that occurred in the FY 21/22, was the restructuring and re-envisioned Public Safety Department. A Director of Public Safety was named in October of 2022 who also assumed the role of Chief of Police upon his predecessor's retirement on December 31, 2021. As a part of this restructuring the Police Department saw the retirements of several other members as well.

The Police Department also achieved their Michigan Association of Chiefs of Police Accreditation in November of 2021.

FISCAL YEAR 2022/23 GOALS

The goals for the upcoming fiscal year are to continue with the restructuring of the Public Safety Department. Which would include the combining of Police and Fire Records, continued training with PSOs & Fire Fighters, and solidifying the Command Structure within the Public Safety Department (Police Commander, Fire Commander, and Fire Marshal). The Police Department goals are to build a better working relationship with the community through a community officer division. The Police Department would also continue its training in de-escalation training.

FIRE DEPARTMENT

MISSION STATEMENT

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

THE DEPARTMENT

The Fire Department provides a 24/7 service to the City of Monroe residents.

The Fire Department operates out of two Fire Stations. Station 1 (Central Fire Station) is located at 911 E. Third St. Station 2 (West Side Fire Station) is located at 1755 N. Custer Ave. Records Service is beginning to relocate to the Law Enforcement Center (100 E. Second St Monroe, MI 48161). The department's Records

Bureau hours are Monday through Friday from 8:00 AM to 4:30 PM. Monroe County Central Dispatch provides dispatch services 24/7.

The Fire Department currently has an authorized staff of 17 Fire Fighter / Paramedic. The current staffing level is at 12 Fire Fighter / Paramedic.

- 1 Fire Captain / Acting Chief of Fire
- 2 Acting Fire Captains
- 3 Acting Fire Lieutenants
- 3 Fire Fighter / Paramedic / Mechanics
- 3 Fire Fighter / Paramedic

Currently, the Fire Department is supplemented by Public Safety Officers for fire related calls and also has mutual aid agreements with surrounding Fire Department.

The department's fleet of vehicles consists of 1 ladder truck, 2 engines, 1 F250 and 1 Suburban (Echo Unit), 17ft Zodiac, and an ambulance that is not in service.

ADMINISTRATION

The Fire Department's administration has changed much since December 31, 2021 with the retirement of Chief Rob Wight. While an Acting Fire Chief was named due to past practice with the Fire Fighters Union, this acting Fire Chief (current Fire Captain), responsibilities were kept at their current rank of a Fire Captain.

Currently the Director of Public Safety is overseeing all responsibilities held by Fire Chief which are; responsibility for maintaining and coordinating Fire Suppression, EMS, Hazardous Materials, Maintenance and Fire Inspection Divisions. Directs the planning, development and implementation of all department programs. 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 Director oversees the collection and maintenance of employee, payroll, and training and vehicle maintenance records. The Director ensures compliance with Federal, State and local laws and acts as a liaison to other governmental agencies. The Director maintains a safe work environment for department employees and a safer community for the citizens of Monroe.

FIRE SUPPRESSION

The primary function of the Fire Suppression Division is to save lives, reduce injuries, decrease property loss and minimize suffering due to fire and environmental emergencies. Suppression personnel function under the umbrella of the National Incident Management System, utilizing the Incident Command system effectively managing all emergency incidents, utilizing available resources. Three shifts

operate under the direction of a Shift Captain to perform fire suppression, emergency medical response, and hazardous materials response, rescue operations at vehicle accidents, emergency management of floods, tornadoes and downed wire incidents. Suppression personnel provide mutual aid to surrounding communities upon request. The Suppression Division strives to provide the best protection attainable by reducing hazard risk and fire loss, thus, making our community a safer place for our families, friends, homes and businesses.

EMERGENCY MEDICAL SERVICES

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

TRAINING

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

MAINTENANCE DIVISION

Maintenance Division personnel (mechanics) 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.

ACCOMPLISHMENTS:

The 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.

FISCAL YEAR 2022/23 GOALS

The Fire Departments goals for the FY 22/23 are numerous. Currently the region is facing a shortage of Fire Fighters who are also trained as paramedics. The Department of Public Safety Administration is working with the Fire Fighter's Union to higher candidates and train them as a Fire Fighter or Paramedic.

The goals for the upcoming fiscal year are to continue with the restructuring of the Public Safety Department which would include the combining of Police and Fire Records. Solidifying the Command Structure within the Public Safety Department (Police Commander, Fire Commander, and Fire Marshal).

Re-establishment of training with PSOs & Fire Fighters. This training had lapsed over the last year much in part due to COVID but also as a result of the unknown direction of the Public Safety program.

The re-establishment of a Fire Marshal. This Fire Marshals job will be to re-launch Fire Inspections (which have lapsed), who will work with the City's Building Department, re-establish community projects and fire educational campaign program, and begin to work with an outside construction firm to identify critical infrastructure within the City of Monroe.

The establishment of a Fire Commander that will oversee the operations of the Fire Department.

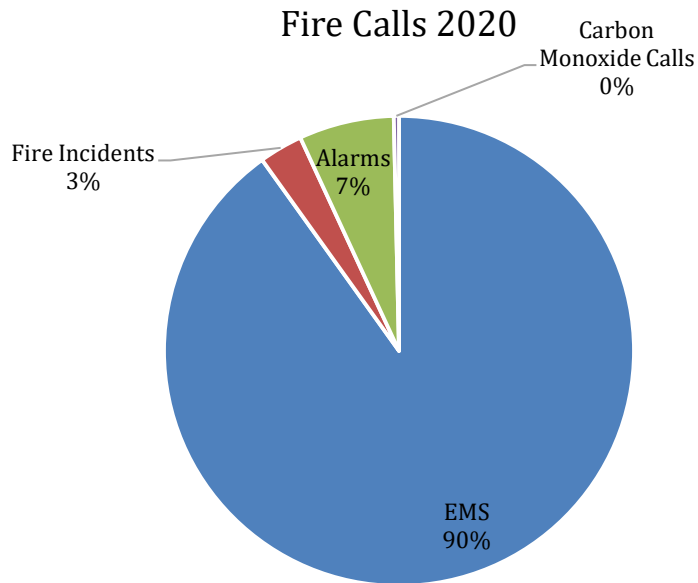
Begin to work towards the Fire Department to become an accredited agency.

Begin to work towards updating all PPE, SCBAs and the Fire Engine. Much Personnel Protection Equipment (PPE) is near expired for the PSOs, Self-Contained Breathing Apparatuses (SCBAs) are also near expiration within the next year, and an Fire Engine is near the end (less than two years) of its recommended service life.

FIRE DEPARTMENT CALLS FOR SERVICE

Listed below are total CFS for the fire from the years 2018 through 2021. These stats are tracked by the calendar year. The pie chart below provides a general representation on some significant stat categories on what the Fire Department responds to on a yearly basis. The 2020 stats were used as they were the most complete.

	2018	2019	2020	2021
Fire Department Runs	4047	3986	3750	4000



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.

Cemetery

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. The City of Monroe will be required to fund the maintenance on a long term basis. Due to accounting standard changes in 2021, the operations of the Cemetery were removed from the segregated fund and combined into the General Fund.

DEPARTMENT OF PUBLIC SERVICES

Department of Public Services Operations

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

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

Other budgeted funds that include DPS duties and functions are Major Street Fund, Local Street Fund, Refuse Fund, 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. Engineering and Public Services Departmental Aide(s) are housed at City Hall for the most part, but an office is retained near the maintenance garage for fleet tracking and inventory purposes where between 30 and 40 percent of one position's time is spent. The Jones Avenue facility is generally closed to the public for most purposes except fall leaf bag distribution and some limited public dumping and wood cutting.

The Department possesses a variety of equipment to accomplish maintenance tasks, including dump trucks, backhoes, and front end loaders for construction and snow

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

The Jones Avenue facility also houses the fleet maintenance garage. This is a full service facility with lifts, hoists, and sufficient parts inventory capable of keeping City equipment operating in all situations and at all hours. All vehicle maintenance records are on file in the garage office, and are now being tracked using fleet software through the Enterprise Fleet Management program, which the City adopted in 2018.

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 DPS has undergone a radical transformation in staffing levels and contracted operations in the last 15 years. 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, and the current contract runs through 2024, with City staff handling a small portion of the work themselves, such as riverbank and ditch maintenance. 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 2022-23 fiscal year, the full-time budgeted DPS staffing is again proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Forestry / Grounds Supervisor, and Departmental Aide plus fourteen (14) full-time Teamster personnel, for a total of 18.5

positions. One (1) of these is normally 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 returns to the DPS Operations Crew where it is tasked with providing supplemental assistance in forestry low-limb trimming, snow clearing in downtown areas, and manufacture of signs, among other tasks. This overall staffing level has remained relatively constant for the last few years.

The 2022–23 DPS budget request includes seasonal positions to provide for routine forestry service, particularly watering of newly-planted trees to ensure their establishment, and to continue the momentum gained during the winter when additional personnel are typically assigned to maintenance-level tree trimming. Also, if some of our recent highly-skilled recent retirees or similarly experienced employees are willing to return for part-time seasonal work, they could be assigned to address a variety of needs, such as Miss Dig staking, painting, or higher-level forestry work.

Department of Public Services Operational Goals

In any given year, there are certain general goals that the Department attempts to meet as follows:

- Respond to all citizen complaints received at DPS within 48 hours
- Replace all City trees removed within one year of removal, depending on species and availability
- Respond to reported hazardous conditions within one hour of notification
- Clear Major streets of snow within eight hours after the completion of a non-emergency storm event and clear Local streets and dead ends within 36 hours of the completion of a non-emergency storm event
- Complete trimming of all City trees every ten (10) years
- Sweep each street in the City at least monthly from April 1 to May 31 and from October 1 to November 30, with service every 6–8 weeks from June to September.
- Maintain City storm sewer system in good operating condition with each catch basin and associated piping cleaned completely at least once every ten (10) years with maintenance cleaning on a more aggressive schedule in certain high-risk areas
- Successfully manage contracts for refuse collection, grass mowing, and others with a minimum of citizen complaints

Department of Public Services Accomplishments & Shortfalls

Given the highly transitional nature of the past decade from a staff standpoint, the primary accomplishment of DPS is that there has not appeared to be a noticeable decrease in core service activities or response time to the citizenry at large. In addition, all of the recommendations contained within the 2007 City-wide Operational Assessment report have been carried out in large part, modified when it was felt appropriate, resulting in nearly a halving of the number of full time positions in the last decade. In such a fashion, the Department has been able to be a trend-setter for leaner government through the combination of a more professional

orientation to the supervisory staff, use of automated systems, and out-sourcing of activities that cannot be performed as efficiently from an internal standpoint.

Perhaps the largest general shortfall, and one that continues to be difficult to manage given the available revenues, is beyond the control of the City. Since the revenues available for roadway and the associated storm drainage system have not historically kept up with the expenditures needed to replace over 60 miles of storm sewer and over 2000 storm structures, maintenance activities are gradually becoming more and more intense to keep them in a serviceable condition. The Department has made great strides in the last few years in organizing the record-keeping and addressing the most chronic structures and pipes, but intense work on other structures has resulted in falling further behind on storm sewer cleaning, which typically does not meet the sought-after five-year rotation for cleaning purposes but is instead much more reactionary. Beginning with the 2017-18 budget year, we have begun to address this by shifting some of the street sweeping resources to more frequent storm structure and line cleaning, which will involve a small net increase in costs to the Refuse Fund. This initiative will likely take several more 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. For most of 2021, the Department also suffered from the inability to hire qualified candidates despite constant efforts, with up to three (3) vacancies in the Teamster ranks for most of the year. While two (2) of these are filled, market conditions make this a continual concern should other employees leave in the future.

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 200-250 full removals that are necessary each year and other activities such as replanting. With only a single dedicated three-person crew that must be supplemented with heavy equipment operators as job assignments allow, it is very difficult to meet these goals most years, even with mild winters where the heavy equipment operators can be assigned to assist with proactive low-limb operations. We are attempting to help address this need with a mix of some targeted contract services and seasonal employees dedicated to maintenance level trimming, allowing our skilled crew to focus on high-level work on a regular basis.

DPS Ongoing Goals and Objectives FY 2022-23

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

1. Fully integrate, develop, and train adequate supervisory staff for Engineering and Public Services Department – this is completed, but will be continued and refined as necessary.
2. Determine Capital and Operating Facility Needs and Upgrades – this is being undertaken through past capital projects for paving of the Jones Avenue site, and the replacement of a large section of the roof in 2019, but more work is needed long-term to address other site layout issues, the potential purchase of an emergency backup generator, and additional on-site storage for equipment and supplies.
3. Redevelop the Stores and Equipment Section as a true enterprise-type activity – this is largely completed as well, and it is felt that the changes made within the staffing level and the addition of the Police vehicles to the fleet have now addressed the previous structural deficit, to the point where it is now able to take on larger capital projects and equipment replacements that have long been identified as necessary, albeit slower than preferred. Entering into an agreement with the Enterprise Fleet Management program, whereby light-duty vehicles are rotated every five (5) years to minimize maintenance costs and maximize resale is hoped to make further progress in this area, with savings utilized to accelerate the needed heavy equipment replacement.
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of holiday decoration installation and removal (DDA cost volunteer work for low-level items), and most significantly, grass cutting.
5. Address Backlogs in Streets Divisions and Promote Flexibility – this has been mentioned earlier in discussing present DPS shortfalls, and will certainly continue for the near future. The Traffic Control / Electrical / Facilities Division personnel and work activities were folded into Operations in January 2013, which further helps promote flexibility, and a great deal of cross training continues to occur, particularly among the new hires to allow for maximum internal promotion possibility as positions become available in the organization.

6. Create or Update Inventories of City Facilities, Integrate with Geographic Information System – this goal consists of improvements in the City’s tree and sign inventories, and involves creation of landscaping plans for City parks, and inventory of disabled accessibility needs in City parks. Both the sign and tree inventories have now been completed, and we are working on inventories for street lights and electrical facilities at present.
7. Update and Publicize Policies and Procedures – this is underway as well, as the use of the city’s citizen response management system has highlighted many of the steps that can assist the public, and the City’s snow removal policy and high grass / weed control policy are updated and published annually. Other facets are ongoing as needed.

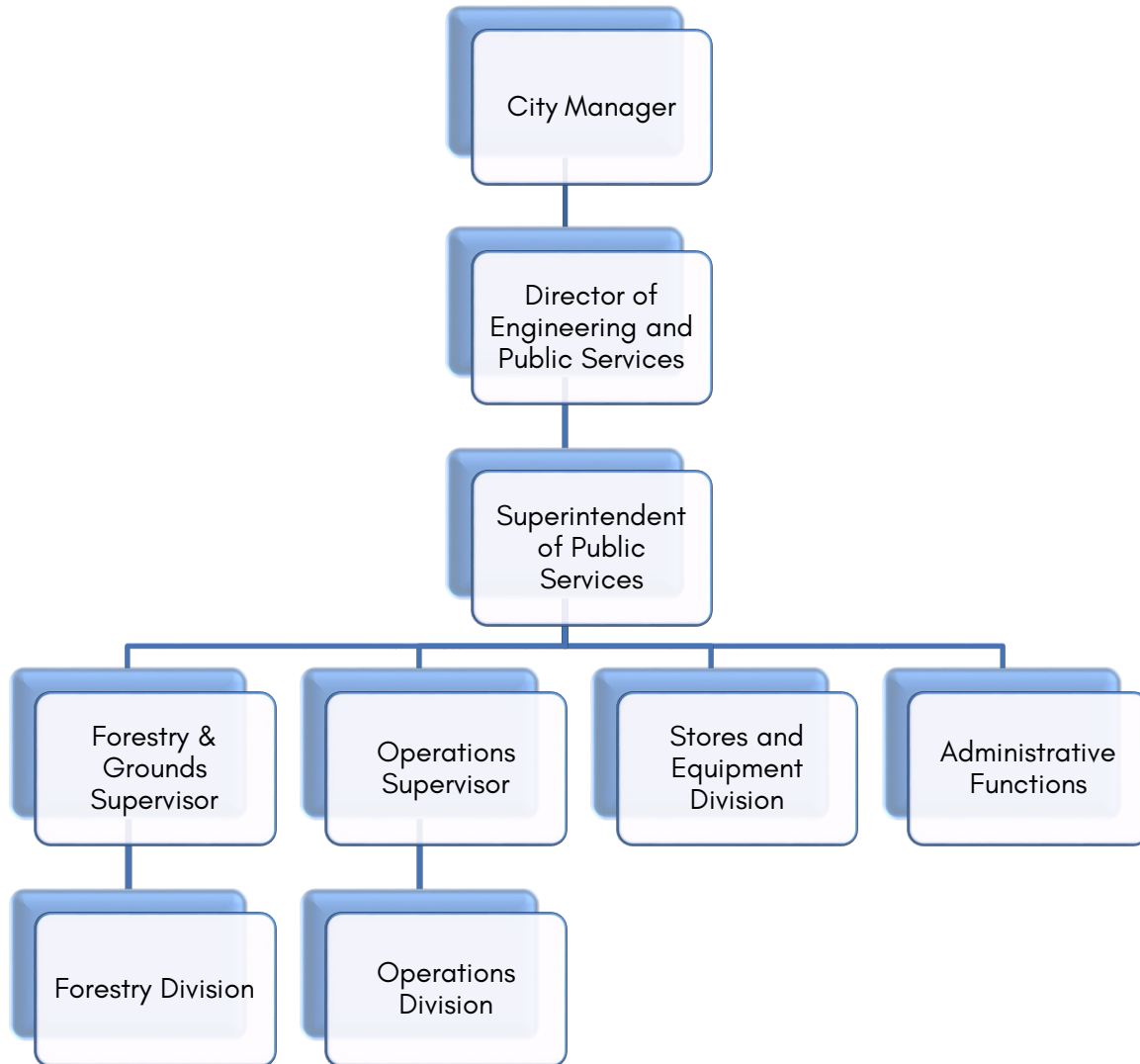
DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Est.	2023 Est.
Trees Trimmed	804	729	352	323	825	825
Trees Removed	252	316	185	265	215	215
Trees Planted	231	246	309	128	325	325
Sweeping Curb Miles	2,408	2,408	1,300	1,300	1,300	1,300
Miles of Storm Sewers Cleaned	1	5	1	1	5	5
City Property Mowing (Person hours)	130	130	140	200	200	180
Lineal Feet of Alleyways Graded	74,050	74,050	74,050	74,050	74,050	74,050
Forestry Action Line Requests Completed	336	407	247	436	350	350
Pothole / Road Hazard Action Line Requests Completed	228	184	119	153	150	150
Other Action Line Requests Completed	234	165	135	127	150	150

Department of Public Services Functional Organization Chart

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

DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



PORT OF MONROE APPROPRIATION

Mission Statement

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

The City appropriates funds from its operating millage to fund the operations of the Port of Monroe. In the past, a millage rate was carved out and levied for the Port of Monroe. Starting in fiscal year 2017-18, the City began budgeting for an annual appropriation to support the mission of the Port of Monroe. The appropriation has been consistently set at \$400,000. The Port of Monroe funds \$50,000 of economic development costs of the City as a shared service that benefits both entities.

ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division • Building Division • Economic Development Division

GENERAL FUND SERVICES

Code Enforcement, Facilities Management

The Community Development Department was reorganized in January 2022 to coordinate the functions of the Economic Development, Planning, Building and Parks and Recreation Departments, as well as a new Neighborhood Improvement Division. The intended goal is to deliver related services more efficiently with a greater focus on collaborative quality of life improvement.

The Building Official/Zoning Administrator, appointed by the City Manager, is responsible for six program areas including Building Safety, Rental Housing, Zoning Enforcement, Property Maintenance/ Blight Enforcement and Facilities Management. General Fund expenditures support Zoning Enforcement, Property Maintenance/Blight Enforcement, and Facilities Management functions, while the Building Safety and Rental Housing programs are supported by an independent Building Safety Fund.

DEPARTMENT SERVICES

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

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

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

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

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

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

Facility Management - The Building Division provides management on projects for City Hall, the Arthur Lesow Community Center, the Battlefield Visitor Center, the Dorsch and Navarre Branch Libraries, and other City-owned properties. The Division manages the service contracts for HVAC systems, phone systems, emergency generators, smoke/fire alarm systems, and elevators. In 2020, the Building Division was responsible for overseeing major projects at the ALCC, the Battlefield Visitor Center, and City Hall. The Division also provides full-time custodial services for City Hall.

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

- Zoning Board of Appeals
- Administrative Site Plan Review Committee
- Monroe Municipal Building Authority
- Construction Board of Appeals
- Dangerous Building Hearing

Goals and Objectives for FY 2022-2023

Facilities Maintenance

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

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

COVID-19 Pandemic Response

The Building Division is responsible for monitoring and re-implementing the sanitization plan for the City Hall facility in line with the Center for Disease Control guidelines. CDC recommended products, supplies, and materials are utilized for preventive disinfection to provide a safe and healthy environment for both city staff and visitors to the facility.

Demolition and Dangerous Buildings

1. The Building Division will continue to monitor building stock, identify dangerous and substandard structures, and recommend them to the proper authority to process for corrective action.
2. The existing Construction Board of Appeals also acts as the Demolition Board of Appeals. The Demolition Board of Appeals hears appeals of administrative decisions for demolition.

Personnel

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

Blight

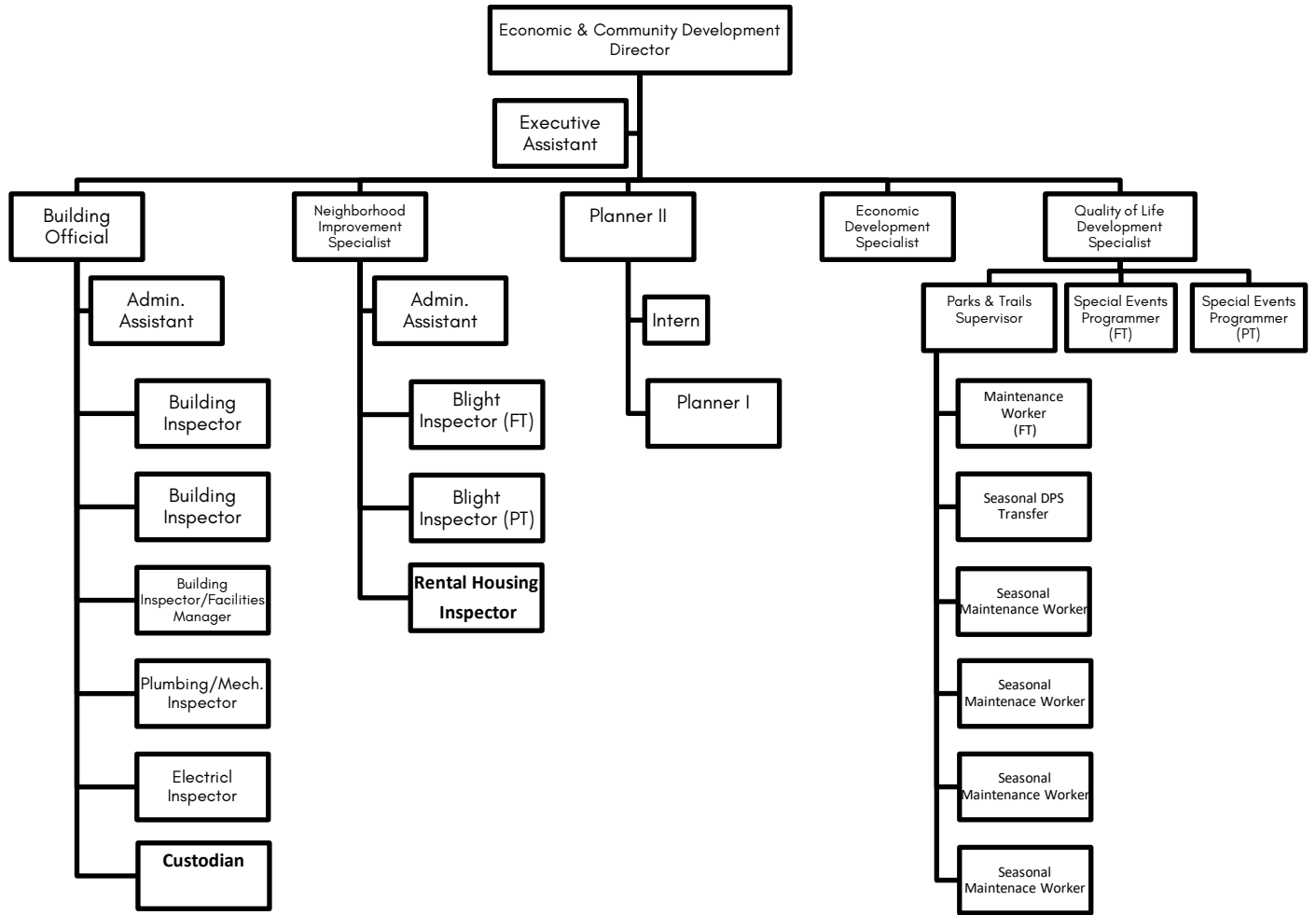
Continue to reduce the number of city contracted grass cuttings by posting courtesy door hangers to notify property owners of tall grass violations. Although not required by city ordinance, these notifications provide property owners the opportunity to correct violations prior to grass cutting by the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

Rental

Continue to support the tracking, evaluation and review the Rental Inspection Program process, forms and ordinance. Update forms to clarify the information needed for rental certifications; establish consistent timelines for inspections, certification and notifications of violations. Create a process to track rental affidavits in the database for annual renewal, and to identify and certify unregistered rental properties.

PERFORMANCE MEASURES

ITEM	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Blight Complaints	40	106	105	108
Blight Inspections –Includes Grass	1179	1250	1032	1414
Blight Follow-up Includes Grass	2230	2740	2141	3401
Zoning Inspections	118	170	140	153
Zoning Permits	20	36	27	33
Zoning Board of Appeals	3	4	1	3
Special Use Permits	2	4	3	3



ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division • Building Division • Economic Development Division

Introduction – The Economic & Community Development Department

The Community Development Department was reorganized in January 2022 to coordinate the functions of the Economic Development, Planning, Building and Parks and Recreation Departments, as well as a new Neighborhood Improvement Division. The intended goal is to deliver related services more efficiently with a greater focus on collaborative quality of life improvement.

The Planning Division'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. The division is staffed with one Planner II and one Planner I position, as well as an intern. To accomplish its mission, the Division applies a team approach to projects capitalizing on each member's area or areas of specialization and expertise, which include land use planning, historic preservation, housing, cultural resource management, community and economic development incentives, project financing and grant writing and administration. The Planning Division supports the Citizen Planning Commission, Zoning Board of Appeals, Historic District Commission and the River Raisin Heritage Corridor Advisory Commission.

The Neighborhood Services Division was established this year to demonstrate a commitment to improving the City's residential neighborhoods and lead a residential development strategic plan and its implementation. The division coordinates the City's rental housing inspection and blight enforcement program, as well as identifying and developing strategies to improve and increase the City's residential housing inventory. The division is led by the Neighborhood Improvement Specialist, one full time blight inspector, a part time blight inspector and a shared administrative support position with the Building Division.

Planning Division

The Planning Division staff has been restructured to include a Planner II position and Planner I / CDBG Coordinator. Additionally, the City has retained Jeff Green on a contractual basis as the Historic Preservation Officer supporting the Historic District Commission and other special projects. The division utilizes consultants for a variety of tasks and planning projects. It also periodically employs qualified graduate interns to assist with historic preservation and planning-related activities.

The Planner II position and planning consultant carry out the professional planning assignments, as well as land use and zoning, grant writing and administration; and the Planner I and Director coordinating administration of the City's Community Development Block Grant (CDBG) funds and projects, as well as housing rehabilitation, economic development and related incentives, The department has a contractual agreement with Monroe County Opportunity Program to administer the City's FIX Program, which is funded through the CDBG program.

While responsibilities are often addressed individually by each position, respective of their areas of specialization, many of the Division's activities are also accomplished as joint projects capitalizing on individual strengths and areas of expertise, as well as promoting cross-training within the division. The division also utilizes the services of consultants to

supplement full-time staff where significant commitments of time are required for projects or specific areas of expertise are desired.

INITIATIVES AND OPPORTUNITIES FOR FY 2022- 2023

Zoning Ordinance Amendments and Updates

Utilizing both full and part-time in-house staff, as well as the City's planning consultant, the Planning Division took over updating and rewriting the new zoning ordinance. The Department completed the first comprehensive update of the Zoning Code in more than a decade with its adoption in early 2021. In this fiscal year, Division Staff, along with the Clerk/Treasurer will be working toward putting the new zoning ordinance online in a user friendly format.

The City has also contracted with MKSK to lead the Division staff, as well as members of the Zoning Board of Appeals and Citizen Planning Commission, to conduct a comprehensive rewriting of the existing sign ordinance. The focus on the sign ordinance revision will also address murals and public art consideration and processes. Similar to the updated Zoning Code, the new sign ordinance will also be in a user friendly format online.

In an effort to improve user accessibility, the conversion of written and PDF applications to a new online format using Laserfiche will be completed in this fiscal year.

CPC Subarea Site Planning

Beginning with this year's budget, the Citizen Planning Commission will conduct two subarea plan projects per year. The effort is to engage the Planning Commission in developing visions to prepare for future of strategic redevelopment opportunities, including, but not limited to, sites identified in the Zoning Code within the Legacy District.

COMMUNITY REVITALIZATION

Neighborhood Revitalization- This year's budget includes a new position for the Department: Neighborhood Improvement Specialist. This position will be responsible for evaluating and improving the rental housing inspection program, strengthening blight enforcement initiatives and leading neighborhood improvement and infill residential development initiatives. Working with the Assistant City Attorney for Code Enforcement, the Division will work with the enforcement team, the judiciary, City departments, residential developers and other stakeholders to improve residential opportunities for existing and potential residents.

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

the entire neighborhood in which the home is located.

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

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

In this fiscal year, Department staff will be reviewing the program guidelines, application and award processes and improve awareness in collaboration with other city departments and outside agencies related to the FIX program, NEZ and Down Payment Assistance Program.

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

The Planning Division and the Preservation Office have had a long history of involvement with the River Raisin National Battlefield Park. The Department was also instrumental in initiating the River Raisin Heritage Corridor - East Master Plan. As the staff of the Department provide support for the River Raisin Heritage Corridor Advisory Commission, the Department is leading the effort to conduct an update of the River Raisin Heritage Corridor-East Master Plan to be completed in the early part of this fiscal year.

AFFILIATED COMMITTEES AND COMMISSIONS

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

The Community Development/Planning Department provides direct support as administrative staff to the Commission, which includes coordinating and reviewing applications, establishing monthly meeting agendas, preparing staff analyses, meeting minutes, implementing decisions and actions taken by the commission, directing consultants, and coordinating training opportunities and programs for commissioners. The Department also coordinates and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for planning projects meeting ASPR criteria (see

below).

This year's budget includes funding to conduct training and professional development sessions with the Commission, as well as funding for Commissioners and staff to participate in a wide variety of webinars and online education opportunities through various professional organizations. The budget also includes funding to conduct two subarea planning projects per year in line with the City Council Goals & Objectives.

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

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

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

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

River Raisin Heritage Corridor Advisory Commission (RRHCAC)- Since its adoption in 2010, progress has been steadily moving forward in a more "behind the scenes" manner in the implementation of the River Raisin Heritage Corridor-East Master Plan. Ten years after the plan was first created, the City Council established the RRHCAC to review progress and initiatives related to the Heritage Corridor Master Plan and provide recommendations to the Citizen Planning Commission and City Council. Strong participation is also welcomed with the National Park Service and the River Raisin National Battlefield Park Foundation. The Planning Division provides support to the RRHCAC as well as liaise with the National Park Service and RRNBP Foundation.

Other Services

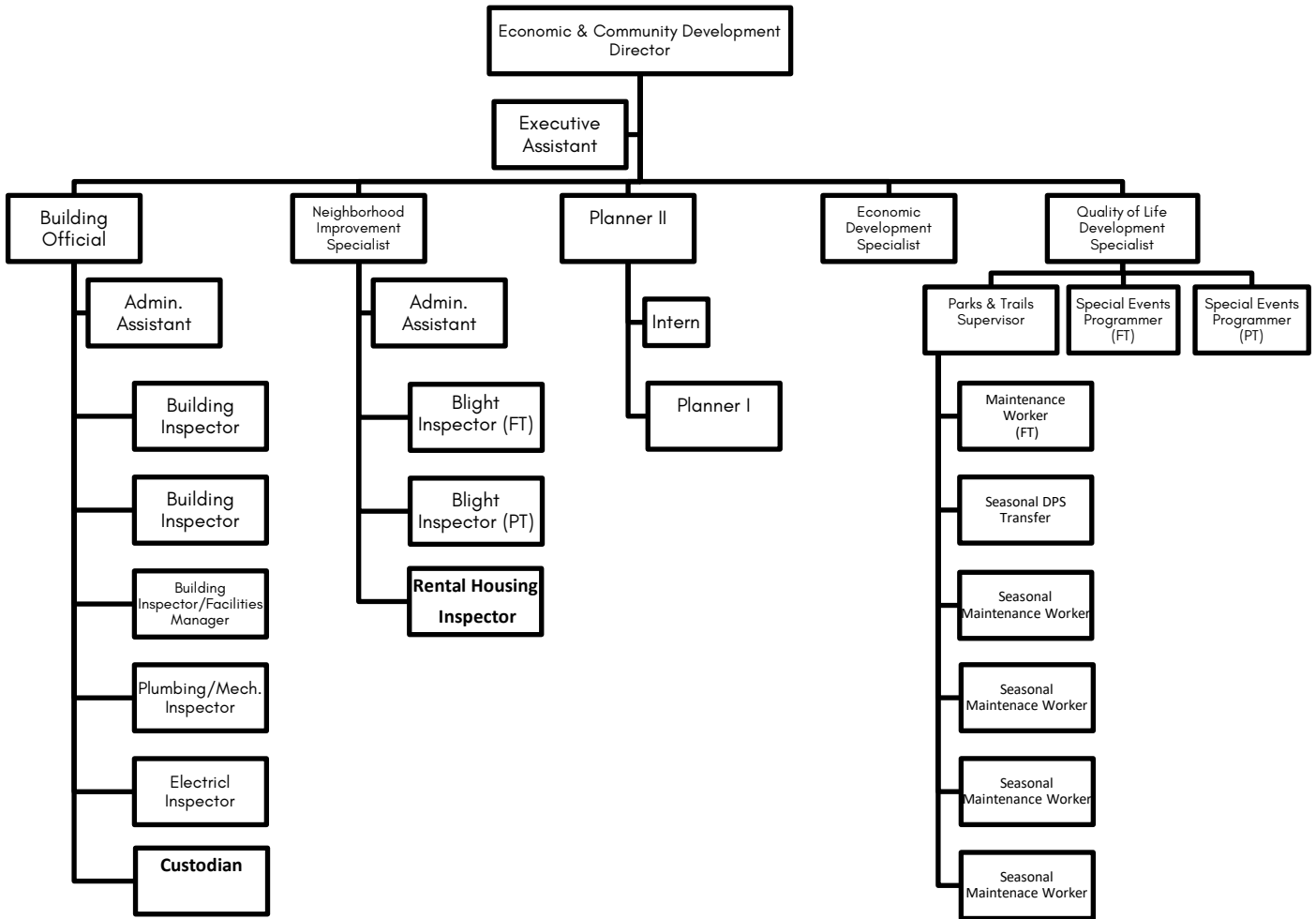
Comprehensive Planning - The Department and Citizens Planning Commission have reviewed and approved comprehensive and subarea plans which describe present and future land uses, housing, transportation, recreation, community facilities, and historic preservation policies and projects. The most recent being the subarea plan for the former La-Z-Boy site.

Capital Improvements Program (CIP) - The Planning Division is responsible for compiling

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

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

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



PERFORMANCE MEASURES

ITEM	FY 21-22 Actual	FY 22-23 Estimate	FY 23-24 Estimate
CPC Meetings	6	12	12
CPC Reviews	2	10	15
Minor / Sign	23	10	10
Admin Site Plan Review	8	12	18
Planning Projects/ Workshops	0	6	8
HDC Meetings	1	4	6
HDC Reviews	2	12	12
HDC Projects/ Workshops	0	2	5
Grants	1	2	4
IFT Applications	1	1	1
OPT Applications	0	3	6
Brownfield Plans	0	0	1
Other Incentives			

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

ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division • Building Division • Economic Development Division

Introduction – The Economic & Community Development Department

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The Economic Development Division is made up of one full time Economic Development Coordinator position. This position supports the economic development initiatives of the City through community collaboration and grants management. The Division supports the Brownfield Redevelopment Authority, Downtown Development Authority, Telegraph Road Corridor Improvement Authority, Economic Development Review Committee, and serves as the City Administration’s staff liaison to the Port of Monroe, Downriver Community Conference Brownfield Consortium and the Monroe County Business Development Corporation.

Economic Development Division

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

Division staff work with other staff and outside agency partners to recruit and respond to interested developers and navigate through the City’s processes and procedures while identifying resources to aid in their establishment, retention and growth. Division staff are continually engaging with other City departments to foster an environment that reduces barriers for new economic growth, while recognizing and appreciating regulatory duties. Together with local, regional and statewide partners, staff monitor trends and recommend and/or carry out strategies that allow the City to adapt to the current economic environment while encouraging the expansion and diversification of the tax base.

2020-21 Accomplishments

- Led the efforts to redevelop the former La-Z-Boy headquarters site and implement recommendations contained in the subarea plan for the site completed by the City in 2019.
- Managed the City’s role in collaboration with the National Park Service and River Raisin National Battlefield Park Foundation to complete renovations and transformation of the former Multi-Sports Complex to the new Education & Visitor Center for the National Battlefield Park.

- Implemented a \$20,000 grant to conduct environmental assessments for the former Whistlestop Bar site in the Downtown Central Business District to identify environmental conditions and develop a plan to mitigate these barriers to the redevelopment of this significant site. This year's activities also included the procurement of an architect and engineering team to develop a redevelopment plan for this site.
- Led efforts to complete a space analysis for The Opportunity Center at ALCC and Navarre Library to identify ways to enhance shared utilization of the campus by the operators. The Division continues to work with strategic stakeholders to procure funding to implement the planned expansion.
- Continued the implementation of the Michigan Natural Resource Trust Fund and FEMA Pre-Disaster Mitigation Project to acquire properties in the River Raisin Heritage Corridor.
- Continued discussions with the Michigan Department of Transportation to implement the recommendations of the I-75 Interchange Modification study completed in 2018 for planned construction in 2028.
- Completed a thorough study of the status of vacant city owned property and developed comprehensive recommendations for reactivation or disposition.

INITIATIVES AND OPPORTUNITIES FOR FY 2022-2023

- Continue the implementation of grants secured and explore additional state and federal grant funding opportunities, including infrastructure, brownfield rehabilitation and property rehabilitation.
- Provide leadership for the management transition of the River Raisin National Battlefield Park Education Center and the event center.
- Continue to lead the redevelopment of the former La-Z-Boy World Headquarters site.
- Collaborate with MDOT through its PEL Process (Planning & Environmental Linkages) to implement recommendations of the I-75 Interchange Modification Study.
- Complete River Raisin Heritage Corridor land acquisition utilizing the Michigan Natural Resources Trust Fund grant and the FEMA Pre-Disaster Mitigation grant.
- Continue the reactivation of City owned property and redevelopment of strategic properties throughout the City including for former Whistlestop Bar and site of the former Central Fire Station.
- Upon completion of the Orchard East Neighborhood Subarea Plan, develop a comprehensive economic development and neighborhood improvement strategy for the Orchard East neighborhood and Winchester Street corridor.
- In cooperation with the Neighborhood Services Division, develop a formal housing strategy to begin successful infill residential development to attract new residential opportunities to

the City.

- Continue to collaborate with our regional partners to attract trade and commerce and position our region, and specifically the Port of Monroe, to benefit from expanded commerce anticipated as a result of construction of the new Gordie Howe Bridge.
- Work with the DDA Board to implement recommendations contained in the Downtown Master Plan.
- Collaborate with the Neighborhood Services Division to attract new residential development opportunities.

AFFILIATED COMMITTEES & COMMISSIONS

Downtown Development Authority (DDA) - Established in 1977, the DDA serves as the lead organization in the preservation and enhancement of the downtown area. Its mission is to provide direction and resources to businesses, property owners and residents in the DDA district. To achieve its mission, the DDA undertakes capital improvement projects and provides funding for decorative, economic development, marketing and promotional activities within the district. Administrative support and technical assistance are provided to the DDA by Economic Development Division staff.

Brownfield Redevelopment Authority (BRA) - While funding has been reduced in some sectors of brownfield redevelopment, both Michigan and the federal government continue to support redevelopment of urban properties utilizing brownfield programs. Many property commercial and industrial property owners throughout the City have taken advantage of the state's brownfield program, which provides incentives for the redevelopment and reuse of qualified sites and buildings. The Division provides administrative support to the BRA and assists in other activities, as required. The BRA is organized to assist with the redevelopment of buildings and sites that have been abandoned, obsolete, currently vacant, or potentially contaminated. To qualify for assistance, identified "brownfield" sites must be eligible under Michigan environmental law.

Through the Brownfield Redevelopment Authority, the City also maintains an affiliate membership with the Downriver Community Conference (DCC) and its Brownfield Consortium. The benefits of this membership include access to larger funding opportunities at the DCC for assessment grants and revolving loan fund (RLF) programs.

Port of Monroe Commission- While the Port actively maintains its own administrative staff, the Division provides a direct liaison to the Commission and Port staff on behalf of the City. Through regular engagement and communication, Port and Division staff collaborate on strategies to maintain and grow activity at the Port.

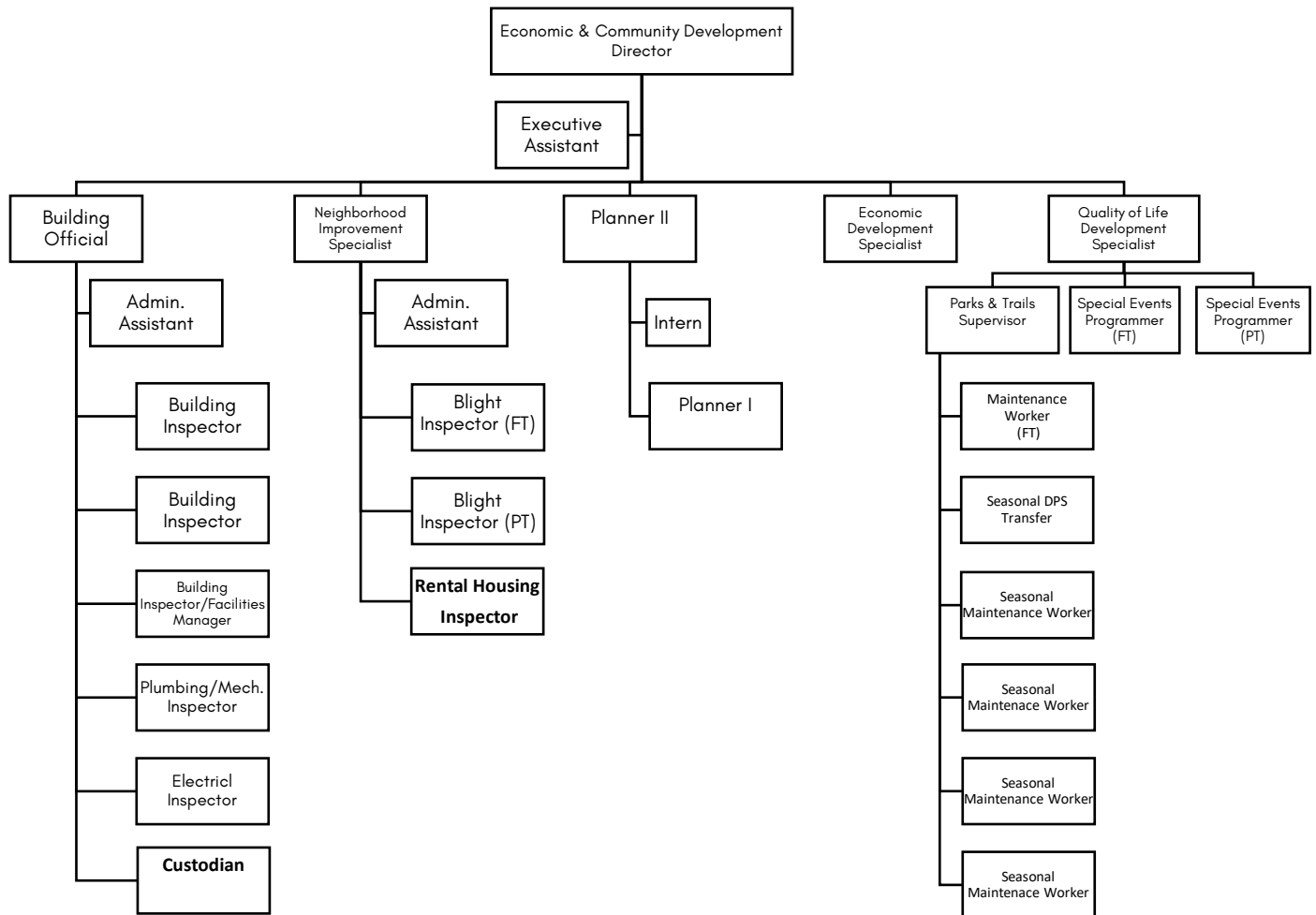
Economic Development Review Committee (EDRC) - The Economic Development Review Committee (EDRC) is responsible for accepting, reviewing, and making recommendations to Monroe City Council regarding property tax incentives. The Division provides direct support, including coordination of applications, meeting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

In this fiscal year, Economic Development Division staff will be working with the EDRC to review or develop matrices to guide the recommendation and approval processes of various economic development incentives available through the City.

Telegraph Road Corridor Improvement Authority – Upon completion of the Telegraph Road Corridor Development Plan in 2019, the Corridor Improvement Authority was established by City Council to lead the Plan’s implementation and economic development initiatives along the Corridor. The Authority, similarly to the DDA, captures TIF revenue throughout the district to make public improvements and investments to implement the Plan. Since the establishment and as anticipated, TIF capture has remained minimal. With the implementation of the redevelopment of the former La-Z-Boy Headquarters site, it is anticipated the Authority will take a more active role in the near future.

Other Services

Monroe County Business Development Corporation (BDC)– As an investor in the BDC, the City enjoys many benefits in its relationship with the BDC staff and Board. The BDC acts as a de facto representative of the City’s Economic Development Division when recruiting new business opportunities to our area and meeting with existing firms for retention. The BDC also remains an active member of the regional and statewide economic development community and works with the Division to encourage new and existing businesses to take advantage of various funding and support programs.



PARKS AND RECREATION DEPARTMENT

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

The Parks and Recreation Department functions with one full time director, two full time parks staff, and one full time programmer. Department staff coordinates all parks and special events with the support of seasonal parks workers. The Department coordinates the scheduling of all park facilities, including shelters, the band shell, the wedding gazebo, ball diamonds, basketball courts, soccer fields, Pickleball courts, and sand volleyball courts.

Recreation Programs: Youth ball, adult softball, sand volleyball, and outdoor exercise are offered in partnership with the YMCA. Tot lots are hosted in partnership with Monroe County Opportunity Program. Concerts in the park and court dances are held in the summer for community enjoyment. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are held in cooperation with Monroe Public Schools. In 2021, City Council expanded their focus to include a wider variety of special events to increase opportunities for a wider audience.

With the growing senior population, a walkable city like Monroe can become an even greater central location to provide recreational and social opportunities for its residents. 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.

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

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

Parks and Recreation Advisory Commission: The Department is assisted by a Parks and Recreation Advisory Commission (PRAC) appointed by the Mayor and City Council. The PRAC works with Recreation Department staff to create recommendations for review by the City

Manager and to the Mayor and Council regarding the provision of parks and recreation needs and services. The Parks and Recreation Advisory Commission played an integral role in updating the 2019 Parks and Recreation Master Plan. This plan will serve as a guideline for the PRAC in updating parks and services for the next five years.

Parks and Recreation Master Plan 2019-2023

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

Goal 1. Park Maintenance and Improvement

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

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

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

Goal 2. River Raisin Corridor – Land & Water Recreation

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

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

- 2.1 Work with the River Raisin Watershed Council, the River Raisin Institute, Monroe County, other state and regional agencies, and the City Commission on the Environment and Water Quality to protect the water quality of the River Raisin, remove invasive species, and restore natural habitat;
- 2.2 Make the riverfront park properties a priority for future improvements (Elm Avenue Pathway, Worrell, Veteran's, St. Mary's, Riverwalk, Altrusa, Soldiers and Sailors, Cappuccilli, and Hellenberg);

- 2.3 Coordinate with Monroe County and other agencies interested in developing a system of land and water trails to organize a management structure to oversee and implement the system;
- 2.4 Evaluate the potential to use the River Raisin as a kayak adventure course, including determining where appropriate depth can be achieved through channels and the most appropriate points to access the River Raisin for recreational use such as canoeing/kayaking and fishing;
- 2.5 Enhance and extend the riverwalk along the south side of the River to Hellenberg Park; and
- 2.6 Enhance and promote the River Raisin Heritage Trail, Elm Avenue Path, and Riverwalk by providing trailheads and coordinated wayfinding and interpretive signage with pedestrian amenities such as seating areas, restrooms, and other support facilities.

Goal 3. Heritage, Arts and Culture

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

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

- 3.1 Continue to work with the Monroe County Historical Society, National Park Foundation, and adjacent Townships to implement the River Raisin Heritage Corridor-East Master Plan projects and coordinate unified park facilities and recreation programs;
- 3.2 Explore program opportunities to partner with interest groups to provide public art and interpretation of historic events within City parks;
- 3.3 Establish a "Veteran's Honor Trail" that links Heck Park, Soldiers and Sailors Park, Veteran's Park, Memorial Place, and the National Battlefield Park as a commemorative trail with educational interpretive stations; and
- 3.4 Partner with the River Raisin National Battlefield Park and the Monroe County Historical Society to design and install a cultural asset wayfinding system.

Goal 4. Pedestrian and Bicycle Network

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

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

- 4.1 Ensure parks and trails are bicycle friendly with pathways that are sufficiently wide, available bicycle parking and appropriate amenities such as drinking fountains, restrooms, rest areas;
- 4.2 Develop a City-wide non-motorized plan containing a mix of on-street and off-street bicycle accommodations that connect the City parks and trails to community facilities;
- 4.3 Support the adoption of a "complete streets" policy for the City and implement complete streets infrastructure with street construction and improvement projects; and

4.4 Participate and promote the implementation of the Monroe area loop trail connecting the City to Monroe High School, Monroe County Community College, the County Fairgrounds, Territorial Park, and the River Raisin Heritage Trail.

Goal 5. Stewardship

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

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

5.1 Manage and enhance the parks' trees and natural habitat to increase the park system resiliency;

5.2 Incorporate best practice standards for storm water management with park improvements;

5.3 Develop an asset management plan for existing facilities and natural resources, establish maintenance standards, and ensure adequate funding for operation and maintenance is in place;

5.4 Encourage growth in "Stewardship Monroe" to boost community involvement;

5.5 Continue to evaluate and monitor recreation programs to assess their value to the overall system, make sure they respond to changing needs, and work to broaden participation;

5.6 Foster partnerships with health providers and agencies to coordinate services and activities; and

5.7 Actively pursue opportunities to leverage funding through public and private grant programs, sponsorships, and donations to assist in park and trail development

Michigan Municipal League's Hierarchy of Municipal Needs



The League's Hierarchy of Municipal Needs

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

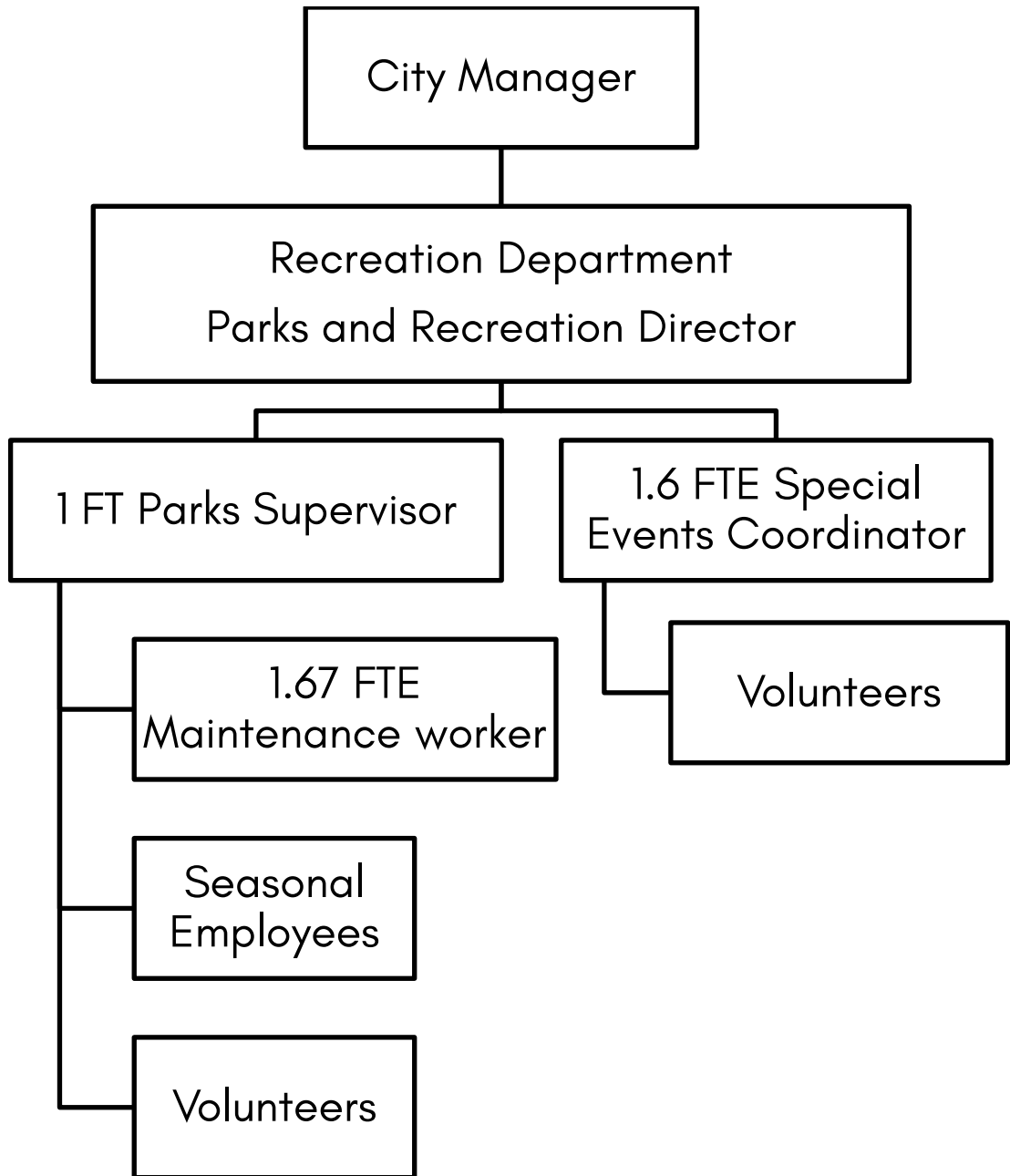
Monroe Public Schools

The City continues to share recreational facilities with the Monroe Public Schools. Tennis courts are also utilized by SMCC school teams. The City regularly opens up parks for cross country meets, tournaments, and other school sponsored events. Finally, the City partners with the Monroe Public Schools Community Education for annual events such as the Daddy-Daughter Dance and Mother-Son Bowling.

Stewardship Monroe

Stewardship Monroe is a volunteer program offering a variety of opportunities to make a difference in the City of Monroe Parks and Recreation department, picking up litter and debris, spreading mulch, planting flowers, weeding flowerbeds, and painting park amenities to help our parks look ship shape. Hats off to all volunteers!

Organizational Chart



Program	2019 Residents	2019 Non-Residents	2019 Total	2020 Residents	2020 Non-Residents	2020 Total (Covid)	2021 Residents	2021 Non-Residents	2021 Total (Covid)	Projected 2022	Projected 2023	Projected 2024
Local Tournaments												
Number of Adult Summer Softball Teams			53						24			
Summer Adult Softball Individual Participants	204	667	871				74	338	412			
Number of Fall Adult Softball Teams			13						16			
Fall Adult Softball Individual Participants	40	163	203				22	218	240			
Number of Adult Indoor Volleyball Teams			8									
Adult Volleyball Individual Participants	22	57	79									
Summer Youth Ball	200	181	381				86	106	192			
Daddy Daughter Dance	186	267	453							455	455	455
Garden Plots	9	8	17	6	6	12	6	6	12	17	17	17
Mother Son Bowling	28	76	104							110	110	110
Family Story Time w/ Monroe County Library			23									
Adult Sand Volleyball Teams			4									
Adult Sand Volleyball	9	26	35									
Tennis												
Track	10	7	17									
Park Rentals	79	30	109				29	22	51	109	109	109
Tot Lot			2123									
Monday Fun/Manor Park	43	33	76									
Concerts in the Park			18,748						3,362	19,000	19,000	19,000
Historic Monroe	80	113	193									
Line Dances			135						55	600	600	600
Adult Yoga	255	579	834									
Kids Free Yoga	12	15	27									
Free Fishing Derby												

Program	2019 Residents	2019 Non-Residents	2019 Total	2020 Residents	2020 Non-Residents	2020 Total	2021 Residents	2021 Non-Residents	2021 Total (Covid)	Projected 2022	Projected 2023	Projected 2024
Canine Classes	9	6	15									
Pickle ball												
Aerobic Exercise in the Park												
Tai Chi in the Park	30	28	58									
Birding Groups												
Court Dance			462						161	600	600	600
Women's Self Defense	19	33	52									
Adult Soccer Spring	14	53	67									
Adult Soccer Spring Teams			5									
Adult Soccer Summer Teams			4						4			
Adult Soccer Summer	13	36	49				10	38	48			
Adult Soccer Fall Teams			4						6			
Adult Soccer Fall	12	40	52				12	59	71			
Total	1,247	2,418	25,274						4604	20,891	20,891	20,891
Stewardship Monroe Program Hours 2019			78 people 96 hours									
Stewardship Monroe Park Hours 2019			92 people 229 hours									

NON - DEPARTMENTAL

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



SPECIAL REVENUE FUNDS

MAJOR STREET FUND

The Major Street Fund is a Special Revenue Fund designed to support the operation and maintenance of 28.32 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. Fortunately, these resources were increased starting in 2017, though still not to the level necessary to truly fund annual deterioration. Other regular 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. Also, 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 \$255,000 for fiscal year 22-23, and they funnel through the Major Street fund as well. Our 2021 funds will be used for microsurfacing of East Elm Avenue and North Dixie Highway, but this project was delayed until spring 2022. Our 2022 funds and most of our advanced 2023 funds will be used for the resurfacing of Riverview Avenue from Maywood to Cole.

In November 2020, City voters approved a 2-mil, 15-year levy for streets and non-motorized facilities. This revenue will be deposited in a separate fund and will support Major and Local Streets Funds and Capital Projects Fund each year as needed for Council-approved eligible capital improvements. This will greatly enhance the financial capabilities of both street funds and allow the City to make headway toward addressing the backlog of necessary projects.

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 2021-22 CAPITAL PROJECTS

North Custer Road Crosswalk Improvements - not complete yet
North Dixie Highway Microsurfacing - Elm to Spaulding (Federal) - not complete yet
East Elm Avenue Microsurfacing - Monroe to Dixie (Federal) - not complete yet
South Macomb Street Resurfacing - Fourth to First - complete
West Noble Avenue Resurfacing - Godfroy to Monroe - complete
Riverview Avenue Resurfacing - Elm to Scottwood - complete
Riverview Avenue Resurfacing - Maywood to Oakwood (Federal - design only in FY 21-22)
East Second Street Reconstruction - Washington to Macomb - not complete yet
Washington Street Resurfacing - Third to First - complete

MAJOR STREET FUND FY 2022-23 CAPITAL PROJECTS

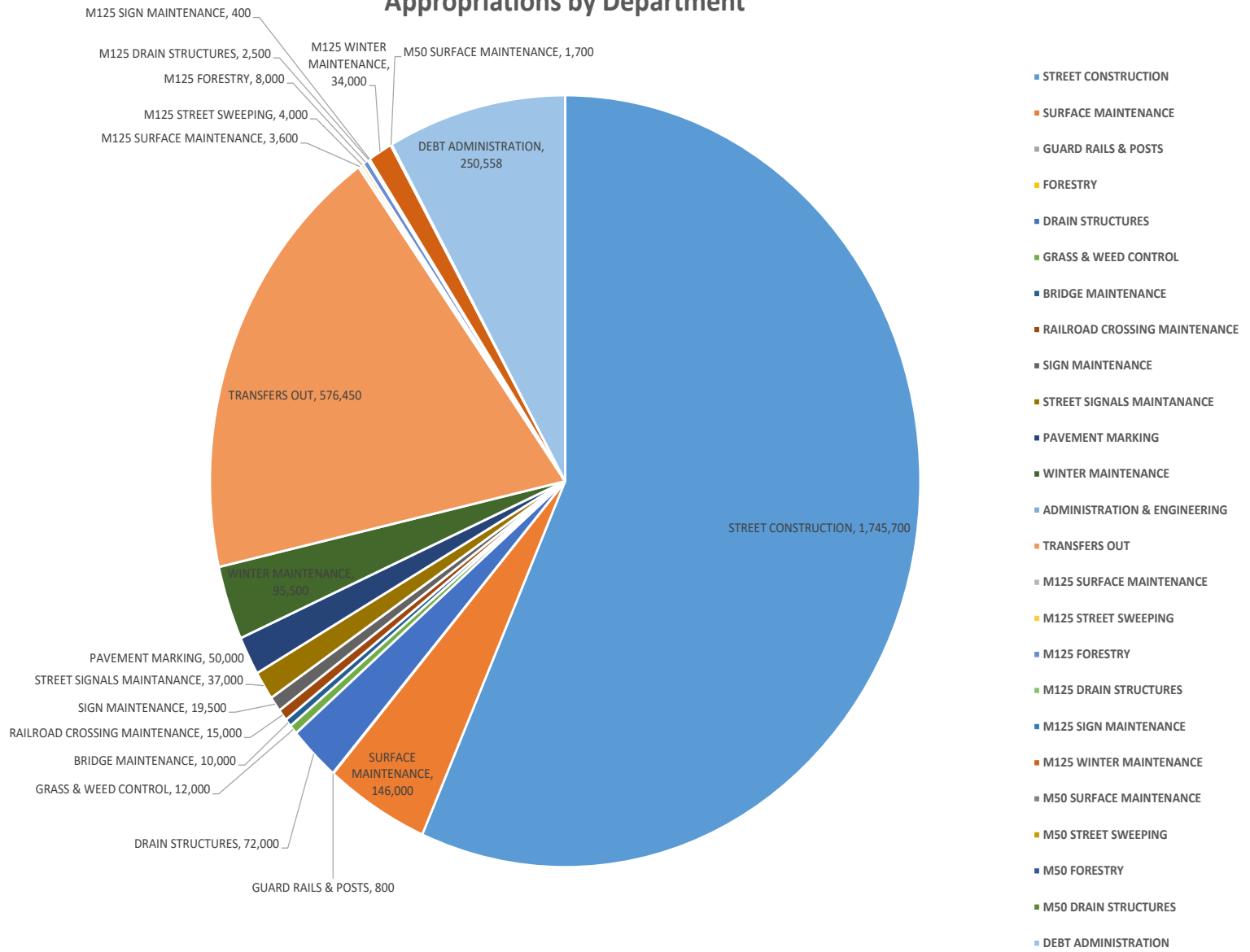
East Fifth Street Resurfacing - Monroe to Scott
East First Street Reconstruction - Washington to Macomb
West Lorain Street Reconstruction - Telegraph to Huber
East Second Street Reconstruction - Macomb to Scott

MAJOR STREET FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY20-21	FY21-22	FY21-22	FY22-23	FY23-24	FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1,302	\$ 1,200	\$ 4,348	\$ 1,200	\$ 1,200	\$ 1,200
Public Works	1,868,807	1,925,975	1,975,000	2,014,500	2,054,790	2,095,886
Program Services Revenue						
Public Works	111,463	77,030	77,030	54,200	54,200	54,200
Capital Grants						
Public Works	246,918	1,373,400	744,000	761,000		300,000
Total Revenue	2,228,490	3,377,605	2,800,378	2,830,900	2,110,190	2,451,286
Total Expenditures	2,446,317	2,844,319	2,560,276	3,084,708	2,659,708	2,439,178
Excess (Deficiency) of Revenues over Expenditures	(217,827)	533,286	240,102	(253,808)	(549,518)	12,108
Beginning Fund Balance	1,130,461	912,634	912,634	1,152,736	898,928	349,410
Ending Fund Balance	\$ 912,634	\$1,445,920	\$ 1,152,736	\$ 898,928	\$ 349,410	\$ 361,518

**MAJOR STREET FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Major Street Operations						
Construction	\$ 595,215	\$ 1,822,468	\$ 1,514,189	\$ 1,745,700	\$ 1,492,000	\$ 1,507,000
Surface Maintenance	135,439	137,997	146,000	146,000	146,000	146,000
Guard Rails & Posts	7,240	800	800	800	800	800
Forestry		23,200	23,200			
Drain Structures	117,494	87,000	45,000	72,000	72,000	72,000
Grass & Weed Control	11,147	7,500	12,000	12,000	12,000	12,000
Bridge Maintenance	7,674			10,000		10,000
RR Crossing Maintenance	13,864	15,500	15,000	15,000	15,000	15,000
Sign Maintenance	21,770	22,000	7,500	19,500	19,500	19,500
Signal Maintenance	67,144	54,545	63,045	37,000	37,500	38,000
Pavement Marking	600	101,328	110,000	50,000	50,000	50,000
Winter Maintenance	80,873	120,000	94,775	95,500	95,500	95,500
Administration	7,998	8,000	3,586			
Transfers Out	1,112,122	118,000	197,500	576,450	410,958	419,178
Major St Operations Total	2,178,580	2,518,338	2,232,595	2,779,950	2,351,258	2,384,978
M-125						
Surface Maintenance		\$ 27,830	\$ 28,130	\$ 3,600	\$ 3,600	\$ 3,600
Sweeping	2,799	4,000	4,000	4,000	4,000	4,000
Forestry	3,552	8,000	8,000	8,000	8,000	8,000
Drain Structures	224	600	2,500	2,500	2,500	2,500
Sign Maintenance	51	400	400	400	400	400
Winter Maintenance	14,042	33,100	34,000	34,000	34,000	34,000
M-125 Total	20,668	73,930	77,030	52,500	52,500	52,500
M-50						
Surface Maintenance		\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700
Sweeping		1,000				
Forestry		400				
Drain Structures	145					
M-50 Total	145	3,100	1,700	1,700	1,700	1,700
DEBT ADMINISTRATION						
Principal and Interest	246,924	248,951	248,951	250,558	254,250	-
Major Street Fund Total	\$ 2,446,317	\$ 2,844,319	\$ 2,560,276	\$ 3,084,708	\$ 2,659,708	\$ 2,439,178

Appropriations by Department



LOCAL STREET FUND

The Local Street Fund is a Special Revenue Fund designed to support the operation and maintenance of the 54.26 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. Fortunately, these resources were increased starting in 2017, though still not to the level necessary to truly fund annual deterioration. Other revenue sources are project-specific transfers from the City's General 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.

In November 2020, City voters approved a 2-mil, 15-year levy for streets and non-motorized facilities. This revenue will be deposited in a separate fund and will support Major and Local Streets Funds and Capital Projects Fund each year as needed for Council-approved eligible capital improvements. This will greatly enhance the financial capabilities of both street funds and allow the City to make headway toward addressing the backlog of necessary projects.

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

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

Traffic Signals and Signs - Traffic control devices, including signals and signs, are in overall satisfactory condition city-wide. The Mayor's Traffic Committee provides input and recommendations for numerous issues pertaining to traffic flow and parking which impact this operation. The Public Services Department internally provides the vast majority of

services in these areas, including maintenance and new installation, and more recently, removal of unwarranted traffic signals as well.

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

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

LOCAL STREET FUND FY 2021-22 CAPITAL PROJECTS

- West Fourth Street Reconstruction - Union to Hubble and Harrison and Monroe - complete
- Lincoln Avenue Resurfacing - Elm to Noble - complete
- Palmwood Avenue Resurfacing - City line to Telegraph - complete
- Rose Street Reconstruction - Detroit to Ternes - complete
- Sackett Avenue Reconstruction - Noble to Lorain - complete
- Telb Street Reconstruction - Rail Spur Line to Ternes - complete
- Ternes Drive Reconstruction - North of Telb to south of Dixie - complete
- Theadore Drive Reconstruction - Noble to Donnalee - complete

LOCAL STREET FUND FY 2022-23 CAPITAL PROJECTS

- East Grove Street Reconstruction - Macomb to Dead End
- East Lorain Street Reconstruction - Hollywood to Arbor
- Orchard Drive Reconstruction - Macomb to Riverview
- South Roessler Street Reconstruction - Fifth to Dead End
- Saint Mary's Avenue Reconstruction - Vine to Noble
- Village Green Lane Reconstruction - Noble to Lorain
- East Willow Street Reconstruction - Monroe to Tremont
- West Willow Street Reconstruction - Godfroy to Monroe

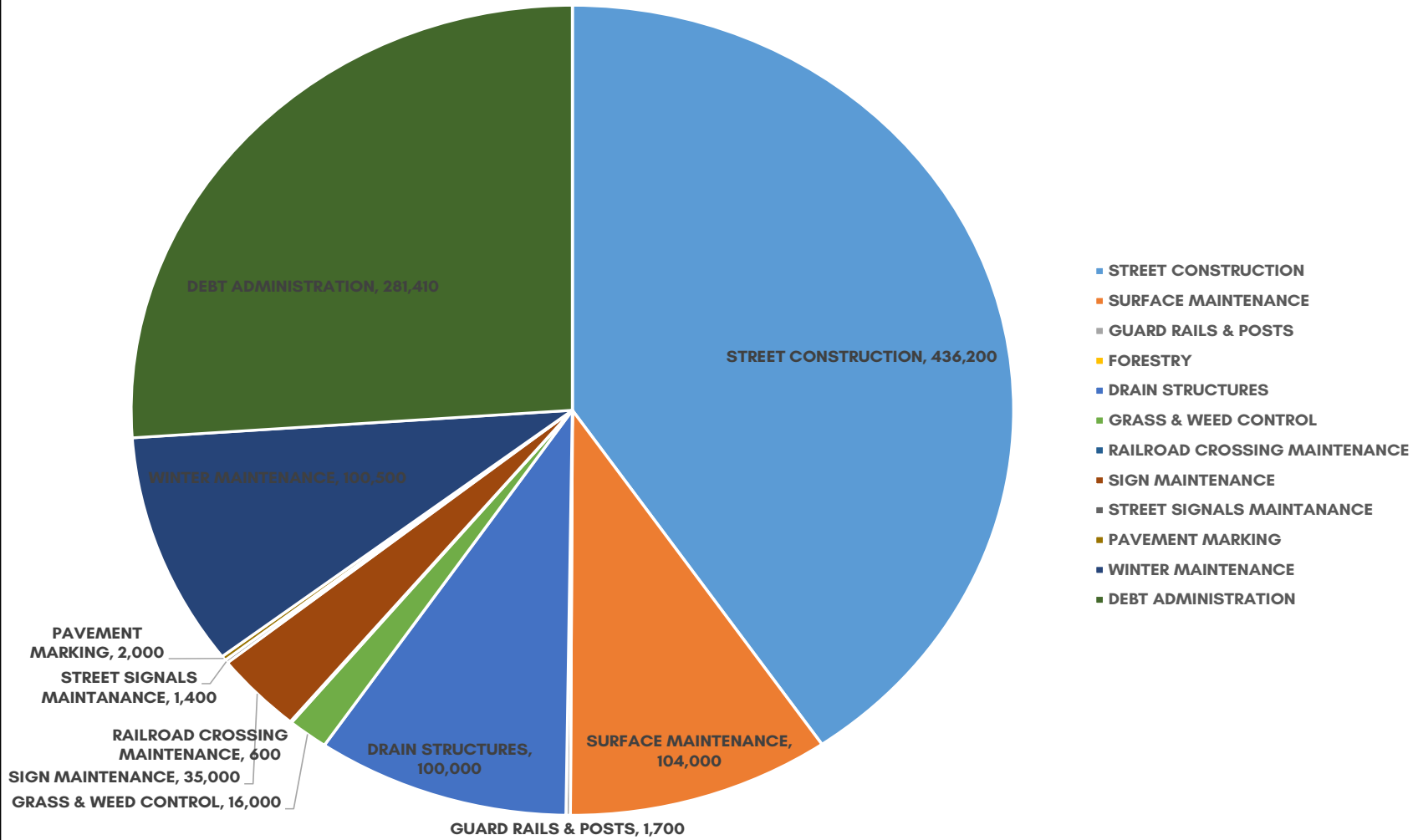
LOCAL STREET FUND FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1,503,592	\$ 1,000	\$ 320	\$ 1,000	\$ 1,000	\$ 1,000
Public Works	1,180,889	753,500	847,500	1,239,450	1,087,218	1,108,963
Capital Grants						
Public Works	754,622	453,337	393,337			
Total Revenue	3,439,103	1,207,837	1,241,157	1,240,450	1,088,218	1,109,963
Total Expenditures	3,243,369	2,602,236	2,364,233	1,078,810	1,104,439	1,164,525
Excess (Deficiency of Revenues) over Expenditures	195,734	(1,394,399)	(1,123,076)	161,640	(16,221)	(54,562)
Beginning Fund Balance	943,502	1,139,236	1,139,236	16,160	177,800	161,579
Ending Fund Balance	\$ 1,139,236	\$ (255,163)	\$ 16,160	\$ 177,800	\$ 161,579	\$ 107,017

LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Local Street Operations						
Construction	\$ 2,707,205	\$ 1,867,712	\$ 1,554,147	\$ 436,200	\$ 458,200	\$ 443,200
Surface Maintenance	77,461	104,000	98,000	104,000	104,000	104,000
Guard Rails & Posts		1,700	1,700	1,700	1,700	1,700
Forestry		118,000	118,000			
Drain Structures	82,490	104,000	126,000	100,000	100,000	90,000
Grass & Weed Control	13,742	8,000	43,000	16,000	16,000	16,000
Railroad Crossing Maintenance	520	1,200	520	600	600	600
Sign Maintenance	27,619	35,000	28,000	35,000	35,000	35,000
Signal Maintenance	577	1,400	1,400	1,400	1,400	1,400
Pavement Marking		2,000	2,000	2,000	2,000	2,000
Winter Maintenance	91,042	91,000	110,000	100,500	100,500	100,500
Debt Administration	242,713	268,224	281,466	281,410	285,039	370,125
Local Street Fund Total	\$ 3,243,369	\$ 2,602,236	\$ 2,364,233	\$ 1,078,810	\$ 1,104,439	\$ 1,164,525

Appropriations By Department



MUNICIPAL STREET FUND

The Municipal Street Fund is a Special Revenue Fund set up to account for the road millage that was approved in November 2020. A 2-mil, 15 year levy for streets and non-motorized facilities was approved. It is expected that the millage will generate approximately \$1.8 to \$1.9 million dollars per year. The funding will be used to enhance other funding available in the General Fund, Major Street Fund, Local Street Fund, and Capital Project Fund for capital projects related to streets and other non-motorized facilities.

MUNICIPAL STREET FUND FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 13	\$ 1,000	\$ 61,000	\$ 1,000	\$ 1,000	\$ 1,000
Public Works	0	1,885,930	1,884,464	1,905,953	1,876,181	1,858,080
Capital Grants						
Public Works	-	195,200	195,200	-	-	-
Total Revenue	13	2,082,130	2,140,664	1,906,953	1,877,181	1,859,080
Total Expenditures	-	2,748,647	2,140,215	1,055,500	1,850,000	1,848,000
Excess (Deficiency of Revenues) over Expenditures	13	(666,517)	449	851,453	27,181	11,080
Beginning Fund Balance	-	13	13	462	851,915	879,096
Ending Fund Balance	\$ 13	\$ (666,504)	\$ 462	\$ 851,915	\$ 879,096	\$ 890,176

MUNICIPAL STREET FUND EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Local Street Operations						
Construction	\$ -	\$ 881,910	\$ 982,384	\$ 855,500	\$ 1,650,000	\$ 1,648,000
Sidewalks/Trails	-	300,000	237,000	200,000	200,000	200,000
Debt Service	-	-	-	-	-	-
Transfers Out	-	1,566,737	920,831	-	-	-
Local Street Fund Total	\$ -	\$ 2,748,647	\$ 2,140,215	\$ 1,055,500	\$ 1,850,000	\$ 1,848,000

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 recommended to be set at 2.0155 mills for fiscal year 2021-22. The previous curbside collection contract expired on February 28, 2018 and the current contract, also with the same vendor, now includes more extensive service delivery including essentially unlimited residential collection and larger recycling carts. Fortunately, pricing was favorable and the cost to provide these much more extensive services is only a small increase over the previous contract cost. The current contract runs through June 30, 2023 and is adjusted annually based on the Consumer Price Index, capped at a maximum of 3 percent and minimum of 0 percent. Development of the next contract will occur during fiscal year 2022-23, and it is expected that further automation will be desired by vendors bidding on this contract, which could result in significant changes to our largely hand delivery model. Recycling costs are expected to increase as well, due to major market changes since 2018.

This fund has no employees, but labor costs of the Department of Public Services for street sweeping are charged to this fund, usually for a period of approximately nine months during each year. In addition, residents are furnished, free of charge, biodegradable paper yard waste bags, which are distributed to residents in October and November as supplies last. These have proven to be a popular item among residents, and free distribution likely helps to limit the amount of leaves that remain in or eventually blow into the street area, which then must be collected by the City's street sweepers. Staff began in the 2017 season to shift staff resources to some degree from bi-weekly street sweeping to a less frequent schedule to devote a full time vector truck crew. This has slightly increased 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.

One initiative that City staff began in fiscal 2020-21 is a trial program to replace curbside collection in the core central business district area with common dumpsters, which are then collected by the City's dumpster contractor. In such a fashion, assuming this program is successful, downtown businesses with individual dumpsters can cease their own collection, and more efficient use of the limited common spaces can be effectuated. This program was rolled out in fall 2020 for the west side of Monroe Street and is expected to continue expanding over the next couple of years. The Refuse Fund is expected to fund the construction of the necessary enclosures for these dumpsters as well.

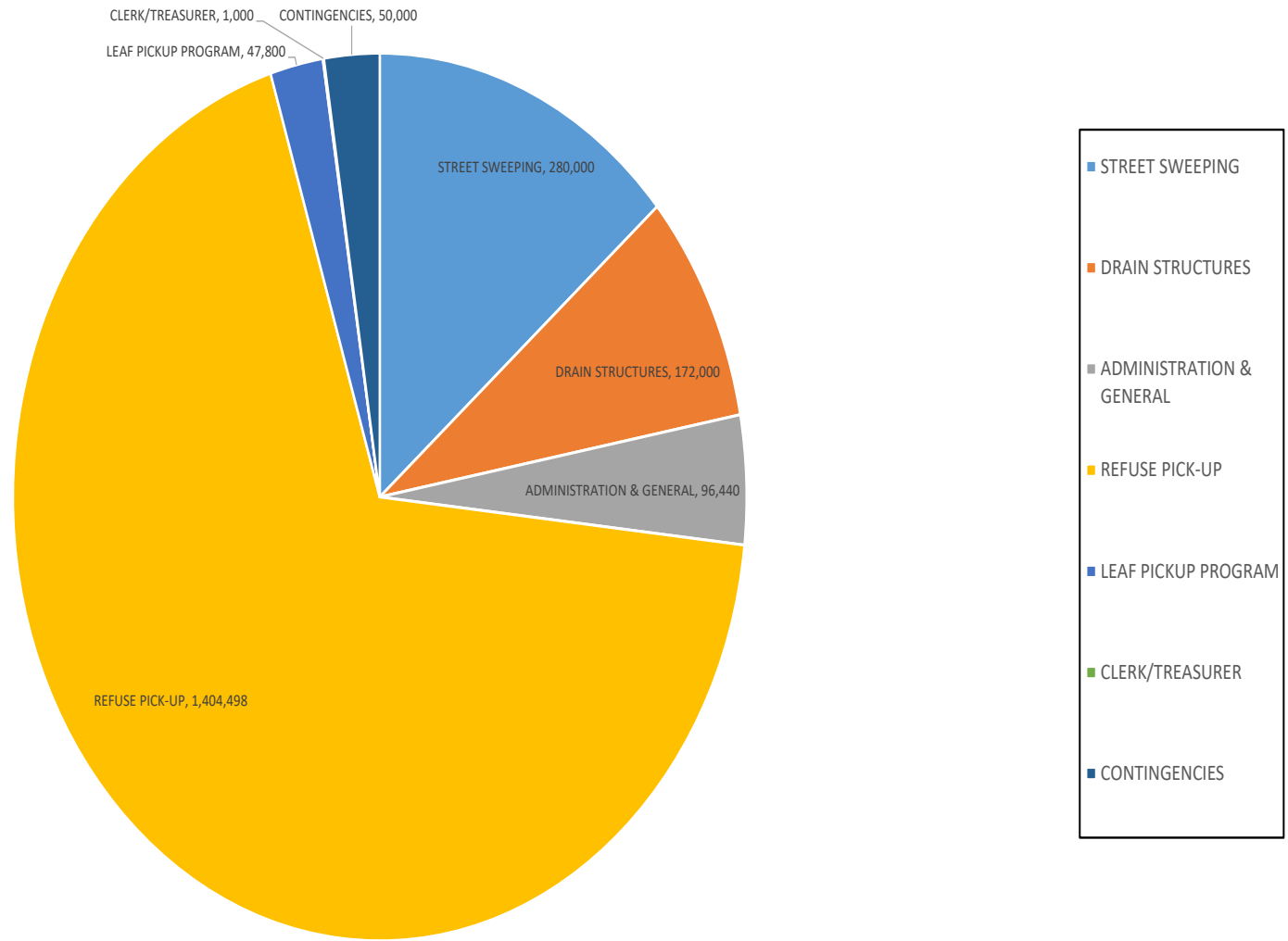
**REFUSE FUND
FUND BALANCE TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1,684,204	\$ 1,969,417	\$ 1,977,507	\$ 1,999,389	\$ 2,082,984	\$ 2,247,413
Program Service Revenue:						
Public Works	645	500	500	500	500	500
Total Revenue	1,684,849	1,969,917	1,978,007	1,999,889	2,083,484	2,247,913
Total Expenditures	1,843,866	2,068,284	1,959,234	2,051,738	2,168,595	2,249,691
Excess (Deficiency of Revenues) over Expenditures	(159,017)	(98,367)	18,773	(51,849)	(85,111)	(1,778)
Beginning Fund Balance	352,936	193,919	193,919	212,692	160,843	75,732
Ending Fund Balance	\$ 193,919	\$ 95,552	\$ 212,692	\$ 160,843	\$ 75,732	\$ 73,954

**REFUSE FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
APPROPRIATIONS						
STREET SWEEPING	\$ 270,927	\$ 280,000	\$ 265,000	\$ 280,000	\$ 280,000	\$ 280,000
DRAIN STRUCTURES	144,677	172,000	110,000	172,000	172,000	172,000
ADMINISTRATION & GENERAL	90,450	96,109	96,109	96,440	100,800	104,600
REFUSE PICK-UP	1,268,471	1,430,175	1,398,868	1,404,498	1,514,795	1,590,091
LEAF PICKUP PROGRAM	68,884	45,160	44,417	47,800	50,000	52,000
CLERK/TREASURER	457	1,000	1,000	1,000	1,000	1,000
CONTINGENCIES		43,840	43,840	50,000	50,000	50,000
TOTAL APPROPRIATIONS	\$ 1,843,866	\$ 2,068,284	\$ 1,959,234	\$ 2,051,738	\$ 2,168,595	\$ 2,249,691

Appropriations by Department



ECONOMIC DEVELOPMENT FUND

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

For Fiscal Years 2018 through 2023, the fund will provide funding for administrative and other non-grant funded costs related to a property acquisition grant through the Michigan Department of Natural Resources Trust Fund (MNRTF) that allows for acquisition of properties for the expansion of the River Raisin National Battlefield Park.

The fund accounts for EPA Revolving Loan funds that are being repaid. The funds are to be used as a local site remediation revolving fund related to brownfield projects. Other than the revolving loan fund repayments, the fund has very little capital to work with.

ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 137	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Community Development	-	-	38,000	-	-	-
Operating Grants:						
Economic Development	-	-	-	-	-	-
Capital Grants:						
Community Development	-	-	-	-	-	-
Total Revenue	137	200	38,200	200	200	200
Total Expenditures	29,352	33,403	71,540			
Excess (Deficiency) of Revenues over Expenditures	(29,215)	(33,203)	(33,340)	200	200	200
Beginning Fund Balance	62,755	33,540	33,540	200	400	600
Ending Fund Balance	\$ 33,540	\$ 337	\$ 200	\$ 400	\$ 600	\$ 800

**ECONOMIC DEVELOPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Community Development Dept. Economic Development						
Other Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Economic Development	-	-	-	-	-	-
Battlefield Property Acquisition-Non Grant Funded Costs						
Other Operating	29,352	33,403	71,540			
Total Rail Grant	29,352	33,403	71,540	-	-	-
Total Economic Dev. Fund	\$ 29,352	\$ 33,403	\$ 71,540	\$ -	\$ -	\$ -

ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

Planning Division • Building Division • Economic Development Division

BUILDING SAFETY FUND

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

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

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

Rental Inspection Program: Building staff supports the Neighborhood Services Division in the administration of the Rental Inspection Program, which registers and inspects rental units throughout the city on a triennial basis to ensure compliance with minimum building code safety standards.

Dangerous Buildings: In its effort to protect the public's health, safety and welfare, the Building Division identifies structures deemed unsafe, hazardous, and immediate threats to life and safety and recommends them to the proper authority for corrective action.

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

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

Zoning: The Building Division administers the current City of Monroe Zoning code with regard to certain permits and other requirements, such as building placement, zoning districts, and other related inquiries.

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

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

GOALS AND OBJECTIVES FY 2022-23

Building Division

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

City Website

1. Review and recommend updating both printable and downloadable handouts for the most common construction projects undertaken by property owners, including pools, sheds, fences, porches, and decks.
2. Recommend updating all building, rental, and plan review forms for changes in State of Michigan code requirements. Permit applications for Building, Plumbing, Electrical, Mechanical work, and Signage are available and can be submitted through the city website. Application forms for Zoning Compliance, Sidewalk Café's, Zoning Board of Appeal, Temporary Use / Sales, Rental Registration, and the Rental Inspection checklist are available for printing and download.

Building Division Fees

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

Permits

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

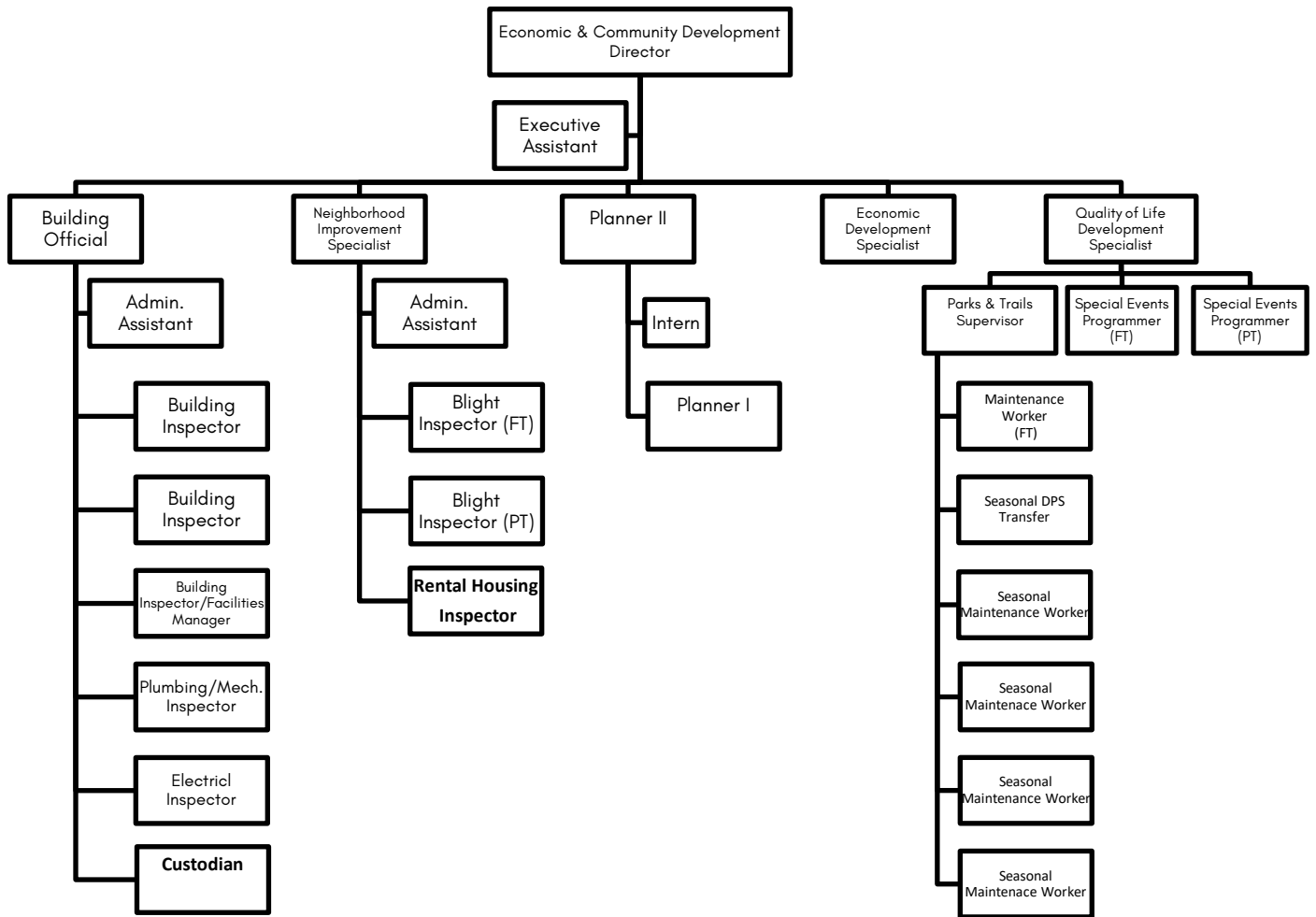
Performance Indicators

Type of Permit / Inspection	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Building Permits	800	649	723	754
Mechanical Permits	269	241	197	248
Plumbing Permits	99	84	82	80
Electrical Permits	156	151	122	156
Sign Permits	15	20	8	22
Total Permits Issued	1339	1145	1132	1230
Building Inspections	2503	2074	1818	1795
Mechanical Inspections	262	293	246	320
Plumbing Inspections	228	160	191	131
Electrical Inspections	279	264	227	219
Sign Inspections	23	19	14	23
Rental Inspections	1138	1157	1140	1553
Total Inspections	4433	3967	3636	4041
Building Licenses	82	138	139	158
Mechanical Licenses	0	47	42	35
Plumbing Licenses	20	22	32	23
Electrical Licenses	37	54	55	56
Sign License	0	10	8	6
Total Licenses	139	271	276	278

FUNDING LEVEL SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Personnel Services	\$ 399,221	\$ 420,053	\$ 428,533	\$ 463,348	\$ 461,506	\$ 482,000
Supplies	5,876	13,800	10,100	10,425	10,625	10,825
Other Operating	110,979	124,592	133,456	147,351	148,030	149,494
Debt Service	52,929	52,956	52,956	52,922	52,902	52,919
Subtotal	\$ 569,005	\$ 611,401	\$ 625,045	\$ 674,046	\$ 673,063	\$ 695,238
Capital Outlay	-	7,268	7,268	-	-	-
Total	\$ 569,005	\$ 618,669	\$ 632,313	\$ 674,046	\$ 673,063	\$ 695,238

FUND BALANCE TREND						
	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ -	\$ 4,042	\$ 3,742	\$ 300	\$ 500	\$ 500
Program Services Revenue						
Public Safety	548,251	615,100	604,063	623,650	652,650	693,650
Total Revenue	548,251	619,142	607,805	623,950	653,150	694,150
Total Expenditures	569,005	618,669	632,313	674,046	673,063	695,238
Excess (Deficiency of Revenues) over Expenditures	(20,754)	473	(24,508)	(50,096)	(19,913)	(1,088)
Beginning Fund Balance	118,416	97,662	97,662	73,154	23,058	3,145
Ending Fund Balance	\$ 97,662	\$ 98,135	\$ 73,154	\$ 23,058	\$ 3,145	\$ 2,057



Telegraph Road Corridor Improvement Authority (CIA)

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

CORRIDOR IMPROVEMENT AUTHORITY FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1	\$ 5	\$ 5	\$ 100	\$ 200	\$ 300
Community Development	3,163	3,208	7,549	8,700	10,500	11,000
Total Revenue	3,164	3,213	7,554	8,800	10,700	11,300
Total Expenditures	-	3,000	3,000	3,000	3,000	3,000
Excess (Deficiency of Revenues) over Expenditures	3,164	213	4,554	5,800	7,700	8,300
Beginning Fund Balance	-	3,164	3,164	7,718	13,518	21,218
Ending Fund Balance	\$ 3,164	\$ 3,377	\$ 7,718	\$ 13,518	\$ 21,218	\$ 29,518

**CORRIDOR IMPROVEMENT AUTHORITY FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Community Development Department						
Downtown Development						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-	-	-
Other Operating	-	3,000	3,000	3,000	3,000	3,000
Capital Outlay	-	-	-	-	-	-
Operating Transfers	-	-	-	-	-	-
Downtown Development Total	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

BUDGET STABILIZATION FUND

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

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

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

FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-	-	-
Beginning Fund Balance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Ending Fund Balance	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000

DRUG FORFEITURE FUND

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

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

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

FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 77	\$ 500	\$ 100	\$ 500	\$ 500	\$ 500
Program Services Revenue:						
Public Safety	3,548	5,000	5,000	5,000	5,000	5,000
Capital Grants Revenue:						
Public Safety	2,400		-			
Total Revenue	6,025	5,500	5,100	5,500	5,500	5,500
Total Expenditures	15,170	10,058	10,058	10,058	10,058	10,058
Excess (Deficiency) of Revenues over Expenditures	(9,145)	(4,558)	(4,958)	(4,558)	(4,558)	(4,558)
Beginning Fund Balance	81,221	72,076	72,076	67,118	62,560	58,002
Ending Fund Balance	\$ 72,076	\$ 67,518	\$ 67,118	\$ 62,560	\$ 58,002	\$ 53,444

**DRUG FORFEITURE FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Police Department						
Police Operations						
Supplies	\$ -	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275
Other Operating	9,033	7,283	7,283	7,283	7,283	7,283
Capital Outlay	6,137	2,500	2,500	2,500	2,500	2,500
Drug Forfeiture Fund Total	\$ 15,170	\$ 10,058	\$ 10,058	\$ 10,058	\$ 10,058	\$ 10,058

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 FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ -	\$ 200	\$ 50	\$ 200	\$ 500	\$ 500
Capital and Operating Grants						
Community Development	1,115,201	874,166	985,358	500,000	500,000	500,000
Total Revenue	1,115,201	874,366	985,408	500,200	500,500	500,500
Total Expenditures	1,115,200	877,466	1,023,358	500,000	500,000	500,000
Excess (Deficiency of Revenues) over Expenditures	1	(3,100)	(37,950)	200	500	500
Beginning Fund Balance	138,705	138,706	138,706	100,756	100,956	101,456
Ending Fund Balance	\$ 138,706	\$ 135,606	\$ 100,756	\$ 100,956	\$ 101,456	\$ 101,956

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Dept. of Comm. Dev. & Planning						
Comm. Development Block Grant						
Other Operating	171,687	183,300	407,656	310,000	300,000	300,000
Operating Transfer	943,513	320,000	203,536	190,000	200,000	200,000
Comm. Dev. Block Grant Total	1,115,200	503,300	611,192	500,000	500,000	500,000
Comm. Development Block Grant-CARES Act						
Other Operating	-	374,166	374,166	-	-	-
CDBG-CARES Act Total	-	374,166	374,166	-	-	-
Transfers Out						
Operating Transfer	-	-	38,000	-	-	-
Target Mkt Analysis Grant Total	-	-	38,000	-	-	-
Grant Fund Total	\$ 1,115,200	\$ 877,466	\$ 1,023,358	\$ 500,000	\$ 500,000	\$ 500,000

AMERICAN RESCUE PLAN ACT (ARPA) FUND

In 2021, the City of Monroe was awarded \$11.4 million from the American Rescue Plan Act (ARPA), which is federal funding appropriated to assist with the negative effects local governments have seen related to the COVID19 pandemic. The City will have received the full \$11.4 million by the end of May 2022. The funds can be used in the following categories:

1. Relief for the negative outcomes or effects of the pandemic
2. Premium pay for affected workers
3. Revenue loss replacement to fund future services
4. Water, Sewer, and Broadband Infrastructure

Much of the funding has not been officially allocated by the City Council, but plans are in place to use the funding on premium pay for public safety/police and fire employees, a storm sewer infrastructure project and its associated road repairs, and many items under the revenue loss category, such as cybersecurity modernization, park improvements, and other capital improvements.

The funding must be obligated by December 31, 2024 and be fully spent by December 31, 2026.

FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 165	\$ 200,000	\$ 308,276	\$ 9,045,825	\$ 112,537	\$ 106,450
Total Revenue	165	200,000	308,276	9,045,825	112,537	106,450
Total Expenditures	-	200,000	306,276	9,041,825	107,537	101,450
Excess (Deficiency of Revenues) over Expenditures	165	-	2,000	4,000	5,000	5,000
Beginning Fund Balance	-	165	165	2,165	6,165	11,165
Ending Fund Balance	\$ 165	\$ 165	\$ 2,165	\$ 6,165	\$ 11,165	\$ 16,165

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
American Rescue Plan Act						
Information Technology						
Capital Outlay	-	200,000	200,000	-	-	-
Information Technology Total	-	200,000	200,000	-	-	-
Public Safety						
Personnel	-	-	101,276	107,537	107,537	101,450
Public Safety Total	-	-	101,276	107,537	107,537	101,450
Public Works						
Capital Outlay	-	-	5,000	5,600,000	-	-
Public Works Total	-	-	5,000	5,600,000	-	-
Recreation and Culture						
Capital Outlay	-	-	-	3,334,288	-	-
Recreation and Culture Total	-	-	-	3,334,288	-	-
Grant Fund Total	\$ -	\$ 200,000	\$ 306,276	\$ 9,041,825	\$ 107,537	\$ 101,450

AIRPORT FUND

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

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

Custer Airport receives an annual allotment of \$150,000 in Federal Aviation grant funds, which can be used each year, or can be banked for multiple years for use on larger projects. Periodically, the Engineering and Public Services Department staff prepare an updated airport layout (future development) plan, which is used to program these grant funds in conjunction with the Michigan Department of Transportation (MDOT). During the previous decade, grant funds have been used to rehabilitate the airfield lighting, install new taxiway lighting, install new airport fencing and access control, and completely rehabilitate the runway, which also included a substantial amount of State discretionary funds. Also, a revised airport layout plan was approved by the FAA and MDOT in 2013, and this document sets forth the 20-year vision for the Airport's future development. During 2013, rehabilitation of the concrete apron adjacent to the main bay hangar building was completed. In 2015, the Automated Weather Observing System (AWOS) was replaced by MDOT with a portion of our 2015 entitlement funds. The remainder of our funding for the years 2014 through 2017 was combined in 2017 for a larger project that rehabilitated the asphalt pavement areas around some of the hangars and repaved the access roadway into the airport from North Custer Road. A small portion of the 2018 dollars was used to crack seal various other asphalt pavements that are presently in fair condition as an asset management strategy, with the remaining funds to be banked for a larger project in the future. There are no planned 2022 capital projects, and upcoming projects include rehabilitation of both the primary taxiway (2023) and runway (2025) surface, with timing dependent upon deterioration rates.

We will be performing our consultant selection that occurs every five (5) years in 2022, and this firm is expected to assist us with the above upcoming capital projects, as well as some additional work that can be funded with approximately \$800,000 in additional Federal funds that have been allocated through the CARES Act.

**AIRPORT FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Department of Public Service						
Airport Operations						
Personnel	\$ 71,146	\$ 78,739	\$ 75,789	\$ 77,084	\$ 78,322	\$ 79,780
Supplies	2,515	1,750	1,800	1,800	1,800	1,800
Other Operating	135,148	150,800	186,200	214,900	190,970	192,245
Capital Outlay	9,255		8,000			
Airport Fund Total	\$ 218,064	\$ 231,289	\$ 271,789	\$ 293,784	\$ 271,092	\$ 273,825

AIRPORT FUND FUND BALANCE TREND						
	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 49,525	\$ 55,100	\$ 56,100	\$ 53,100	\$ 53,100	\$ 53,100
Program Services Revenue:						
Public Works	209,837	217,050	255,500	254,700	254,700	254,700
Program Revenue:						
Operating Grant	30,000	-	13,000	-	-	-
Total Revenue	289,362	272,150	324,600	307,800	307,800	307,800
Total Expenditures	218,064	231,289	271,789	293,784	271,092	273,825
Excess (Deficiency of Revenues) over Expenditures						
	71,298	40,861	52,811	14,016	36,708	33,975
Beginning Fund Balance	48,099	119,397	119,397	172,208	186,224	222,932
Ending Fund Balance	\$ 119,397	\$ 160,258	\$ 172,208	\$ 186,224	\$ 222,932	\$ 256,907

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 FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Expendable Trust Fund						
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -
CEWQ-Public Education	75	515	515	-	-	-
RR 2017 PAC Support Grant	-	-	-	-	-	-
River Raisin Cleanup 2019	-	-	-	-	-	-
River Raisin Cleanup 2020	1,262	-	1,737	-	-	-
Recognize the Raisin 18 AOC Grant	-	-	-	-	-	-
RR AOC Support Grant -2020-22	15,677	45,073	45,073	-	-	-
RR & MR Drain Invasive Species	5,000	3,000	2,924	-	-	-
Engineering Escrow	2,280	3,000	3,000	3,000	3,000	3,000
Right Tree, Right Place Program	-	5,000	5,000	-	-	-
Cappuccilli Park Improvements	-	1,027	1,027	-	-	-
Civil War Monument	-	10,000	10,000	-	-	-
Sawyer House Trust	-	23,175	18,175	5,000	5,000	5,000
Children's Concert Donations	-	374	374	-	-	-
PEG Cable Support	33,558	40,878	34,878	33,000	32,000	31,000
Fund Total	\$ 57,852	\$ 134,642	\$ 125,303	\$ 41,000	\$ 40,000	\$ 39,000

EXPENDABLE TRUST FUND						
FUND BALANCE TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY20-21	FY21-22	FY21-22	FY22-23	FY23-24	FY24-25
Revenue:						
General Revenue:						
General Government	\$ 33,558	\$ 45,000	\$ 34,000	\$ 38,000	\$ 37,000	\$ 36,000
Public Safety	1,600	3,000	3,000	3,000	3,000	3,000
Operating Grant Revenue:						
Public Works	\$ 5,000	\$ 1,500	\$ 3,000			
Economic Development	15,677	43,639	45,073			
Recreation and Culture			4,000			
Total Revenue	55,835	93,139	89,073	41,000	40,000	39,000
Total Expenditures	57,852	134,642	125,303	41,000	40,000	39,000
Excess (Deficiency of Revenues) over Expenditures	(2,017)	(41,503)	(36,230)	-	-	-
Beginning Fund Balance	47,059	45,042	45,042	8,812	8,812	8,812
Ending Fund Balance	\$ 45,042	\$ 3,539	\$ 8,812	\$ 8,812	\$ 8,812	\$ 8,812



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. This bond was refunded in 2020. In May 2015, the City issued a capital improvement bond for the Roessler Street Bridge Rehabilitation. In May 2017, the City issued a capital improvement bond for the Winchester Street Bridge Deck Rehabilitation and additional improvements at city hall. A millage rate of up to .52 mills for 20 years was approved to fund the bridge rehabilitation debt service. The following is a summary of each debt issue:

2014 Refunding Bonds (Bridge Portion)	
Issuance Date:	12/8/2014
Issuance Amount:	\$ 1,176,000
Interest Rate:	3.0444%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	Bridge Millage
2014 Refunding Bonds (City Hall Portion)	
Issuance Date:	12/8/2014
Issuance Amount:	\$ 245,000
Interest Rate:	3.0444%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	General Fund Revenues
2020 Refunding Bonds (DDA Parking Lot Portion)	
Issuance Date:	10/29/2020
Issuance Amount:	\$ 1,388,000
Interest Rate:	1.3170%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	Downtown Development Authority TIF
2020 Refunding Bonds (Bridge Portion)	
Issuance Date:	10/29/2020
Issuance Amount:	\$ 1,312,000
Interest Rate:	1.0333%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	Bridge Millage

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

DEBT MANAGEMENT POLICY

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

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

1. Long-term debt will be confined to capital improvements that cannot be financed from current revenues.
2. The payback period of the debt will not exceed the expected useful life of the project.
3. The total general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.
4. Long term debt will not be used for operations.
5. The City of Monroe will maintain good communications with the bond rating

agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.

FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 515,971	\$ 514,362	\$ 514,540	\$ 521,766	\$ 515,052	\$ 511,480
Other Financing Sources						
Transfers from other funds	192,143	190,013	190,013	193,373	207,993	211,743
Bond Refund Proceeds	3,125,039	-	-	-	-	-
Total Revenue	3,833,153	704,375	704,553	715,139	723,045	723,223
Total Expenditures	3,820,599	691,382	691,382	696,296	710,646	715,897
Excess (Deficiency of Revenues) over Expenditures	12,554	12,993	13,171	18,843	12,399	7,326
Beginning Fund Balance	537,865	550,419	550,419	563,590	582,433	594,832
Ending Fund Balance	\$ 550,419	\$ 563,412	\$ 563,590	\$ 582,433	\$ 594,832	\$ 602,158

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Finance Department						
Debt Service						
Debt Service - Bridge Bond	\$ 1,986,259	\$ 498,056	\$ 498,056	\$ 499,610	\$ 499,340	\$ 502,840
Debt Service - City Hall	70,653	69,513	69,513	68,313	77,053	70,544
Debt Service - DDA	1,720,711	120,500	120,500	125,060	130,940	141,200
Bond Issue Costs	41,722	-	-	-	-	-
Fiscal Agent Fee	1,113	1,313	1,313	1,313	1,313	1,313
Dept Service Total	3,820,458	689,382	689,382	694,296	708,646	715,897
Clerk/Treasurer						
Other Operating	141	2,000	2,000	2,000	2,000	-
Total Clerk/Treasurer	141	2,000	2,000	2,000	2,000	-
Debt Service Fund Total	\$ 3,820,599	\$ 691,382	\$ 691,382	\$ 696,296	\$ 710,646	\$ 715,897

DEBT SERVICE FUND FIRE STATION 1 BOND

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

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

FUND BALANCE TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 467,746	\$ 466,539	\$ 465,819	\$ 472,475	\$ 466,495	\$ 463,278
Other Financing Sources						
Transfers from other funds	-	-	-	-	-	-
Total Revenue	467,746	466,539	465,819	472,475	466,495	463,278
Total Expenditures	415,202	419,325	419,325	422,275	424,925	432,275
Excess (Deficiency of Revenues) over Expenditures	52,544	47,214	46,494	50,200	41,570	31,003
Beginning Fund Balance	657,372	709,916	709,916	756,410	806,610	848,180
Ending Fund Balance	\$ 709,916	\$ 757,130	\$ 756,410	\$ 806,610	\$ 848,180	\$ 879,183

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Finance Department						
Debt Service						
Debt Service - Fire Station 1	\$ 414,575	\$ 417,825	\$ 417,825	\$ 420,775	\$ 423,425	\$ 430,775
Fiscal Agent Fee	500	500	500	500	500	500
Dept Service Total	415,075	418,325	418,325	421,275	423,925	431,275
Clerk/Treasurer						
Other Operating	127	1,000	1,000	1,000	1,000	1,000
Total Clerk/Treasurer	127	1,000	1,000	1,000	1,000	1,000
Debt Service Fund Total	\$ 415,202	\$ 419,325	\$ 419,325	\$ 422,275	\$ 424,925	\$ 432,275



CAPITAL PROJECT FUND

CAPITAL PROJECT FUND

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

With the exception of special assessments, projects are usually funded by contributions from other funds, bond issue proceeds, or grants. General Fund support of capital projects has been targeted at approximately one mill of property tax revenue, but it is possible that this will decrease due to future expected reductions in 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 FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Capital Projects by Department						
Community Promotions	\$ -	\$ 16,016	\$ 16,016	\$ 20,000	\$ -	\$ -
Assessor	-	18,854	18,854	-	-	-
Building Services	718,281	442,966	639,641	378,000	-	-
Police	21,750	38,172	38,172	-	-	-
Fire	38,350	38,000	38,000	48,000	-	-
Public Safety Division	140,628	8,536	5,936	-	-	-
Public Services	-	169,852	206,000	150,000	-	-
Engineering	587,343	889,215	2,504,009	100,000	500,000	500,000
Economic Development	13,412	454,785	454,785	-	-	-
Parks and Recreation	1,251,804	765,487	745,687	645,000	-	-
Battlefield Visitor Center	21,542	53,458	53,458	2,675,000	25,000	25,000
Community Development	655,704	1,582,323	1,581,305	-	-	-
Information Systems	-	-	-	60,000	-	-
Capital Project Fund Total	\$ 3,448,814	\$ 4,477,664	\$ 6,301,863	\$ 4,076,000	\$ 525,000	\$ 525,000

**CAPITAL PROJECT FUND
FUND BALANCE TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1,625,270	\$ 6,650	\$ 653,650	\$ 854,650	\$ 506,911	\$ 507,650
Public Safety	68,000					
Program Services Revenue						
Public Works	13,763	19,000	13,000	12,000	11,000	10,000
Capital Grants Revenue:						
General Government	728,875	74,016	169,467	346,675		
Public Safety		40,000	40,000	86,000		
Public Works	28,319	1,222,180	2,864,974	150,000		
Community Development	1,370,632	2,009,056	2,009,052			
Recreation & Culture	425,241	110,202	110,203	2,088,840		
Total Revenue	4,260,100	3,481,104	5,860,346	3,538,165	517,911	517,650
Total Expenditures	3,448,814	4,477,664	6,301,863	4,076,000	525,000	525,000
Excess (Deficiency of Revenues) over Expenditures	811,286	(996,560)	(441,517)	(537,835)	(7,089)	(7,350)
Beginning Fund Balance	2,276,767	3,088,053	3,088,053	2,646,536	2,108,701	2,101,612
Ending Fund Balance	\$ 3,088,053	\$ 2,091,493	\$ 2,646,536	\$ 2,108,701	\$ 2,101,612	\$ 2,094,262



ENTERPRISE FUNDS

WASTEWATER DEPARTMENT FY 2022-2023

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 largest challenge for the system for the upcoming fiscal year is meeting all requirements of our NEW National Pollutant Discharge Elimination System Permit (NPDES). Our new NPDES permit was issued December 1, 2021 and includes all state and federal guidelines including constraints that are specific to our facility and must be met to stay in compliance. The permit contains details on the Corrective Action Plan (CAP) which was also in the prior permit. The CAP is a long-term process to study and make improvements to the overall sewer system to meet the EGLE Remedial Design Standard. The CAP completion date and certification is scheduled for completion by 2032 with numerous projects, study, analysis, funding steps in between. CAP requirements completed thus far are: flow monitoring, sewer modeling, other field testing measures (i.e. home inspections, smoke testing, etc), a Basis-of-Design (BOD) and Phase 1 and 2 improvements. Year 2 improvement work will be done by the end of the fiscal year (lining leads in Stony Point Area).

The facility has experienced what all other communities and businesses have with operating and completing more activities with fewer staff coupled with increasing expenses & regressive sewer usage. The lowest possible wastewater rates are provided with reduced expenses where

applicable in all operations of the system. Proposed FY 2022-2023 staffing full time equivalents (FTE) is 25.7.

Capital Improvement Projects that are scheduled to begin after July 1, 2022 are: Sanitary Sewer System Rehabilitation / Replacement (6 locations-0.82 miles) including CAP work, and Emergency Backup Generator Replacements at the Sunset and Detroit Beach Pump Stations. Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2022 are: UV System Rehabilitation, Valve Replacement (Secondary Side & Splitter Box) Building Repair (Tuck Pointing and Soffit Replacement) and purchasing an additional Portable Generator along Sanitary Sewer System Replacement / Rehabilitation (6 locations-0.88 miles + CAP work in Stony Point area).

Administrative (521): Wastewater Administrative personnel and other essential operation and administration items including but not limited to: Administrative Support fee (City), IT User fee (City), Meter Reading fees (City & Frenchtown), and Depreciation expenses are expended from these accounts. The depreciation expense establishes an approximate funding level for subsequent planned CIP replacement projects and are built into the rate model. Adequately funded depreciation will provide our facility with the reserves necessary to maintain / improve our infrastructure and comply with federal, state, and local laws including regulations that govern our operation. In accordance with the Master Agreement of 2001, the Administrative Support fee percentage was reviewed during the budget preparation for FY 2010-2011 which includes all operational expenditures minus CIP funding and principal debt. The Administrative Support fee percentage was reviewed and set at the February 1, 2022 Control Board meeting at 4.21% for FY 2022-2023 using a 5 year average of percentages & to be reviewed annually.

Wastewater Treatment (527): During primary treatment sand, grit, and solids that readily settle out, are separated from the wastewater. Bar screens, grit removal tanks, primary settling tanks, and skimming devices remove roughly 50 percent of the incoming pollutants. Wastewater flowing out of the primary system still contains suspended and dissolved material that must be removed. The secondary treatment process utilizes a process commonly referred to as activated sludge (aerobic). In this form of treatment, wastewater and microorganisms are constantly mixed in large tanks by the addition of large quantities of compressed air (aeration); this causes the microorganisms to rapidly reproduce. The microorganisms stabilize / consume the waste material and produce an acceptable effluent. After aeration, the mixed liquor (the solution of waste and organisms) flows to final sedimentation tanks where the sludge settles and is removed from the process. The clean final effluent 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 required by EGLE and NPDES permit. As a back-up to the UV system, a chlorine tablet system is used. When the chlorine tablet system is in service sodium bisulfite is added to remove excess chlorine before the water is discharged into the lake, as required by EGLE and NPDES permit. During the process of cleaning wastewater, the facility removes approximately 40 tons of sludge from the community's wastewater every day. This sludge is then transported by a contractor and disposed of in landfills (Primary are Erie, MI or Another wastewater plant (digester) in Lucas County, OH, or Secondary is the Waste Management Facilities in Wayne, MI).

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

In 2021, our Collection System transported approximately 4.9 billion gallons of wastewater to the treatment facility for processing. Approximately 261 miles of sanitary sewer mains (~92 miles City

of Monroe, ~102 miles Frenchtown Twp, 63 miles Monroe Twp, & 4 miles Raisinville Twp), 5,680 manholes (2,058 City of Monroe, 2,123 Frenchtown Twp, 1,402 Monroe Twp, & 97 Raisinville Twp), and 36 remote pumping stations provide service to a population of approximately 50,000 residential, commercial, church, government, school, miscellaneous, multi-residential, and industrial customers in four communities. 36 pump stations (7 City, 19 Frenchtown Twp, 7 Monroe Twp, and 3 Raisinville Twp) are utilized throughout the system to lift and convey wastewater to the treatment facility for processing. Maintenance and operations of the pump stations are accounted for within this classification. Future system expansions may increase the number of pump stations needed for new customers due to the flat topography of our service area. Our collection crew focuses on maintaining / repairing the system along with discovering and eliminating sources of Inflow & Infiltration (I&I). Several I&I studies have been completed in the past including the 1979 SSES, 1987 CAP, 2009 Limited SSES, 2010 SSES, and ongoing CAP effort until 2032 to aid our consultants and crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2022 - 2023 including rehabilitating approximately 0.82 miles of collection system pipe and CAP Year 3 work. By reducing I&I, we lower existing flows / operating costs keep reserve capacity for new customers by not treating unwanted ground and surface water. Our crew has the capability to TV sewer mains as well as private services / taps of customers. A \$200 service fee is charged to cover the cost of televising private services / taps during normal business hours. Crews are available 24/7 to remedy reported system problems.

SOURCES OF FUNDING:

Read Charge: In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were revised to a more defensible method of charging customers the fixed charges based on meter size. This study was accepted by the Control Board at their meeting on February 21, 2019. Using the study methodology, it is recommended to *maintain* the read charge per read based on meter size per the table below. This read charge includes funding a portion of the Information System User Fee, Meter Reading Fees, Administrative Support Fee and Depreciation.

Bond Recovery Charge: This charge was established in FY 2016-17 and in FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were revised to a more defensible method of charging customers the fixed charges based on meter size. This study was accepted by the Control Board at their meeting on February 21, 2019. Using the study methodology, it is recommended to *maintain* the Bond Recovery Charge for customers per read as shown in the table below. This charge includes funding a portion of the Debt Service based on a percentage of recovery.

Quarterly Meter Read and Bond Recovery Charge \$/Read

<u>Size</u>	<u>FY 22-23 Meter Reading Charge per Read</u>	<u>FY 22-23 Bond Recovery Charge per Read</u>	<u>FY 22-23 Total Meter Reading & Bond Recovery Cost per Read</u>
5/8"	\$6.30	\$14.70	\$21.00
3/4"	\$9.45	\$22.05	\$31.50
1"	\$15.75	\$36.75	\$52.50
1-1/4"	\$22.05	\$51.45	\$73.50
1-1/2"	\$31.50	\$73.50	\$105.00
2"	\$50.40	\$117.60	\$168.00
2-1/2"	\$69.30	\$161.70	\$231.00
3"	\$94.50	\$220.50	\$315.00
4"	\$157.50	\$367.50	\$525.00
6"	\$315.00	\$735.00	\$1,050.00
8"	\$504.00	\$1,176.00	\$1,680.00
10"	\$724.50	\$1,690.50	\$2,415.00
12"	\$1,354.50	\$3,160.50	\$4,515.00

Monthly Meter Read and Bond Recovery Charge \$/Read

<u>Size</u>	<u>FY 22-23 Meter Reading Charge per Read</u>	<u>FY 22-23 Bond Recovery Charge per Read</u>	<u>FY 22-23 Total Meter Reading & Bond Recovery Cost per Read</u>
5/8"	\$2.10	\$4.90	\$7.00
3/4"	\$3.15	\$7.35	\$10.50
1"	\$5.25	\$12.25	\$17.50
1-1/4"	\$7.35	\$17.15	\$24.50
1-1/2"	\$10.50	\$24.50	\$35.00
2"	\$16.80	\$39.20	\$56.00
2-1/2"	\$23.10	\$53.90	\$77.00
3"	\$31.50	\$73.50	\$105.00
4"	\$52.50	\$122.50	\$175.00
6"	\$105.00	\$245.00	\$350.00
8"	\$168.00	\$392.00	\$560.00
10"	\$241.50	\$563.50	\$805.00
12"	\$451.50	\$1,053.50	\$1,505.00

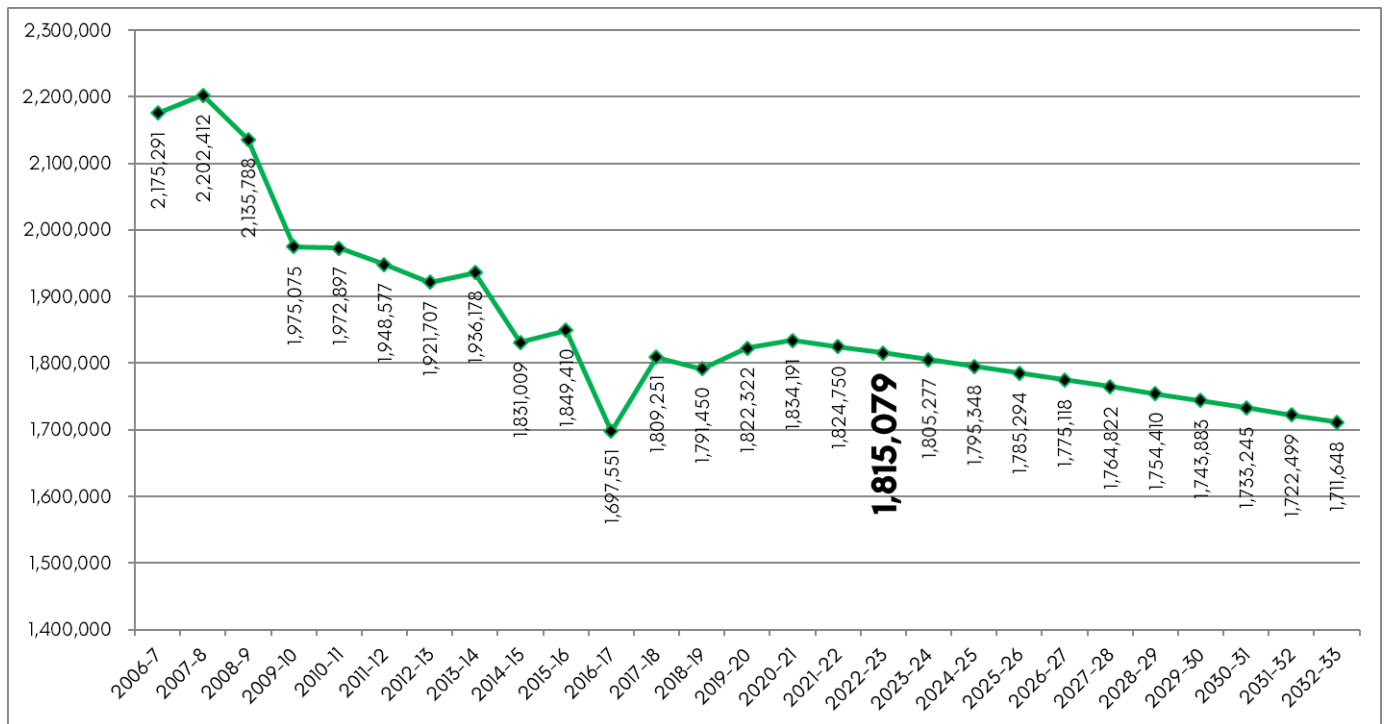
The Metropolitan water system is completing a meter conversion program that includes moving to monthly billing for all customers by 2027; both rates are provided to reflect both billing systems.

Commodity Charge: This budget we are recommending to increase the commodity charge to \$4.45 per CCF. 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.

Treated Effluent Charge: The cost of Wastewater Treatment Plant Effluent is \$0.50 per CCF, this new commodity charge includes the cost of treatment only (527 accounts) in which the treated effluent is used for non-potable uses.

The proposed rate structure will stabilize and provide adequate funding to maintain our current level of service as well as pursue a Capital Improvement Program. The financial forecasting tool by Plante Moran has been used to insure adequate funding for reserves, operation & maintenance, capital improvements, and debt service requirements. We have projected to maintain the combined Read Charge and Bond Recovery Charge. The Bond Recovery Charge per read was established due to the regressive pattern of sewer usage observed since 2006 (see below) coupled with the large amount of bond debt taken on by the system. In FY 2018-19, the Meter Reading and Bond Recovery Charges to customers were reviewed by a consulting firm (Jones & Henry Engineers, Ltd) specializing in rate structures in an effort verify, reallocate, and recommend a more defensible method of charging customers the fixed charges based on meter size. This study was completed, presented, and accepted by the Control Board meeting at their meeting on February 21, 2019.

SEWER USAGE (CCF) BY FISCAL YEAR



The net impact to our average system customer (5/8" meter size ~90% of all customers in system) will be a 1.7% increase for the upcoming fiscal year. We continue to attempt to find and obtain other funding sources including grants to help offset new revenue required for operations /

projects / programs. In recent years we have been awarded 3 low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), S2 grant funds (\$1,000,000), Qualified Energy Conservation Bond (Net 1.236% interest) and SAW grant funding (\$1,998,809) for funding / reimbursements on the Wastewater System Improvements - Phase 1, 2, 3, JCI Energy Performance Contract and the AMP.

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

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

Revenue Trends: Customer sewage usage (since 2005) has flattened / decreased including some industrial customers which follows a regressive pattern (see above) likely due to water conservation practices / more efficient fixtures and appliances along with more efficient business practices. Minimal growth in development has contributed to the regressive sewer usage pattern too. Septic dumping has remained steady primarily due to the EGLE requiring that if a POTW is within 25 miles of the dump site, the sewage must be dumped at the POTW, our dump facility is the only Monroe County dump station.

Expenditure Trends: Increases in costs associated with insurances, pension, retiree healthcare, fuel/gas, transaction fees, depreciation, and regulatory unfunded mandates (CAP) are evident coupled with reduced usage. High debt service costs 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) are still being repaid. All costs are programmed into the financial forecasting tool (rate model) for verifying adequate funding is provided.

RATE HISTORY				
Fiscal Year	Commodity Charge (\$/ccf)	**Quarterly Meter Read & Bond Recovery Charge (\$/Bill)		
July 2016	\$3.62	\$16.59		
July 2017	\$3.81	\$16.97		
July 2018	\$4.00	\$19.54		
July 2019	\$4.19	\$18.00		
July 2020	\$4.36	\$21.00		
July 2021	\$4.36	\$21.00		
July 2022	\$4.45	\$21.00		
July 2023	\$4.54	\$21.00		
July 2024	\$4.63	\$21.00		
July 2025	\$4.63	\$21.00		
July 2026	\$4.63	\$21.00		
July 2027	\$4.68	\$21.00		
July 2028	\$4.70	\$21.00		
July 2029	\$4.70	\$21.00		
July 2030	\$4.70	\$21.00		
July 2031	\$4.70	\$21.00		
**5/8" Meter				
COST TO AVERAGE CONSUMER				
*Based on Residential / 18 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$108.20	\$110.00	\$1.80	1.7%
Annual Cost	\$432.80	\$440.00	\$7.20	1.7%
Annual Sewer Flat (18 CCF/Qtr)	\$397.92	\$404.40	\$6.48	1.6%
SEWAGE RATE COMPARISON*				
LOCATION	ANNUAL COST	\$/CCF	READ COSTS	
Village of Maybee	\$240	-	\$60.00	
London Township	\$249	-	\$62.25	
YUCA - Township	\$300	\$2.76	\$25.20	
City of Wyandotte	\$301	\$2.84	\$24.02	
City of Woodhaven	\$339	\$3.10	\$37.17	
City of Petersburg	\$360	-	\$90.00	
City of Tecumseh	\$381	\$4.18	\$19.92	
Monroe Metropolitan	\$404	\$4.45	\$21.00	
City of Adrian	\$407	\$3.51	\$38.49	
City of Howell	\$413	\$3.74	\$36.00	
Ida / Raisinville Twps	\$480	-	\$120.00	
Bedford Township	\$496	\$4.57	\$41.73	
City of Ann Arbor	\$520	\$6.33	\$15.96	
Berlin Township	\$523	\$5.59	\$30.00	
City of Flat Rock	\$570	\$4.30	\$65.20	
City of Saline	\$584	\$5.96	\$38.80	
City of Milan	\$588	\$6.34	\$33.03	
Ash Township (Village of Carleton)	\$611	\$6.55	\$35.00	
Village of South Rockwood	\$690	\$4.08	\$98.94	
Village of Dundee	\$715	\$7.15	\$49.94	
City of Dexter	\$796	\$9.36	\$30.54	
LaSalle Township	\$930	\$7.61	\$95.62	
Village of Blissfield	\$947	\$4.49	\$156.00	
*Based on Residential / 18 CCF per bill				

WASTEWATER FUND NET ASSET TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue						
General Government	\$ 133,523	\$ 6,000	\$ 6,000	\$ 10,000	\$ 15,000	\$ 20,000
Program Services Revenue						
Public Works	10,542,853	11,283,536	11,277,151	11,388,187	11,533,382	11,663,772
Capital Grants						
Public Works		130,000	136,600			
Total Revenue	10,676,376	11,419,536	11,419,751	11,398,187	11,548,382	11,683,772
Total Expenditures	4,834,795	9,018,951	9,274,675	8,925,419	8,906,299	9,020,998
Excess (Deficiency of Revenues) over Expenditures	5,841,581	2,400,585	2,145,076	2,472,768	2,642,083	2,662,774
Beg. Net Assets	27,270,822	33,112,403	33,112,403	35,257,479	37,730,247	40,372,330
End. Net Assets	\$ 33,112,403	\$ 35,512,988	\$ 35,257,479	\$ 37,730,247	\$ 40,372,330	\$ 43,035,104

PERFORMANCE	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
INDICATORS	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Requested
Commodity Charge (\$/ccf)	\$3.43	\$3.62	\$3.81	\$4.00	\$4.19	\$4.36	\$4.36	\$4.45
Plant Flow (Billion Gallons)	4	4.5	4.6	4.9	4.9	3.6	4.9	4.5
Wet Weather Flows (MG)	0	0	1.75	0	0	0	0	0
Major Storm	2	3	4	4	4	5	10	4
Major Industrial Customers- IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	11,875	11,843	11,842	13,171	13,103	13,108	13,150	13,150
Wet Tons of Sludge	9,648	9,581	9,794	9,616	9,301	8,537	9,648	9,648
Collection System (miles)	261	261	261	261	261	261	261	261
Mini-Camera Jobs	12	18	20	15	12	19	15	15
Root Treatment (LFT)	10,350	7,750	10,600	11,000	7,750	7,300	9,000	5,800
Manhole Inspections	123	114	49	181	396	428	500	500
Sewer Investigations (call- outs)	89	89	102	153	179	133	160	120
Sewer Mains Jetted (LFT)	124,450	141,950	121,850	90,977	83,817	96,042	100,000	125,000
Sewer Mains TV'd (LFT)	33,831	33,220	25,215	49,124	40,464	40,601	45,000	60,000
Miss Digs	4,091	2,604	2,945	3,495	3,183	3,513	3,200	3,200
Work for Other (jobs)	2	2	2	2	2	2	2	2
Pump Stations (#)	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	1,596	1626	1614	1619	1706	1635	1625	1625
Major Repair Hours	1,771	1,972.50	1,710	1,117	848.5	558.5	500	1000
In House CIP Project Hours	200	0	50	32	75	0	325	500

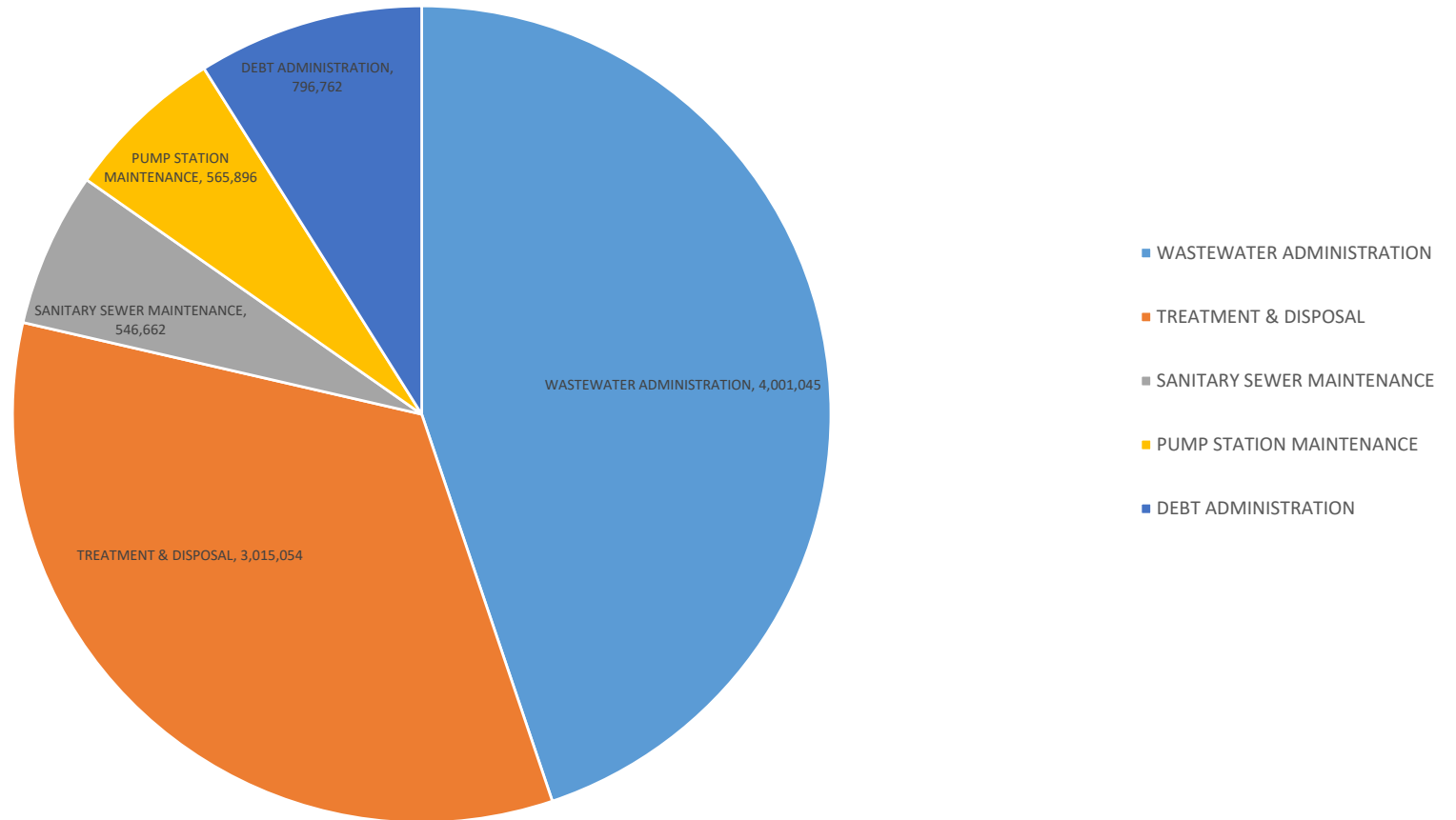
Wastewater Fund Capital Project Detail

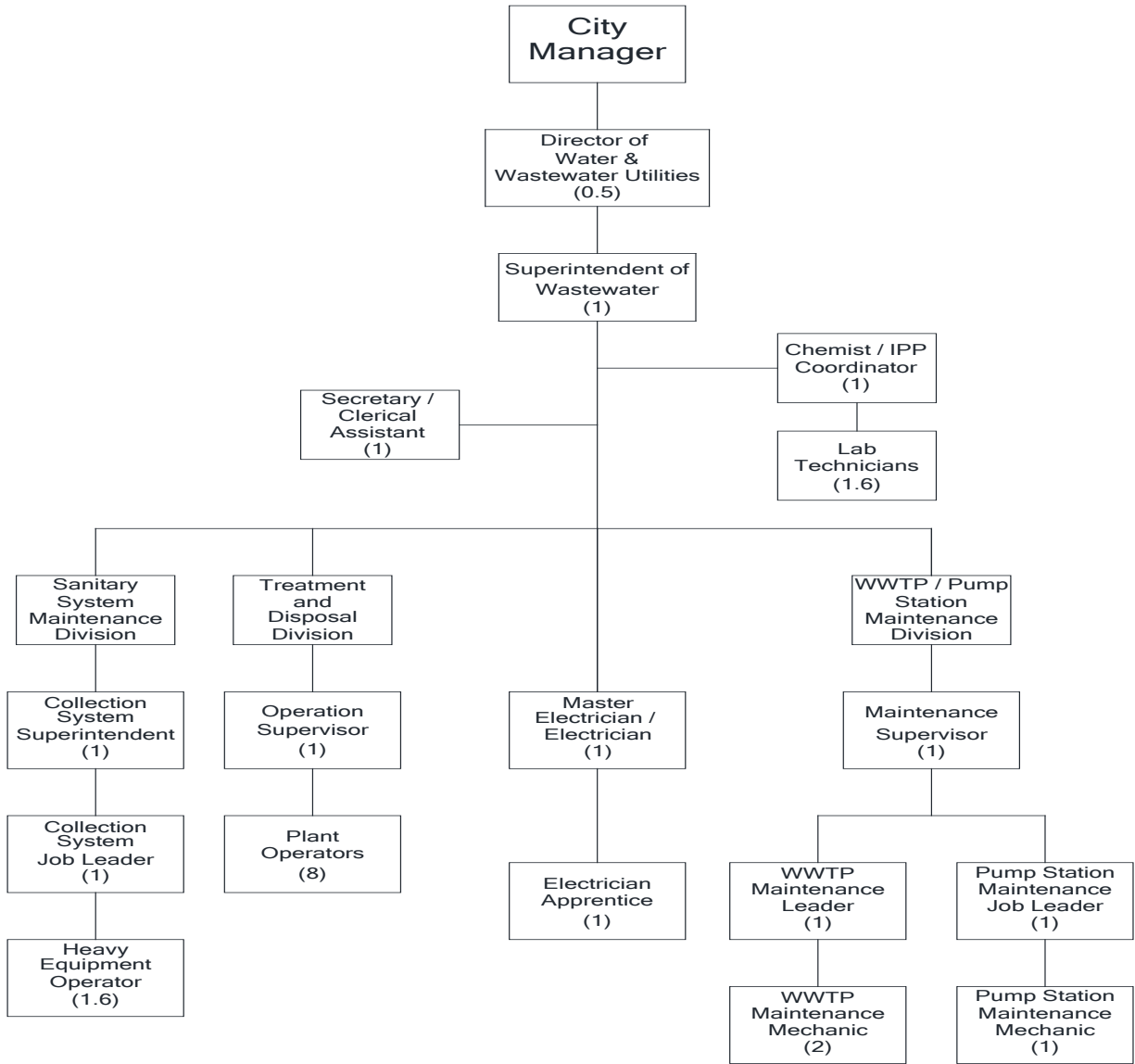
Project	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Detroit Beach Barscreen Replacment	\$ 26,674	\$ 52,381	\$ 52,381	\$ -	\$ -	\$ -
MCC Replacement-Sludge Load Bay/Light Panel	-	25,825	25,825	-	-	-
San. Sewer Rehab-W 5th-Adams to West	-	53,359	53,400	-	-	-
West Front Sanitary Sewer Reroute	-	51,178	-	-	-	-
Former La-z-boy Site Infrastructure	130,000	6,600	6,600	-	-	-
WWTP Distribution Panels & Transfer Switch	24,740	1,092	-	-	-	-
WWTP Air Compressor	3,499	-	-	-	-	-
Scum Well Grease Collector Upgrade	38,771	-	-	-	-	-
San. Sewer Rehab-Arbor Ave Manhole	2,000	-	-	-	-	-
WWTP Admin Building HVAC Unit Replacement	9,600	-	-	-	-	-
San. Sewer Rehab-Sackett	30,798	-	-	-	-	-
San. Sewer Rehab-W Noble, Borgess to Monroe	-	43,500	41,500	-	-	-
San. Sewer Rehab-St. Mary's Gardens Svc Area	-	500,000	500,000	-	-	-
San. Sewer Rehab-Harrison/City line to W 7th	-	46,300	44,300	-	-	-
San. Sewer Rehab-W 6th/Union to Adams	-	110,000	102,000	-	-	-
Combo Jet/Vacuum Truck Replacement	463,085	-	-	-	-	-
Sanitary Sewer Lining-Stony Point Subdivision	407,491	65,509	67,509	-	-	-
WWTP SCADA Updrade	70,824	-	-	-	-	-
San. Sewer Rehab-Washington to Macomb	-	92,200	92,200	-	-	-
San. Sewer Rehab-Riverview-Elm to Scottwood	-	115,321	112,000	-	-	-
San. Sewer Rehab-W 4th -Adams to Hubble	-	23,950	23,700	-	-	-
San. Sewer Rehab-Palmwood-Telegraph to line	-	87,000	86,000	-	-	-
San. Sewer Rehab-Lincoln-Elm to Noble	-	80,250	79,000	-	-	-
San. Sewer Rehab-Stony Point Laterals	-	530,000	530,000	-	-	-
UV Rehabilitation	-	368,000	368,000	-	-	-
Valve Replacement-Secondary Sys./Splitter Box	-	275,000	275,000	-	-	-
Tuckpointing & Soffit Replacement	-	125,000	125,000	-	-	-
Portable Generator	-	70,000	70,000	-	-	-
Generator Replacement-Sunset/Det Beach	-	-	-	550,000	-	-
San Sewer Rehab-McCormick/Lavender	-	-	-	98,250	-	-
San Sewer Rehab - Riverview/Maywood	-	-	-	54,000	-	-
San Sewer Rehab-E Willow/Monroe to Macomb	-	-	-	192,000	-	-
San Sewer Rehab-Orchard/Macomb to R'View	-	-	-	70,500	-	-
San Sewer Rehab-E 2nd/Macomb to Scott	-	-	-	80,000	-	-
San Sewer Rehab-Stoney Pointe/MR Lateral	-	-	-	440,000	-	-
Future Planned Projects	-	-	-	-	1,512,875	2,181,200
	-	-	-	-	-	-
Capital Project Total	\$ 1,207,483	\$ 2,722,465	\$ 2,654,415	\$ 1,484,750	\$ 1,512,875	\$ 2,181,200

**WASTEWATER FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
General Administration						
Personnel Services	\$ 288,477	\$ 297,371	\$ 301,292	\$ 300,155	\$ 301,927	\$ 309,996
OPEB/Pension Cost Recovery	(535,407)	-	-	-	-	-
Supplies	3,423,946	3,497,668	3,618,407	3,658,015	3,708,402	3,778,780
Other Operating	29,207	42,125	49,825	42,875	45,325	49,175
General Admin. Total	3,206,223	3,837,164	3,969,524	4,001,045	4,055,654	4,137,951
Treatment & Disposal						
Personnel Services	1,419,329	1,491,693	1,623,254	1,489,029	1,510,219	1,561,700
OPEB/Pension Cost Recovery	(2,168,958)	-	-	-	-	-
Supplies	26,892	33,000	36,000	31,000	31,000	31,000
Other Operating	1,261,859	1,512,023	1,546,735	1,495,025	1,453,575	1,483,425
Treatment & Dpsl. Total	539,122	3,036,716	3,205,989	3,015,054	2,994,794	3,076,125
Maint.-Sanitary Sewers						
Personnel Services	308,790	410,190	352,505	349,762	338,838	347,939
OPEB/Pension Cost Recovery	(368,521)	-	-	-	-	-
Supplies	4,520	7,900	7,900	7,900	7,900	7,900
Other Operating	231,641	332,400	369,465	189,000	211,200	212,300
Maint.- Sntry. Swrs. Total	176,430	750,490	729,870	546,662	557,938	568,139
Maint.-Pump Stations						
Personnel Services	287,621	326,178	297,899	352,746	352,979	362,036
OPEB/Pension Cost Recovery	(410,769)	-	-	-	-	-
Supplies	17,529	15,950	17,150	15,600	15,600	15,600
Other Operating	136,096	201,042	203,350	197,550	190,750	183,450
Maint.- Pump Stns. Total	30,477	543,170	518,399	565,896	559,329	561,086
Debt Administration						
Interest	882,543	851,411	850,893	796,762	738,584	677,697
Debt Administration Total	882,543	851,411	850,893	796,762	738,584	677,697
Wastewater Fund Total	\$ 4,834,795	\$ 9,018,951	\$ 9,274,675	\$ 8,925,419	\$ 8,906,299	\$ 9,020,998

Appropriations By Department





Wastewater Department FY 22-23 FTE Total = 25.7

FY 19-20 ~ 21-22 FTE Total = 25.7

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

FY 16-17 FTE Total = 25.4

FY 11-12 ~ 15-16 FTE Total = 26.1

FY 09-10 ~ 10-11 FTE Total = 27.1

FY 08-09 FTE Total = 31.0

WATER DEPARTMENT - FY 2022-2023

MISSION STATEMENT:

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

WATER DEPARTMENT PROGRAM:

Water rates are composed of three (3) separate charges: an administration monthly/quarterly charge, a debt service monthly/quarterly charge per meter based on meter size, and a commodity charge based on the volume of water consumed (CCF). Customers served by the South Custer Booster Pumping Station are charged a pump surcharge based on volume of water consumed (CCF) to cover the costs of additional pumping. For the upcoming fiscal year it is recommended to have Changes to the rate structure for: the commodity charge, debt service charge for all meter sizes, pump surcharge, and fire line charge and No Changes are recommended for the administration charge for the upcoming fiscal year, see tables below. With this recommendation, we will be able to maintain our current level of service, meet regulatory required compliance and pursue the Capital Improvement Program in coordination with our Asset Management Plan.

Water Rates (QUARTERLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u> (Townships of Monroe & LaSalle)		<u>OUTSIDE the City Limits WITH Surcharge</u> (Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
**Most Residences					
\$2.20 / CCF of Water Plus Charge Below By Meter Size		\$4.40 / CCF of Water Plus Charge Below By Meter Size		\$4.58 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$18.00	5/8" **	\$28.00	5/8" **	\$28.00
3/4"	\$23.03	3/4"	\$38.06	3/4"	\$38.06
1"	\$33.04	1"	\$58.08	1"	\$58.08
1 1/4"	\$43.05	1 1/4"	\$78.10	1 1/4"	\$78.10
1 1/2"	\$58.05	1 1/2"	\$108.10	1 1/2"	\$108.10
2"	\$88.10	2"	\$168.20	2"	\$168.20
2 1/2"	\$133.14	2 1/2"	\$258.28	2 1/2"	\$258.28
3"	\$183.19	3"	\$358.38	3"	\$358.38
4"	\$308.33	4"	\$608.66	4"	\$608.66
6"	\$633.70	6"	\$1,259.40	6"	\$1,259.40
8"	\$908.98	8"	\$1,809.96	8"	\$1,809.96
10"	\$1,459.58	10"	\$2,911.16	10"	\$2,911.16
12"	\$2,160.33	12"	\$4,312.66	12"	\$4,312.66

*Wholesale Water: **1.0X** Village of Dundee \$2.38 / CCF of Water Plus **1.0X** Charge By Meter Size
1.2X City of Petersburg \$2.86 / CCF of Water Plus **1.2X** Charge By Meter Size

Water Rates (MONTHLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>		<u>OUTSIDE the City Limits WITH Surcharge</u>	
**Most Residences		(Townships of Monroe & LaSalle)		(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)	
\$2.20 / CCF of Water Plus Charge Below By Meter Size		\$4.40 / CCF of Water Plus Charge Below By Meter Size		\$4.58 / CCF of Water Plus Charge Below By Meter Size	
5/8" **	\$6.00	5/8" **	\$9.33	5/8" **	\$9.33
3/4"	\$7.68	3/4"	\$12.69	3/4"	\$12.69
1"	\$11.02	1"	\$19.37	1"	\$19.37
1¼"	\$14.35	1¼"	\$26.03	1¼"	\$26.03
1½"	\$19.35	1½"	\$36.03	1½"	\$36.03
2"	\$29.37	2"	\$56.07	2"	\$56.07
2 ½"	\$44.38	2 ½"	\$86.09	2 ½"	\$86.09
3"	\$61.07	3"	\$119.47	3"	\$119.47
4"	\$102.78	4"	\$202.89	4"	\$202.89
6"	\$211.24	6"	\$419.81	6"	\$419.81
8"	\$303.00	8"	\$603.33	8"	\$603.33
10"	\$486.53	10"	\$970.39	10"	\$970.39
12"	\$720.11	12"	\$1,437.55	12"	\$1,437.55

*Wholesale Water: **1.0X** Village of Dundee \$2.38 / CCF of Water Plus **1.0X** Charge By Meter Size
1.2X City of Petersburg \$2.86 / CCF of Water Plus **1.2X** Charge By Meter Size

Fire Line Rates (QUARTERLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>	
5/8" **	\$0.69	5/8" **	\$1.38
3/4"	\$1.11	3/4"	\$2.22
1"	\$2.37	1"	\$4.74
1¼"	\$4.25	1¼"	\$8.50
1½"	\$6.88	1½"	\$13.76
2"	\$14.65	2"	\$29.30
2 ½"	\$26.34	2 ½"	\$52.68
3"	\$42.55	3"	\$85.10
4"	\$90.66	4"	\$181.32
6"	\$263.37	6"	\$526.74
8"	\$561.24	8"	\$1,122.48
10"	\$1,009.28	10"	\$2,018.56
12"	\$1,630.28	12"	\$3,260.56

Fire Line Rates (MONTHLY)

<u>INSIDE the City Limits</u>		<u>OUTSIDE the City Limits</u>	
5/8" **	\$0.23	5/8" **	\$0.46
3/4"	\$0.37	3/4"	\$0.74
1"	\$0.79	1"	\$1.58
1¼"	\$1.42	1¼"	\$2.83
1½"	\$2.29	1½"	\$4.59
2"	\$4.88	2"	\$9.77
2 ½"	\$8.78	2 ½"	\$17.56
3"	\$14.18	3"	\$28.37
4"	\$30.22	4"	\$60.44
6"	\$87.79	6"	\$175.58
8"	\$187.08	8"	\$374.16
10"	\$336.43	10"	\$672.85
12"	\$543.43	12"	\$1,086.85

JURISDICTION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
City of Tecumseh	\$177	\$2.05	\$7.36	
City of Wyandotte	\$192	\$1.32	\$24.26	
City of Monroe	\$230	\$2.20	\$18.00	5.6%
Frenchtown Township	\$264	\$2.97	\$12.45	
City of Milan	\$278	\$3.06	\$14.50	
Ash Township	\$285	\$3.96	\$53.00	
City of Ann Arbor	\$301	\$2.78	\$25.23	
Village of Dundee	\$322	\$3.92	\$10.00	
City of Saline	\$323	\$2.99	\$26.84	
City of Dexter	\$331	\$3.07	\$27.33	
YUCA-Township	\$347	\$3.48	\$24.14	
City of Adrian	\$368	\$2.92	\$39.48	
Berlin Charter Township	\$387	\$3.70	\$30.00	
City of Howell	\$410	\$3.96	\$31.13	
Monroe & LaSalle Township- Monroe System	\$429	\$4.40	\$28.00	6.1%
Raisinville, Ida, London, Exeter Townships & Village of Maybee - Monroe System	\$442	\$4.58	\$28.00	6.3%
City of Woodhaven	\$493	\$5.61	\$37.17	
Village of South Rockwood	\$542	\$3.07	\$80.10	
City of Flat Rock	\$570	\$4.30	\$65.20	
South County Water	\$692	\$6.90	\$48.75	
City of Petersburg	\$905	\$8.23	\$78.11	
Village of Blissfield	\$911	\$4.45	\$147.54	
<i>* Annual cost based 72 CCF</i>				
Dundee-Wholesale (6") 1.0X	\$675,487	\$2.38	\$633.70	3.5%
Petersburg-Wholesale (2~4") 1.2X	\$147,979	\$2.86	\$740.00	4.0%

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES**	
Meter Size	Fee	Jurisdiction	Fee
5/8"***	\$3,000	City of Flat Rock	\$720
1"	\$7,500	Village of Dundee	\$912
1-1/2"	\$15,000	City of Adrian	\$950
2"	\$24,000	South County Water	\$1,420
3"	\$52,500	YCUA	\$1,440
4"	\$90,000	City of Saline	\$1,841
6"	\$187,500	City of Wyandotte	\$2,000
8"	\$270,000	City of Milan	\$2,100
10"	\$435,000	Berlin Township	\$2,500
12"	\$645,000	Frenchtown Township	\$2,500
		City of Tecumseh	\$2,500
		Ash Township	\$2,900
		City of Dexter	\$3,000
		City of Petersburg	\$3,200
		City of Howell	\$3,300
		City of Ann Arbor	\$5,274

*** Most common meter installation

The Monroe water system is finishing year-2 & 3 of the 8-year meter conversion program that includes moving to monthly billing of all customers in that timeframe; both quarterly and monthly rates are provided to reflect the plan.

Call-Out and Turn-On Fees FY 2022-2023

- Regular Hours: \$70.00
- Overtime: \$160.00
- Double-Time: \$270.00

DEPARTMENT OVERVIEW

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

The Water Filtration Plant Division provides the community with safe, reliable, and aesthetically pleasing water. The water produced by our plant has never been in violation of any Federal or State drinking water standard, with the exception of the Total Coliform Rule violations in 2011 & 2017. It is the first plant in the state of Michigan to implement many innovative technologies (i.e., ozone, zebra & quagga mussel control, backflushing of intake lines, real-time monitoring). The Monroe Plant has been recognized as the oldest, continuously running facility in the state of Michigan (March 1, 1924) and has historically been viewed as a leader in its pro-active response to maintaining a quality treatment facility. Accomplishing these objectives is more difficult due to on-going promulgation of unfunded-stringent water regulatory standards.

The function of the Water Transmission and Distribution Division is to transmit a supply of potable water through approximately 307 miles of various sizes of mains, services, valves, and hydrants to our consumers at an economical rate. Some areas of the system date back to 1889 and we are continually updating it via replacing and rehabilitating mains, services, valves, and hydrants. Main breaks, service leaks, and hydrant damage occurs from various causes and requires constant attention and repairs. Growth in the City, Townships, and the Villages continue to augment our system's operational performance & characteristics. The Water Distribution Division installs and maintains all services (2" and under) to these areas except where water is sold wholesale. All customers consumption of water is measured by a meter (100 cubic feet or CCF) installed within the service line.

WATER DEPARTMENT DIVISIONS

Water Administration Division - Consists of the Department Director, a Water Distribution Superintendent, and Department Aides - two full time and one part time (2.6 FTE). The Administration Division is located on the first floor of City Hall in rented space from the City. The staff is supported with networked computers accessible to the internet, utility billing and financial management software systems. Water system as-built and infrastructure records are located and maintained in both the division, City document management system, and the Engineering Department. Water service and account records are located and maintained in the City document management system and Division's files. The Water Distribution Superintendent reports to the Director.

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

Water Filtration Plant Division - Maintains and operates 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, internet, onsite intranet (SCADA) and includes a security system. Operations are accomplished by a staff including one Water Treatment Superintendent, one Water Treatment Operations Supervisor, six certified plant operators, two certified plant mechanics, and one journeyman electrician. The Water Treatment Superintendent reports to the Director.

Water Transmission / Distribution Division - The division is comprised of two sections (Construction and Service) where the *Construction Section* includes ½ Water Distribution Supervisor, one Assistant Water Distribution Supervisor, ½ Distribution Technician, two Job Leaders, two Heavy Equipment Operators, and four Maintenance Workers II. Their function is to install, repair, and maintain water services, repair and/or replace water mains, valves, and fire hydrants so as to maintain uninterrupted flow of potable water. An ongoing Preventive Maintenance Program is completed to assess designated fire hydrants and valves within the water system's service area to verify, repair/replace, and document the elements of the water system. Fire Departments within the system (City of Monroe, Monroe Charter Township, London-Maybee-Raisinville [LMR], Exeter Township, and Ida Township) inspect hydrants annually for each jurisdiction and provide reports on defective hydrants for repairs; valves are inspected, operated, documented and repaired by division staff. Hydrant painting is completed by the fire departments where repairs are completed by the Water Department. The Water Distribution System carries potable water through a number of sizes (i.e. 5/8" through 42") and types of mains and service lines (i.e. copper, lead, galvanized, wrought iron, steel, ductile iron, asbestos cement, PVC, HDPE, concrete, cast iron, and lined cast / ductile iron) which are controlled by various sizes of valves. The system also includes approximately 15,666 active water meters, 3,411 fire hydrants, 3,133 valves, and three elevated storage tanks. Currently there are 1,688 service lines that are partial or full lead, galvanized or unknown, 533 are unknown & require field verification. The *Service Section* employs ½ Water Distribution Supervisor, one Job Leader, ½ Distribution Technician and two and ½ Water Service Workers who install, repair, maintain, and read water meters and their accessories for providing a means of measuring the amount of water used at all facilities. Sampling of the water within the system at various locations is done twice a week. The *Service Section* also employs a Chief Meter Reader/Cross Connections/Billing Supervisor whose job is to read / coordinate all meters & billing with division staff for our customers and assist in the inspection of facilities for any possible cross-connections. Types of equipment used by both sections include: Utility & Dump Trucks, Backhoes, Mini-Track Excavators, Trenchers, Boring Machines, Pumps, Pickups, Vans, and various air monitoring devices, as well as a long list of safety items and hand tools. There is a building to house an extensive inventory of parts and supplies needed, garages for the storage of vehicles, materials & equipment, and adjoining areas that house meter testing equipment, offices, mud & locker rooms, a wash bay, raw material storage bins, and parking. The facility is connected to the City network and Water Filtration Plant security system.

WATER DEPARTMENT ACCOMPLISHMENTS / SHORTFALLS

During CY 2021 billed water consumption in the Monroe Water System decreased 15.1% from CY 2020 uninterrupted supply of high quality water. The Administrative office received and processed all customer calls, over-the-counter, and online inquiries pertaining to water quality and availability, rate structure, service inquiries, billing records, payments, and customer accounts setup/updates. Electronic means of sending out the 24th annual "Consumer Confidence Report" via URL link 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 2021-2022 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous hours of expertise were dedicated to maintain system compliance with the Total Coliform Rule. In June 2018, the state of Michigan signed into law the Lead and Copper Rule Revisions (LCR). Additional sampling, bill flyers, notices, and media relations were completed to maintain regulatory and customer satisfaction. Significant planning and funding requirements are necessary to maintain compliance with the LCR that are reflective with the proposed budget. DBP2 and LT2 Rule testing has been completed and does not require any system improvements.
- Expanded customer base with the installation of 56 new water services (up to 2"); 159 service renewals (contractor and staff lead & galvanized), an increase due to the LCR as a response to the Flint Water Crisis. Per the LCR, reviewing our records and field verifying approximately 1,688 services that are lead, galvanized, or unknown will need to be replaced over a 20-year period starting in 2021 or approximately 90 service renewals per year, must be done by 1-1-2041.
- 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 19 distribution system valves and 12 fire hydrants. 130 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. 1,373 hydrants were operated / flushed, 35 autoflushers flush daily, and 5 hydrants were flow tested.
- Replaced / installed 1,277 meters and 1,400 endpoint-reading devices. Replaced / repaired / tested 22 total large meters (3" and larger). The entire metering reading system is 100% cellular / radio.

- Completion of the following projects at the Water Filtration Plant and Pointe Aux Peaux Raw Water Intake: TOC analyzer replacement, allocated additional funds for an additional L.S. pump, allocated funds for the SCBS service are upgrade Phase 2, west reservoir crack repairs, recoat/paint clarifier #3 dome roof, allocate funds for the plant driveway replacement, and clarifier rapid mix upgrades.
- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure, facilities, & equipment to provide a reliable water system and improve quality, flow, pressure, capacity, and operations - specifically Main Replacements on W. Lorain St, W. Noble Ave, Riverview Ave, and E. Second St; Roessler & Ida Elevated Tank Improvements, and a Distribution Service Truck Replacement; Completing the survey & design of main replacements on E. Willow Ave.

The Transmission and Distribution Division installed 56 new water services and completed 159 service renewals (combined contractor and staff). Increased service renewals (lead & galvanized) occurred due to an increase from the 2018 LCR as a response to the Flint Water Crisis. Under the 2018 LCR and reviewing our current records approximately 1,688 services that are partially or fully lead, galvanized, or unknown and will need to be replaced over a 20-year period starting in January 2021 at a pace of approximately 90 renewals per year (5% on avg). 12 fire hydrants were repaired / replaced / installed, 1,373 hydrants were operated / flushed, 34 water main breaks were repaired, 56 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 19 valves were repaired or replaced with minimal inconvenience to our customers. 4,210 MISS DIG tickets were received which required 3,741 tickets to be responded to during the year. The Service Section completed 3,460 work orders consisting of recording meter readings for final bills & check reads, investigating high bill complaints, performing meter changes, reading end-point device changes, water service turn-ons and offs, low pressure complaints, water quality, lead testing, cross-connection inspections, material verification and miscellaneous water related services. 4,056 delinquent notices were mailed out which ultimately required 1,066 final notices to be mailed. They collected 781 system bacteriological samples and were called out 63 times. The meter readers read approximately 12,915 meters on a quarterly basis and approximately 3,044 meters on a monthly basis. The Chief Meter Reader enforces regulations to insure against contamination of the water. During CY 2021, Non-Residential customers 813 of 817 were inspected, 683 devices were tested. Per the EGLE requirements, on July 1, 2018 the Residential Cross Connection Control program starting to have a comprehensive cross connection program for the elimination and prevention of all cross connections and are integrated into our daily work tasks. 1900 sites have been inspected out of 13,836 residential customers by City staff, 589 were inspected in 2021, 1749 sites are compliant, 151 are not compliant and are in the process of correcting issues or waiting for a re-inspection.

Water Service Workers installed / replaced 1,277 meters and 1,400 end-point reading units. The radio / cellular reading devices are currently a Neptune / Badger product "R-900 / E-Coder and Beacon End-Point" that enables the meter readers to read meters from the street

and via internet. Badger end-points are installed with all new services and with all meter exchanges. FY 2021-2022 includes Year 3 (Cycles 3 & 4 Residential Customers ~2,404 meters) of an 8-year program to convert the current meter reading system to a Cellular Based Meter Reading System using the Badger Meter Beacon Advanced Metering Analytics. This system allows staff to read meters from the office (internet) or via smartphone/tablet in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the app & emails, eliminate cross connections via the app; Once each year is completed the customers will be moved to monthly billing and engage / improve the customer experience.

WATER DEPARTMENT GOALS / CHALLENGES

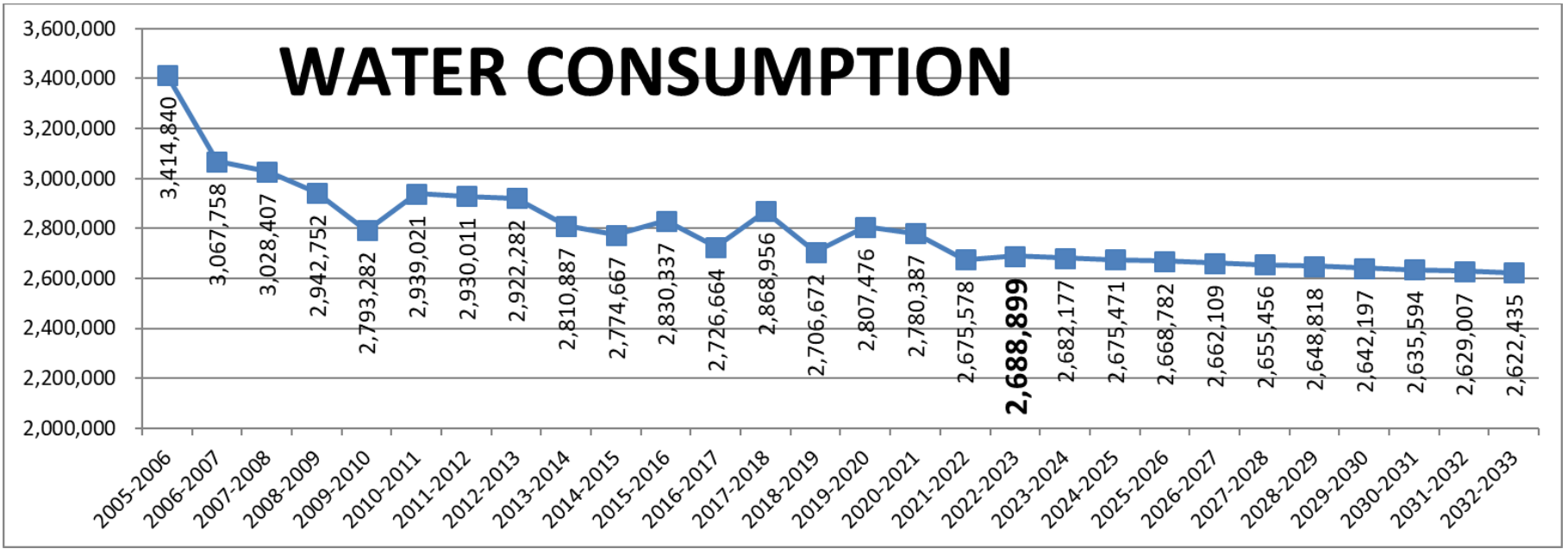
The Water Department Divisions set the following goals:

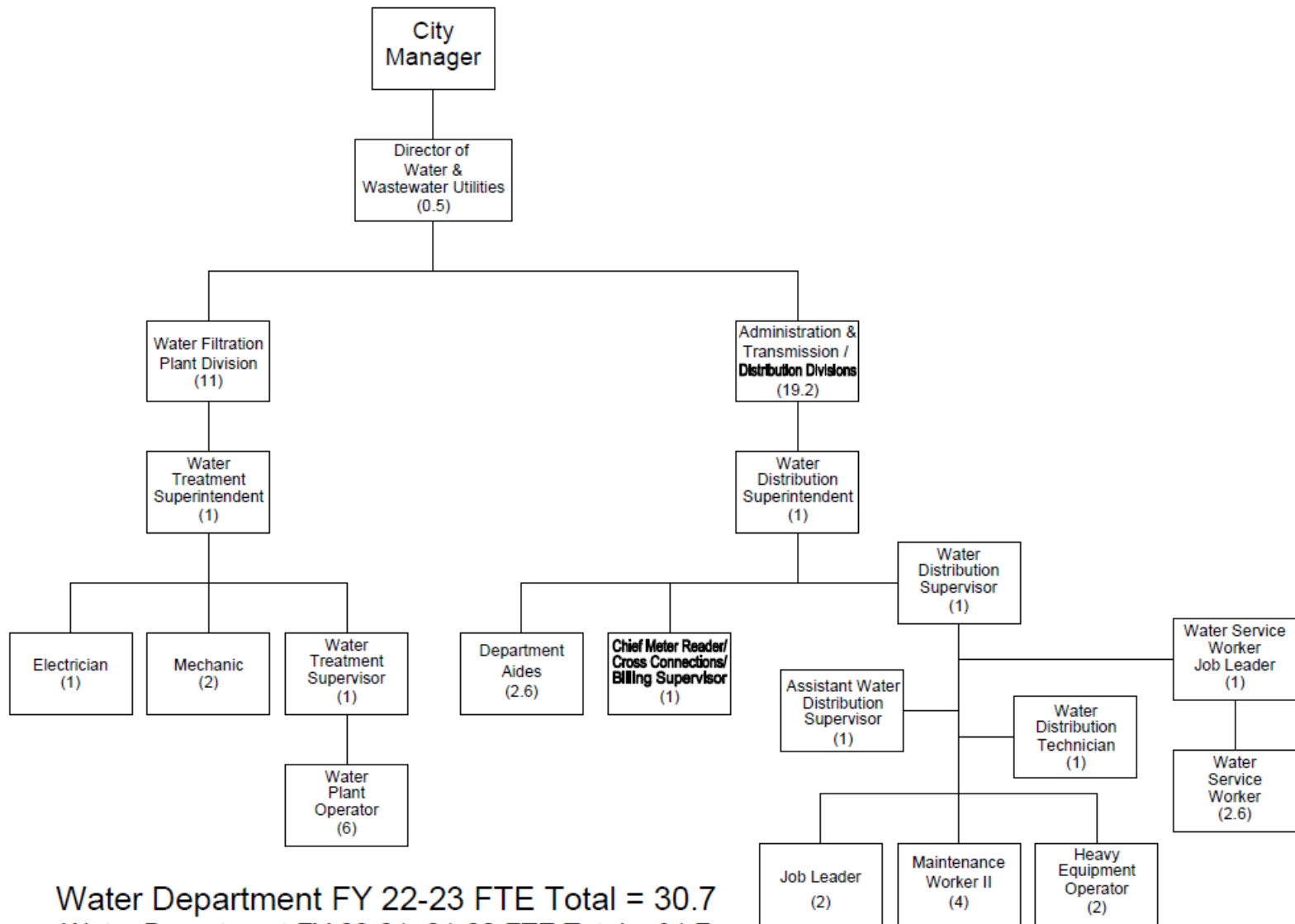
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will challenge some of the facilities antiquated components abilities. See list below:
 - UCMR 5 testing schedules are being developed with sampling in 2023-2025, the contaminants are finalized and it is unknown what system improvements may be required pending future regulations from the results (2026).
 - PFAS legislation was signed into law August 3, 2020, these regulations establish enforceable standards for 7 PFAS compounds. Quarterly sampling started in October 2020. All sampling has been in compliance, no plant improvements are required at this time.
 - The LCR was signed into law in 2018 in which our current records show approximately 1,688 services that are partial or fully lead, galvanized, or unknown. The law requires replacement of these over a 20 year period or with an our Asset Management Plan schedule (by 2025 per EGLE) starting in January 2021; this results in approximately 90 service renewals per year (5% on avg). There are 376 services that require field verification (3 points of the service line, 2 exterior, 1 interior) to be done by 1-1-2025.
 - Per EGLE requirements, a Residential Cross Connection Control program was started July 1, 2018 to have a comprehensive cross connection program for the elimination and prevention of all cross connections.
- Service additional customers where it is in the City's interest to spread department costs over a larger customer base in order to maintain the existing rate structure and strategically using the City's excess water system capacity. CY 2021 billed water consumption was 15.1% lower than CY 2020.
- 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 2022-2023 FTE is proposed to be 30.7 FTE.

- Reduced overall water consumption (since 2006) coupled with increasing expenses challenge the department's abilities to maintain service.
- Total Coliform Rule Compliance; Turbid source water (Lake Erie) coupled with Blue-Green Algae (Microcystin), Zebra Mussels, Frazzle Ice, and fluctuation of lake levels makes it difficult to maintain a reliable raw water source in order to reduce operating costs.
- In FY 2022-2023, convert the Year 4 (cycles 5 & 6 - 2,940 meters total) meter reading system to a Cellular Based Meter Reading System using Badger Meter Beacon Advanced Metering Analytics (AMA), the remaining 4 years will be done by June 30, 2027. This system allows staff to read meters from the office (internet) or via smartphone/tablet in an effort read meters and bill customers more efficiently; reduce unaccounted-for-water by using alarms / notices via the app & emails, eliminate cross connections via the app; Once each year is completed the customers will be moved to monthly billing and engage / improve the customer experience.
- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: allocate additional funds for an additional L.S. pump, east reservoir crack repairs, WTP driveway replacement, allocate funds for the #1 ozone generator replacement, allocate funds for WTP & Remote Sites PLC upgrades, allocate funds for the WTP H.S. pump/motor/drive/discharge pipe replacement.
- 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 E Willow St and E First St.

Water Department Activity Measures

Performance Indicators	CY2019	CY2020	CY2021	CY2022	CY2023
	Actual	Actual	Actual	Projected	Request
Customers Invoiced	66,500	67,005	77,001	93,300	113,200
Work Orders Completed	3,800	3,993	3,460	4,100	4,100
Final Notices Sent	1,760	99	1,831	1,800	1,800
Water Treated (mg)	2,583	2,696	2,612	2,700	2,700
Routine Bacti Samples/Positive	847/0	800/0	781	800/0	800/0
Turbidity Samples/Violations	2190/0	5508/0	8760/0	8640/0	8640/0
New Services	64	67	56	77	76
Repair / Replace Valves	5	7	19	10	10
Service Renewals	170	63	159	101	90
Repair Main Breaks	37	34	34	35	35
Read Meters	64,300	67,000	76,950	93,250	113,150
Inspect/Test Cross Connections	1,859	2,200	2,381	2,500	2,600
Repair / Replace Hydrants	21	8	16	20	20





Water Department FY 22-23 FTE Total = 30.7
 Water Department FY 20-21~21-22 FTE Total = 31.7
 Water Department FY 19-20 FTE Total = 28.7
 Water Department FY 18-19 FTE Total = 28.0
 Water Department FY 14-15 ~ FY 17-18 FTE Total = 27.5
 Water Department FY 09-10 ~ FY 13-14 FTE Total = 28.5
 Water Department FY 08-09 FTE Total = 30.0

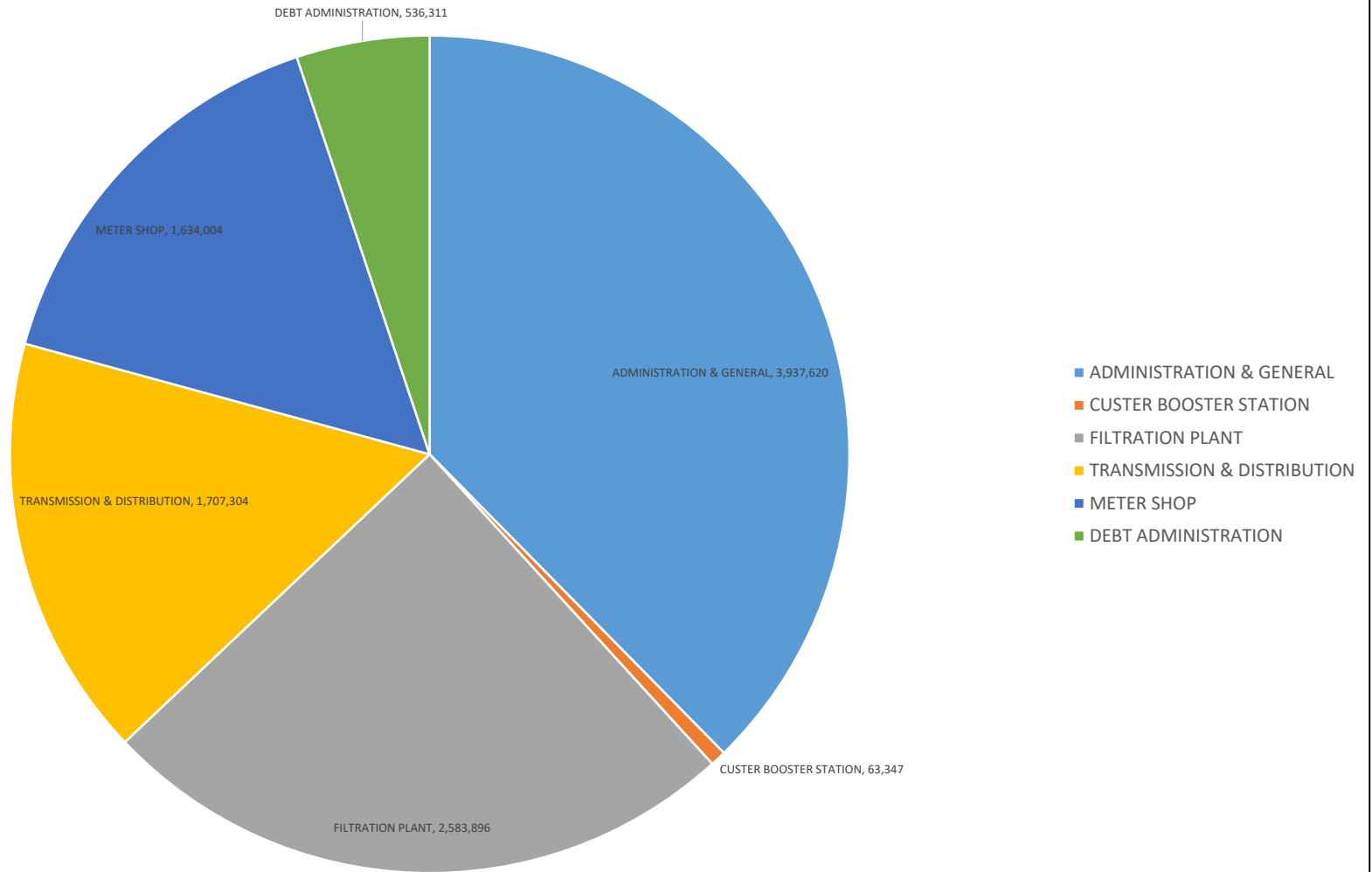
WATER FUND NET ASSETS TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue						
General Government	\$ 19,761	\$ 13,000	\$ 6,273	\$ 10,000	\$ 15,000	\$ 20,000
Program Services Revenue						
Public Works	10,143,308	11,006,638	10,929,300	11,327,331	11,815,925	12,316,995
Capital Grants						
Public Works	2,484,402	7,920	37,081			
Total Revenue	12,647,471	11,027,558	10,972,654	11,337,331	11,830,925	12,336,995
Total Expenditures	5,109,221	10,231,784	10,245,506	10,462,482	10,305,174	11,373,108
Excess (Deficiency of Revenues) over Expenditures	7,538,250	795,774	727,148	874,849	1,525,751	963,887
Beginning Net Assets	79,110,418	86,648,668	86,648,668	87,375,816	88,250,665	89,776,416
Ending Net Assets	\$ 86,648,668	\$ 87,444,442	\$ 87,375,816	\$ 88,250,665	\$ 89,776,416	\$ 90,740,303

WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
General Administration						
Personnel Services	\$ 354,352	\$ 373,026	\$ 373,947	\$ 379,077	\$ 386,053	\$ 399,579
OPEB/Pension Cost Recovery	648,199	-	-	-	-	-
Supplies	21,452	27,025	28,025	28,625	31,125	35,625
Other Operating	3,364,394	3,412,781	3,404,548	3,529,918	3,558,823	3,662,028
General Admin. Total	4,388,397	3,812,832	3,806,520	3,937,620	3,976,001	4,097,232
W. High Service Pump Station						
Personnel	7,372	8,601	8,601	8,602	8,774	5,950
Other Operating	45,275	47,144	51,349	54,745	55,462	56,167
Custer Booster Stn. Total	52,647	55,745	59,950	63,347	64,236	62,117
Filtration Plant						
Personnel Services	976,530	959,823	931,436	981,802	993,296	1,025,604
OPEB/Pension Cost Recovery	1,331,390	-	-	-	-	-
Supplies	41,973	46,003	46,753	51,503	47,590	49,190
Other Operating	1,491,880	1,635,509	1,489,294	1,550,591	1,533,910	1,608,413
Filtration Plant Total	3,841,773	2,641,335	2,467,483	2,583,896	2,574,796	2,683,207
Transmission & Distribution						
Personnel Services	705,503	887,267	834,511	904,479	892,154	894,547
OPEB/Pension Cost Recovery	(485,883)	-	-	-	-	-
Supplies	37,116	148,175	155,475	189,275	170,675	167,975
Other Operating	282,593	654,801	692,426	613,550	639,100	742,100
Trans. & Distrib. Total	539,329	1,690,243	1,682,412	1,707,304	1,701,929	1,804,622
Meter Shop						
Personnel Services	474,628	517,041	519,634	518,240	522,367	535,892
OPEB/Pension Cost Recovery	(1,340,073)	-	-	-	-	-
Supplies	16,835	26,925	26,025	25,625	25,725	26,225
Other Operating	554,568	916,481	1,112,300	1,090,139	947,877	1,050,970
Meter Shop Total	(294,042)	1,460,447	1,657,959	1,634,004	1,495,969	1,613,087
Debt Administration						
Interest	540,295	571,182	571,182	536,311	492,243	1,112,843
Debt Administration Total	540,295	571,182	571,182	536,311	492,243	1,112,843
Water Fund Total	\$ 9,068,399	\$ 10,231,784	\$ 10,245,506	\$ 10,462,482	\$ 10,305,174	\$ 11,373,108

Appropriations By Department



Capital Project Detail

Project	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
SCBS Service Area Upgrades	\$ 25,241	\$ 911,481	\$ 911,481	\$ -	\$ -	\$ -
East Reservoir Joint & Crack Repair	-	-	-	25,000	-	-
High SVC Pump/Motor/Drive/Dis. Pipe	33,039	78,623	78,623	162,500	-	-
La-Z-boy Former Site Infrastructure	1,050	6,870	6,870	-	-	-
Water Main - West Front	10,000	-	-	-	-	-
Raisin St (Exeter Twp) Water Main Loop	289,640	68,169	68,169	-	-	-
Water Main - W Noble/Godfroy to N. Monroe	7,444	329,556	323,176	-	-	-
Water Main - W Lorain/Huber to E. of Lavender	456,955	245,167	245,167	-	-	-
Dump Truck Replacement	94,759	-	-	-	-	-
Water Trencher & Trailer Replacement	-	87,000	86,921	-	-	-
Air Compressor & Hydraulic Unit Replacement	-	-	-	-	-	-
WTP Main Boiler Replacement	-	94,100	94,100	-	-	-
Chlorine Analyzer Replacement	-	34,400	33,157	-	-	-
Water Main-Monroe Street Bridge	42,000	230,000	230,000	-	-	-
Water Main-Riverview-Elm to Scottwood	24,105	812,705	815,692	-	-	-
Water Main-E 2nd-Washington to Macomb	817	64,183	60,000	-	-	-
Roessler Water Tower Improvements	19,160	275,780	275,780	-	-	-
Ida Water Tower Improvements	2,900	197,300	197,300	-	-	-
Service Truck Replacement	-	84,100	84,100	-	-	-
West Reservoir Crack Repair	-	25,000	16,240	-	-	-
Clarifier #3 Dome Roof Recoat and Paint	-	39,000	39,000	-	-	-
WTP Driveway Replacement	-	62,500	62,500	37,500	-	-
Clarifier Rapid Mix Upgrades	-	90,000	90,000	-	-	-
Water Main-Davis Swale-S. Dixie Highway	-	15,732	15,732	-	-	-
Water Main-Willow St-Monroe to Macomb	-	-	-	263,900	-	-
Water Main-E. 1st-Washington to Macomb	-	-	-	150,800	-	-
WTP-PLC Upgrades	-	-	-	20,000	-	-
WTP-Ozone Generator #1 Replacement	-	-	-	245,000	-	-
WTP-Pump Room Roof Replacement	-	-	-	25,000	-	-
Miscellaneous Capital Projects	24,896	11,500	8,144	24,000	-	-
Future Captial Projects	-	-	-	-	2,240,300	3,572,300
Subtotal	\$ 1,032,006	\$ 3,763,167	\$ 3,742,152	\$ 953,700	\$ 2,240,300	\$ 3,572,300

RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. Capital projects at the facility that are funded from the capital reserves fund include: Allocating funds for an additional 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 FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 1,114	\$ 324,000	\$ 322,500	\$ 1,000	\$ 2,000	\$ 3,000
Operating Grant Revenue						
Public Works	419,110	423,762	449,927	461,917	469,765	478,748
Total Revenue	420,224	747,762	772,427	462,917	471,765	481,748
Total Expenditures	419,112	485,007	506,927	461,917	469,765	478,748
Excess (Deficiency of Revenues) over Expenditures	1,112	262,755	265,500	1,000	2,000	3,000
Beginning Net Assets	5,629,360	5,630,472	5,630,472	5,895,972	5,896,972	5,898,972
Ending Net Assets	\$ 5,630,472	\$ 5,893,227	\$ 5,895,972	\$ 5,896,972	\$ 5,898,972	\$ 5,901,972

**RAW WATER PARTNERSHIP
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Water Department						
Administration						
Personnel	\$ 35,187	\$ 51,845	\$ 54,360	\$ 51,846	\$ 52,884	\$ 53,944
Supplies	13,723	13,045	17,378	15,200	15,200	15,200
Other Operating	370,202	420,117	435,189	394,871	401,681	409,604
Administration Total	419,112	485,007	506,927	461,917	469,765	478,748
Raw Water Partnership						
Fund Total	\$ 419,112	\$ 485,007	\$ 506,927	\$ 461,917	\$ 469,765	\$ 478,748

**Raw Water Partnership
Capital Project Detail**

Project	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
PAP: Addition of Raw Water Pump	\$ -	\$ 810,992	\$ 810,992	\$ 140,000	\$ -	\$ -
PAP: Motor and VFP Upgrades	4,461	337,956	337,956	-	-	-
Chlorine Analyzer Replacement	-	17,100	15,924	-	-	-
PAP: TOC Analyzer Replacement	-	50,000	35,995	-	-	-
Raw Water Generator Insurance Claim	-	265,000	265,000	-	-	-
Future Planned Projects	-	-	-	-	140,000	140,000
Capital Project Total	\$ 4,461	\$ 1,481,048	\$ 1,465,867	\$ 140,000	\$ 140,000	\$ 140,000



INTERNAL SERVICE FUNDS

INFORMATION SYSTEMS FUND

INFORMATION TECHNOLOGY AND SERVICES PROGRAM

The vision of the Information Technology and Services program is to be a customer-centric, cost-effective service that is acknowledged for its responsive and flexible nature and for the high-quality solutions that it provides. The mission is to effectively provide technology solutions to enable the City to deliver high-quality services to the citizens of the City. The following guiding principles establish the values of the department and organization:

1. Prioritization of initiatives will address individual customer needs while balancing the impact on other departments.
2. Technology is a means to an end, not an end in itself.
3. Implement solutions based on organization-wide requirements.
4. Focus on simplicity and data integration.
5. Leverage existing applications and technologies fully before procuring new technologies and applications that perform similar functions.
6. Implement contemporary, proven, commercial-off-the-shelf (COTS) software requiring minimal customization.
7. Integrate system to streamline business processes and reduce paper.
8. Plan and manager IT projects collaboratively.
9. Utilize a risk-based approach in the evaluation of information security needs.
10. Partnership with our customers will be cultivated through mutual respect, deep understanding, and cooperation

The Information Technology Department (IT) is responsible for providing City-based technology resources including hardware, software, service, and information. In addition, the IT department serves as a liaison to vendors, County, State, and Federal agencies regarding IT matters allowing for efficient and secure resource utilization.

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

INFORMATION TECHNOLOGY AND SERVICES DEPARTMENT

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

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

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

IT and IS staff work with an Information Technology Steering Committee. The purpose of the IT Steering Committee is to ensure that all IT related projects are in alignment with the City of Monroe's overall vision, mission and goals. The IT Steering Committee will plan, prioritize, and budget future IT projects and implementation. This committee will also provide oversight for the establishment of IT policies and standards at the City of Monroe.

The areas of oversight include:

- IT Strategic Plan Review and Approval
- IT Policies & Standards
- Annual Technology Planning and Budgeting
- Assist with IT Budget Development
- Oversight and Development of Enterprise IT Projects
- Oversight for Departmental IT Projects

INFORMATION TECHNOLOGY DEPARTMENT GOALS

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

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

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

Replacement of all of the City's network switches was funded through the American Rescue Plan Act (ARPA) funds and this project will be completed in 2022.

During fiscal year 2023, the City will look to install a new backup generator that will serve all the City's network servers and switches.

**INFORMATION SYSTEMS FUND
NET ASSETS TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue						
General Government	\$ 20,096	\$ 12,282	\$ 14,031	\$ 400	\$ 500	\$ 1,000
Program Service Revenue						
General Government	833,369	843,202	842,106	850,291	842,017	865,534
Total Revenue	853,465	855,484	856,137	850,691	842,517	866,534
Total Expenditures	479,735	786,205	780,802	810,626	801,901	833,270
Excess (Deficiency of Revenues) over Expenditures	373,730	69,279	75,335	40,065	40,616	33,264
Beginning Net Assets	515,125	888,855	888,855	964,190	1,004,255	1,044,871
Ending Net Assets	\$ 888,855	\$ 958,133	\$ 964,190	\$ 1,004,255	\$ 1,044,871	\$ 1,078,135

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Personnel	\$ 213,074	\$ 213,608	\$ 222,601	\$ 227,655	\$ 215,388	\$ 223,143
Pension/OPEB						
Cost Recovery	(263,993)					
Supplies	9,616	13,220	13,220	13,220	13,220	13,220
Other Operating	408,365	394,698	380,963	396,539	397,078	404,386
Depreciation	111,475	162,592	162,592	171,588	174,953	191,833
Debt Service	1,198	2,087	1,426	1,624	1,262	688
Total	\$ 479,735	\$ 786,205	\$ 780,802	\$ 810,626	\$ 801,901	\$ 833,270

**Information Systems Fund
Capital Project Detail**

Project	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Fiber Project - DPS and Wastewater	\$ 77,312	\$ -	\$ -	\$ -	\$ -	\$ -
Backup Generator Engineering Design	4,650	-	-	-	-	-
GIS Server and Switches	26,608	-	-	-	-	-
GPS Unit	5,554	-	-	-	-	-
ARCGIS Software	9,000	-	875	-	-	-
Canon C5760I Copier	10,749	-	-	-	-	-
Network Switch Upgrade	-	60,000	-	-	-	-
911 Backup Storage	-	3,500	-	-	-	-
Microsoft Office Upgrade	-	-	-	50,000	-	-
Public Safety Administration Printer	-	-	3,169	-	-	-
Council Chambers Audio/Video Upgrade	-	-	11,792	-	-	-
Vmware software upgrade	-	-	-	5,000	-	-
Building Department Tablet Replacement	-	-	-	-	-	-
Disaster Plan Implementation	-	23,162	23,162	19,000	-	-
Police/Fire in-car computers	-	-	-	-	40,000	-
Network Server Replacement	-	-	-	-	25,000	25,000
Failover/warm offsite server install	-	-	-	-	25,000	25,000
PC Replacements	-	25,000	38,756	25,000	25,000	25,000
Pressure Seal Machine	-	-	-	-	-	-
Backup Array Replacement	-	-	-	-	-	10,000
Misc Network Server Upgrade or Replace	-	10,000	10,000	10,000	10,000	-
Misc Items	-	14,703	10,453	10,000	10,000	10,000
Capital Project Total	\$ 133,873	\$ 136,365	\$ 98,207	\$ 119,000	\$ 135,000	\$ 95,000

STORES AND EQUIPMENT FUND

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

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

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

The Stores and Equipment Fund has two (2) full-time employees, both state-certified mechanics. The Departmental Aide(s) dedicate at least one day per week to track inventory and vehicle maintenance records, and the Departmental Superintendent handles general oversight of the function. The appropriate general fund costs for these positions are then allocated through the expenditure credit process. The Fund is still challenged to keep up with replacement schedules, as significant heavy equipment requires replacement in the medium term, including four (4) 6-yard single axle dump trucks, at least one (1) end loader, and one (1) street sweeper, all of which need to be replaced in the next 5-10 years as well as numerous other pieces. In summer 2018, City Council approved of the City entering into the Enterprise Fleet Management Program, and through this program our entire light-duty fleet (approximately 55 vehicles) will be rotated on a five-year basis to minimize maintenance costs and maximize resale value and will be tracked through their maintenance system. Since 2021, the Police vehicles have been a part of this program as well, which thus far is proving advantageous for the City which will in turn assist us in addressing our heavy equipment replacement needs in a more timely fashion.

**STORES AND EQUIPMENT FUND
NET ASSETS TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 275,039	\$ 160,200	\$ 134,788	\$ 340,000	\$ 210,000	\$ 210,000
Program Services Revenue:						
Public Works	1,335,018	1,368,857	1,423,232	1,433,066	1,489,466	1,489,466
Total Revenue	1,610,057	1,529,057	1,558,020	1,773,066	1,699,466	1,699,466
Total Expenditures	756,186	1,436,500	1,489,545	1,567,885	1,649,655	1,706,148
Excess (Deficiency of Revenues) over Expenditures	853,871	92,557	68,475	205,181	49,811	(6,682)
Beginning Net Assets	1,930,626	2,784,497	2,784,497	2,852,972	3,058,153	3,107,964
Ending Net Assets	\$ 2,784,497	\$ 2,877,054	\$ 2,852,972	\$ 3,058,153	\$ 3,107,964	\$ 3,101,282

**STORES & EQUIPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Department of Public Service Stores & Equipment						
Personnel	\$ 212,497	\$ 227,050	\$ 248,229	\$ 240,245	\$ 229,980	\$ 236,677
Pension/OPEB Cost Recovery	(543,324)	-	-	-	-	-
Supplies	144,248	168,600	189,600	200,100	200,600	201,100
Other Operating	558,634	644,520	658,620	738,509	833,239	885,857
Depreciation	351,338	350,000	350,000	350,000	350,000	350,000
Capital Outlay	4,257	-	-	-	-	-
Debt Service	28,536	38,330	34,096	31,031	27,836	24,514
Operations Total	756,186	1,428,500	1,480,545	1,559,885	1,641,655	1,698,148
Operating Transfer	-	8,000	9,000	8,000	8,000	8,000
Stores & Equipment Fund Total	\$ 756,186	\$ 1,436,500	\$ 1,489,545	\$ 1,567,885	\$ 1,649,655	\$ 1,706,148

**Stores and Equipment Fund
Capital Project Detail**

Project	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Operating Equipment	\$ 61,446	\$ 41,781	\$ 40,000	\$ 5,000	\$ 5,000	\$ 5,000
Buildings & Improvements	-	52,180	52,180	25,000	25,000	5,000
Vehicles	917,406	407,847	375,000	325,000	400,000	275,000
Capital Project Total	\$ 978,852	\$ 501,808	\$ 467,180	\$ 355,000	\$ 430,000	\$ 285,000

EMPLOYMENT BENEFIT FUND

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

Employment related insurance coverage includes health, prescription, dental, unemployment and workers’ compensation, for which the City self-insures. Life, long-term disability, and vision (added in 2022) insurance coverage is purchased from a licensed carrier.

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

EMPLOYMENT BENEFIT FUND						
NET ASSET TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY20-21	FY21-22	FY21-22	FY22-23	FY23-24	FY24-25
Revenue:						
General Revenue:						
General Government	\$ 2,412	\$ 3,000	\$ 1,000	\$ 3,500	\$ 5,000	\$ 5,000
Program Services Revenue:						
General Government	2,514,537	2,624,309	2,306,617	2,529,834	2,633,255	2,697,973
Total Revenue	2,516,949	2,627,309	2,307,617	2,533,334	2,638,255	2,702,973
Total Expenditures	1,928,367	2,325,927	2,499,121	2,573,191	2,696,164	2,761,527
Excess (Deficiency of Revenues) over Expenditures	588,582	301,382	(191,504)	(39,857)	(57,909)	(58,554)
Beginning Net Position	2,302,502	2,891,084	2,891,084	2,699,580	2,659,723	2,601,814
Ending Net Position	\$ 2,891,084	\$ 3,192,466	\$ 2,699,580	\$ 2,659,723	\$ 2,601,814	\$ 2,543,260

**EMPLOYEE BENEFIT FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Human Resources						
Administration						
Other Operating	\$ 26,695	\$ 52,987	\$ 52,987	\$ 53,147	\$ 53,310	\$ 53,560
Administration Total	26,695	52,987	52,987	53,147	53,310	53,560
Medical Insurance						
Other Operating	1,486,917	1,514,240	1,800,000	1,850,000	1,960,000	2,013,000
Medical Insurance Total	1,486,917	1,514,240	1,800,000	1,850,000	1,960,000	2,013,000
Prescription Insurance						
Other Operating	138,814	281,216	150,000	150,000	150,000	150,000
Prescription Insurance Total	138,814	281,216	150,000	150,000	150,000	150,000
Dental Insurance						
Other Operating	187,345	188,000	188,000	190,000	192,000	195,000
Dental Insurance Total	187,345	188,000	188,000	190,000	192,000	195,000
Flexible Benefit Plan						
Other Operating	966	1,000	1,000	1,000	1,000	1,000
Flexible Benefit Total	966	1,000	1,000	1,000	1,000	1,000
Vision Insurance						
Other Operating	-	-	13,200	36,000	36,000	36,000
Dental Insurance Total	-	-	13,200	36,000	36,000	36,000
Life & L/T Disability Insurance						
Other Operating	38,048	37,000	48,000	45,000	46,000	47,000
Life & L/T Disability Insurance Total	38,048	37,000	48,000	45,000	46,000	47,000
Unemployment Insurance						
Other Operating	-	1,000	1,000	1,000	1,000	1,000
Unemployment Insurance Total	-	1,000	1,000	1,000	1,000	1,000
Workers' Compensation Insurance						
Other Operating	49,582	250,484	244,934	247,044	256,854	264,967
Workers' Comp. Insurance Total	49,582	250,484	244,934	247,044	256,854	264,967
Employment Benefit Fund Total	\$ 1,928,367	\$ 2,325,927	\$ 2,499,121	\$ 2,573,191	\$ 2,696,164	\$ 2,761,527

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 and cyber liability insurance.

Property and liability insurance premiums from the city's insurance carrier are expected to increase 3-4% in the next year. Cyber liability insurance is expected to increase significantly by at least 50%.

INSURANCE FUND						
NET ASSETS TREND						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY20-21	FY21-22	FY21-22	FY22-23	FY23-24	FY24-25
Revenue:						
General Revenue:						
General Government		100	100	200	400	1,000
Program Services Revenue:						
General Government	488,553	421,723	466,723	432,054	452,795	473,951
Total Revenue	488,553	421,823	466,823	432,254	453,195	474,951
Total Expenditures	435,118	438,677	439,934	451,271	462,947	474,974
Excess (Deficiency of Revenues)						
over Expenditures	53,435	(16,854)	26,889	(19,017)	(9,752)	(23)
Beginning Net Assets	266,547	319,982	319,982	346,871	327,854	318,102
Ending Net Assets	\$ 319,982	\$ 303,128	\$ 346,871	\$ 327,854	\$ 318,102	\$ 318,079

INSURANCE FUND EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Administration						
Other Operating	\$ 619	\$ 7,677	\$ 7,677	\$ 7,696	\$ 7,715	\$ 7,735
Administration Total	619	7,677	7,677	7,696	7,715	7,735
Property & Liability Insurance						
Other Operating	434,499	431,000	432,257	443,575	455,232	467,239
P&L Insurance Total	434,499	431,000	432,257	443,575	455,232	467,239
Insurance Fund Total	\$ 435,118	\$ 438,677	\$ 439,934	\$ 451,271	\$ 462,947	\$ 474,974



CITY OF
MONROE
Michigan

TRUST FUND

POST-RETIREMENT HEALTH CARE TRUST FUND

In the past, retirees of the City of Monroe received the same health insurance coverage (medical and prescription) in retirement that they were receiving on the day they retired from active employment. Collective bargaining agreement changes have changed the benefit so that retirees medical and prescription benefits mirror those of the active workforce. In addition, the City's contribution towards the cost of the employee's retiree health insurance has been fixed at 4% multiplied by each year of service earned by the employee. Therefore, if an employee retires with at least twenty-five (25) years of service, the employee will receive a 100% benefit. Beginning in 2013 for some employees and 2014 for the rest, an employee contribution to the cost of the benefit was implemented. The contribution will equal 3% of the average base wage of all city employees. In October 2020, Medicare eligible retirees were moved to a Medicare Advantage plan. 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 Act Number 149 of the Public Acts of 1999 was signed into law. This legislation enabled investment activity similar to retirement systems. At the December 20, 1999 City Council meeting a resolution was adopted designating the Board of Trustees of the City Employees Retirement System as the Post-Retirement Health Care Fund's investment fiduciary. In December 2012, the City Council created a trust for the deposit of the funds. The same Board was maintained for the Trust Fund Board.

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

the remainder of 2016.

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

The December 31, 2020 actuarial study was completed after the implementation of the Medicare Advantage plan previously mentioned. The valuation determined that the plan was 143.3% funded as of that date and that employer contributions wouldn't be necessary for the next two years, and likely into the future.

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

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 16,080,259	\$ 4,330,000	\$ 2,153,818	\$ 2,148,000	\$ 2,145,000	\$ 2,140,000
Program Services Revenue:						
General Government	475,415	234,000	234,945	-	-	-
Total Revenue	16,555,674	4,564,000	2,388,763	2,148,000	2,145,000	2,140,000
Total Expenditures	3,338,426	4,802,026	3,764,279	3,951,632	3,936,241	4,056,853
Excess (Deficiency of Revenues) over Expenditures	13,217,248	(238,026)	(1,375,516)	(1,803,632)	(1,791,241)	(1,916,853)
Beginning Net Assets	63,414,730	76,631,978	76,631,978	75,256,462	73,452,830	71,661,589
Ending Net Assets	\$ 76,631,978	\$ 76,393,952	\$ 75,256,462	\$ 73,452,830	\$ 71,661,589	\$ 69,744,736

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

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Finance Department						
Actuarial Services	\$ 11,000	\$ 35,000	\$ 28,000	\$ 32,000	\$ 16,000	\$ 36,000
Audit Services	3,457	3,526	3,526	3,632	3,741	3,853
Investment Cost	320,989	300,000	350,000	350,000	350,000	350,000
Administrative Services	38,668	40,000	40,000	40,000	40,000	40,000
Fiduciary Insurance	9,320	9,500	9,753	10,000	10,500	11,000
Total Finance Dept.	383,434	388,026	431,279	435,632	420,241	440,853
Personnel Department						
Contractual	29,124	12,000	18,000	14,000	14,000	14,000
Actuarial Services	2,750					
Medical Insurance	1,656,154	2,500,000	1,900,000	2,000,000	2,000,000	2,000,000
Prescription Insurance	1,266,964	1,900,000	1,400,000	1,500,000	1,500,000	1,600,000
Employee Refunds		2,000	15,000	2,000	2,000	2,000
Total Personnel Dept.	2,954,992	4,414,000	3,333,000	3,516,000	3,516,000	3,616,000
Post-Retirement Health						
Care Fund Total	\$ 3,338,426	\$ 4,802,026	\$ 3,764,279	\$ 3,951,632	\$ 3,936,241	\$ 4,056,853



COMPONENT UNITS

MONROE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

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

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

Work in progress for FY2021-2022 includes:

- Web Site Redesign
- Replacement of Site Furnishings (Planters, Bike Racks, Benches, Trash Receptacles)
- Holiday Decorations Purchased
- Riverwalk Connector Project - Implementation Phase
- Site Specific Residential Market Analysis
- Downtown Reinvestment Program Project at 44 West Front
- Opening DDA Office at 9 Washington
- 2022-2027 Strategic Plan

Plans for FY2022-2023 include:

- Building Improvement Grant Program
- Redevelopment Project - RFP/Legal
- Project from the Riverwalk Enhancement Plan
- Enhanced downtown maintenance/preparation for conversion of First and Front Streets to two-way traffic
- Research phase for downtown streetscape
- Implement a project from Heart of Monroe plan
- Gateway enhancements
- Annual Marketing and Communications Plans

**DOWNTOWN DEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 340	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Community Development	280,020	286,200	286,200	294,300	299,700	305,800
Total Revenue	280,360	288,200	287,200	295,300	300,700	306,800
Total Expenditures	190,285	763,859	552,159	579,263	210,461	231,049
Excess (Deficiency of Revenues) over Expenditures	90,075	(475,659)	(264,959)	(283,963)	90,239	75,751
Beginning Fund Balance	476,140	566,215	566,215	301,256	17,293	107,532
Ending Fund Balance	\$ 566,215	\$ 90,556	\$ 301,256	\$ 17,293	\$ 107,532	\$ 183,283

**DOWNTOWN DEVELOPMENT AUTHORITY FUND
EXPENDITURE SUMMARY**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Community Development Department						
Downtown Development						
Personnel	\$ 8,206	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	2,402	1,100	2,300	1,100	1,100	1,100
Other Operating	43,550	210,559	153,359	243,103	68,421	78,749
Capital Outlay	4,637	421,700	266,000	200,000	-	-
Operating Transfers	131,490	130,500	130,500	135,060	140,940	151,200
Downtown Development Total	\$ 190,285	\$ 763,859	\$ 552,159	\$ 579,263	\$ 210,461	\$ 231,049

BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)

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

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

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

Program Activities

To date, twenty-seven brownfield sites have been approved. Environmental activities will be reimbursed from taxes captured from new development. The sites approved include Mason Run, Townes on Front Street, Battlefield Property, Riverbend Commons, Fifth Third Bank, Ventower, Eye Surgeons Associates, Knights Inn, Port of Monroe, and 1284 and 1248 North Telegraph Road (former La-Z-Boy Headquarters).

**BROWNFIELD REDEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 935	\$ 1,500	\$ 500	\$ 1,000	\$ 3,000	\$ 3,000
Community Development	3,591,302	571,185	611,376	628,765	640,835	653,146
Total Revenue	3,592,237	572,685	611,876	629,765	643,835	656,146
Total Expenditures	2,036,862	2,025,823	2,149,871	749,984	681,775	686,845
Excess (Deficiency of Revenues) over Expenditures	1,555,375	(1,453,138)	(1,537,995)	(120,219)	(37,940)	(30,699)
Beginning Fund Balance	735,573	2,290,948	2,290,948	752,953	632,734	594,794
Ending Fund Balance	\$ 2,290,948	\$ 837,810	\$ 752,953	\$ 632,734	\$ 594,794	\$ 564,095

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND
EXPENDITURE DETAIL**

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Community Development Department Brownfield Redevelopment						
Other Operating	\$ 1,814,763	\$ 1,883,206	\$ 2,012,480	\$ 613,866	\$ 618,934	\$ 624,004
Debt Services	222,099	142,617	137,391	136,118	62,841	62,841
Brownfield Redevelopment Total	\$ 2,036,862	\$ 2,025,823	\$ 2,149,871	\$ 749,984	\$ 681,775	\$ 686,845
B.R.A Fund Total	\$ 2,036,862	\$ 2,025,823	\$ 2,149,871	\$ 749,984	\$ 681,775	\$ 686,845

PORT OF MONROE

Mission Statement

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

Objectives

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

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

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

NET ASSETS TREND

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Revenue:						
General Revenue:						
General Government	\$ 670,118	\$ 530,000	\$ 530,000	\$ 705,600	\$ 712,000	\$ 717,000
Program Services Revenue:						
Community Development	334,019	725,570	725,570	503,000	511,000	520,000
Capital Grants						
Community Development	94,000	-	-	-	-	-
Total Revenue	1,098,137	1,255,570	1,255,570	1,208,600	1,223,000	1,237,000
Total Expenditures	1,322,152	1,255,570	1,255,570	1,208,600	1,223,000	1,237,000
Excess (Deficiency of Revenues) over Expenditures	(224,015)	-	-	-	-	-
Beginning Net Assets	3,026,949	2,802,934	2,802,934	2,802,934	2,802,934	2,802,934
Ending Net Assets	\$ 2,802,934	\$ 2,802,934	\$ 2,802,934	\$ 2,802,934	\$ 2,802,934	\$ 2,802,934

EXPENDITURE SUMMARY

	Actual FY20-21	Budget FY21-22	Projected FY21-22	Adopted FY22-23	Projection FY23-24	Projection FY24-25
Community Development Dept.						
Port Operations						
Personnel Services	\$ 391,842	\$ 449,570	\$ 449,570	\$ 449,000	\$ 466,443	\$ 485,127
Other Operating	638,160	546,000	546,000	501,500	510,557	512,373
Depreciation	224,368	215,000	215,000	215,000	205,000	200,000
Debt Service	67,782	45,000	45,000	43,100	41,000	39,500
Port Operations Total	1,322,152	1,255,570	1,255,570	1,208,600	1,223,000	1,237,000
Port of Monroe Total:	\$ 1,322,152	\$ 1,255,570	\$ 1,255,570	\$ 1,208,600	\$ 1,223,000	\$ 1,237,000



PERSONNEL SUMMARY

FY2023			
Budgeted Full-time and Regular Part-time Positions			
FY2023 Adopted Budget	Classification	FY2022 Adopted Budget	Increase/ (Decrease)
	General Fund City Manager City Manager's Office		
1.000	City Manager	1.000	-
1.000	Executive Secretary	1.000	-
2.000	Total City Manager's Office	2.000	-
	Communications, Culture, Community Promotion		
1.000	Communication, Culture, & Community Promotion Dir.	1.000	-
1.000	Total Communications, Culture, Community Promotion	1.000	-
	Clerk/Treasurer's Office		
1.000	Clerk/Treasurer	1.000	-
1.000	Chief Deputy Clerk/Treasurer	1.000	-
1.000	Deputy Clerk/Treasurer II	-	1.000
1.500	Deputy Clerk/Treasurer I	3.000	(1.500)
4.500	Total Clerk/Treasurer's Office	5.000	(0.500)
	Assessor's Office		
1.000	City Assessor	1.000	-
2.000	Property Appraiser II	-	2.000
-	Property Appraiser I	2.000	(2.000)
3.000	Total Assessor's Office	3.000	-
	Finance Department		
0.900	Assistant City Manager/Finance Director	0.900	-
1.000	Assistant Finance Director	1.000	-
1.000	Accountant I	1.000	-
1.000	Payroll Clerk	1.000	-
3.900	Total Finance Department	3.900	-
	Human Resources Department		
1.000	Human Resources Director	1.000	-
1.000	Benefit Specialist	-	1.000
0.500	Administrative Assistant	1.000	(0.500)
2.500	Total Personnel	2.000	0.500
	Engineering Department		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Assistant City Engineer	1.000	-
1.000	Project Engineer	-	1.000
1.000	Engineering Technician	2.000	(1.000)
1.000	Departmental Aide	1.000	-
4.500	Total Engineering Department	4.500	-

FY2023 Adopted Budget	Classification	FY2022 Adopted Budget	Increase/ (Decrease)
	Public Safety Command/Administration		
1.000	Public Safety Director	-	1.000
-	Police Chief	1.000	(1.000)
3.000	Commanders	-	3.000
3.600	Clerk	3.000	0.600
1.000	Police Records Supervisor	0.600	0.400
8.600	Total Public Safety Command/Administration	4.600	4.000
	Police		
5.000	Police Captain	3.000	2.000
-	Lieutenant Public Safety Officer	6.000	(6.000)
4.000	Public Safety Sergeant	-	4.000
25.000	Public Safety Officer	30.000	(5.000)
0.400	Court/Evidence Room Officer	-	0.400
1.000	Parking Enforcement Officer	-	1.000
2.000	Police Cadets	1.500	0.500
37.400	Total Police	40.500	(3.100)
	Fire		
-	Chief of Fire	1.000	(1.000)
1.000	Fire Marshall	-	1.000
3.000	Fire Mechanic	2.000	1.000
3.000	Fire Captain	3.000	-
3.000	Fire Lieutenant	3.000	-
6.000	Firefighter	10.000	(4.000)
0.600	Cadet	11.000	(10.400)
16.600	Total Fire	19.000	(3.000)
62.600	Total Public Safety Division	64.100	(2.100)
	Department of Public Service Operations Division		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	Forestry & Grounds Supervisor	1.000	-
1.000	DPS Job Leader	2.000	(1.000)
1.000	Forestry Job Leader	1.000	-
3.000	Heavy Equipment Operator	3.000	-
4.330	Maintenance Worker I	4.330	-
2.000	Maintenance Worker/Forestry	1.000	1.000
1.000	Receptionist/Clerk Typist	1.000	-
15.830	Total Department of Public Service	15.830	-
	Economic and Community Development Department City Hall Grounds Division		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
0.500	Building/Zoning Inspector II	0.500	-
1.000	Custodian	1.000	-
1.880	Total City Hall Grounds Division	1.880	-

FY2023 Adopted Budget	Classification	FY2022 Adopted Budget	Increase/ (Decrease)
	Zoning/Ordinance Enforcement Division		
-	Community Development Director	0.250	(0.250)
0.150	Building Official	0.150	-
1.000	Neighborhood Improvement Specialist	-	1.000
0.130	Secretary/Clerical Assistant	0.130	-
0.800	Property Maintenance and Zoning Inspector	0.800	-
0.500	Building/Zoning Inspector II	0.500	-
2.580	Total Zoning/Ordinance Enforcement Division	1.830	0.750
	Community Development Division		
-	Community Development Director	0.750	(0.750)
0.500	Economic and Community Development Director	-	0.500
1.000	Planning & Zoning Administrator	-	1.000
1.000	Planner I - CDBG Coordinator	-	1.000
-	Planning Assistant	1.000	(1.000)
2.500	Total Planning Division	1.750	0.750
	Economic/Downtown Development Division		
-	Asst. to City Manager/Economic Development Coordinator	1.000	(1.000)
0.500	Economic and Community Development Director	-	0.500
1.000	Economic Development Specialist	-	1.000
-	Downtown Development Coordinator	0.750	(0.750)
1.500	Total Economic Development Department	1.750	(0.250)
8.460	Total Community Development Department	7.210	1.250
	Parks and Recreation Recreation Division		
-	Parks and Recreation Director	1.000	(1.000)
1.000	Quality of Life Development Specialist	-	1.000
1.000	Recreation Programmer	1.000	-
0.600	Special Events Programmer	-	0.600
2.600	Total Recreation Division	2.000	0.600
	Recreation-Parks Maintenance Division		
1.000	Parks Maintenance Supervisor	1.000	-
1.670	Maintenance Worker I	1.670	-
2.670	Total Recreation-Parks Maintenance Division	2.670	-
5.270	Total Parks & Recreation Department	4.670	0.600
113.560	Total General Fund	113.210	(0.250)
	Parking Meter Fund Police Department		
-	Police Records Supervisor	0.400	(0.400)
-	Parking Enforcement Officer	1.000	(1.000)
-	Parking Cadets	1.200	(1.200)
-	Total Police Department	2.600	(2.600)
-	Total Parking Meter Fund	2.600	(2.600)

FY2023 Adopted Budget	Classification	FY2022 Adopted Budget	Increase/ (Decrease)
	Building Safety Fund		
	Safety Inspection Division		
0.600	Building Official	0.600	-
-	Deputy Building Official	-	-
2.000	Building/Zoning Inspector II	2.000	-
0.220	Electrical/Code Inspector	0.220	-
0.400	Plumbing/Heating Inspector	0.400	-
0.800	Property Maintenance and Zoning Inspector	0.800	-
1.740	Secretary/Clerical Assistant	1.740	-
5.760	Total Safety Inspection Division	5.760	-
5.760	Total Building Safety Fund	5.760	-
	Wastewater Fund		
	Administration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Administrative Assistant	1.000	-
2.500	Total Administration Division	2.500	-
	Treatment & Disposal Division		
0.500	Master Electrician	0.500	-
0.500	Apprentice Electrician	0.500	-
1.000	Lab Supervisor & IPP Coordinator	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Operations Supervisor	1.000	-
8.000	Wastewater Plant Operator	7.000	1.000
-	Wastewater Sludge Dewatering Operator	1.000	(1.000)
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.600	Lab Technician	1.600	-
16.100	Total Treatment & Disposal Division	16.100	-
	Sanitary Sewers Maintenance Division		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.600	Heavy Equipment Operator	1.600	-
3.600	Total Sanitary Sewers Maintenance Division	3.600	-
	Pump Stations Maintenance Division		
0.500	Wastewater Maintenance Supervisor	0.500	-
0.500	Master Electrician	0.500	-
0.500	Apprentice Electrician	0.500	-
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
3.500	Total Pump Stations Maintenance Division	3.500	-
25.700	Total Wastewater Fund	25.700	-

FY2023 Adopted Budget	Classification	FY2022 Adopted Budget	Increase/ (Decrease)
	Water Fund		
	Adminstration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.600	Departmental Aide II	2.600	-
4.100	Total Administration Division	4.100	-
	Filtration Plant Division		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
11.000	Total Filtration Plant Division	11.000	-
	Transmission & Distribution Division		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
4.000	Maintenance Worker II	4.000	-
10.500	Total Transmission & Distribution Division	10.500	-
	Meter Shop Division		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.600	Water Service Worker	2.600	-
1.000	Chief Meter Reader	1.000	-
5.100	Total Meter Shop Division	5.100	-
30.700	Total Water Fund	30.700	-
	Information Systems Fund		
	Finance Department		
0.100	Assistant City Manager/Finance Director	0.100	-
1.000	Business Intelligence/Data Coordinator	1.000	-
1.000	GIS Asset Management Specialist	1.000	-
2.100	Total Finance Department	2.100	-
2.100	Total Information Systems Fund	2.100	-
	Stores & Equipment Fund		
	Department of Public Service		
-	Job Leader/Master Mechanic/Certified Welder	1.000	(1.000)
2.000	Master Mechanic	1.000	1.000
2.000	Total Department of Public Service	2.000	-
2.000	Total Stores & Equipment Fund	2.000	-
179.820	Total Full Time and Regular Part-time Employees	182.070	(2.850)



Capital Improvement Program

Department	Project Name	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	Future Years
Economic Development	DDA - 5 Riverwalk Enhancements IAW Riverwalk Enhancement Plan						\$500,000
	Parking - 1 Replacement of Meters						\$500,000
Engineering- Streets	Washington Resurfacing - Jones to Third	\$340,000					
	E. Seventh Resurfacing - Monroe to Washington	\$110,000					
	Arbor Resurfacing - Linwood to Orchard	\$450,000					
	Navarre Reconstruction - LaPlaisance to Seventh	\$300,000					
	W. Fifth Resurfacing - Smith to Monroe	\$260,000					
	Greenwood Reconstruction - Maple to Michigan	\$150,000					
	Greenwood Extension (New Road) - Macomb to W of Hollywood	\$400,000					
	S. Roessler Resurfacing - City line to Seventh	\$100,000					
	John Rolfe Reconstruction - Theadore to Lorain	\$440,000					
	E. First Resurfacing (Federal Aid) - Macomb to Winchester	\$50,000	\$350,000				
	Detroit Relocation (Federal Grant) - Elm to Mill	\$200,000	\$400,000				
	Trail Development (Various Locations)	\$250,000	\$250,000	\$250,000		\$250,000	
	Sidewalk Replacement Program	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
	N. Macomb Resurfacing (Federal) - Grove to City Line		\$50,000	\$200,000			
	N. Roessler Reconstruction - Calkins to Hendricks		\$440,000				
	Richards Ct. Resurfacing - full length		\$70,000				
	Riverside Drive Resurfacing - Theadore to Richards		\$70,000				
	E. Elm Modification - Dixie to Detroit		\$200,000				
	Telb Reconstruction - Harbor to Detroit		\$140,000				
	Rose Reconstruction - Harbor to Detroit		\$140,000				
	Harbor Reconstruction - Mill to Rose		\$560,000				
	Mill Reconstruction - Harbor to Detroit		\$140,000				
	Huber Reconstruction - Elm to Noble		\$380,000				
	W. Eighth Resurfacing - Roessler to Monroe			\$450,000			
	Wolverine Resurfacing - Dead End to S. Custer			\$340,000			
	Ross Resurfacing - Riverside to Richards			\$320,000			
	E. First Resurfacing - Conant to Dead End			\$100,000			
	E. Second Resurfacing - Half to Winchester			\$560,000			
	Toledo Resurfacing - Telegraph to Front			\$420,000			
	E. Third Resurfacing - Winchester to Conant			\$350,000			
	E. Front Resurfacing (Federal) - I-75 to DTE			\$50,000	\$700,000		
	W. Seventh Resurfacing - Kay Lani to Monroe				\$500,000		
	Lavender Resurfacing - Lorain to Calkins				\$170,000		
	Jones Reconstruction - Monroe to E of Custer				\$450,000		
	Dixie Drive Reconstruction - Harbor to Detroit				\$330,000		
	E. Eighth Reconstruction - Navarre to Kentucky				\$500,000		
	Ninth Reconstruction - Jerome to Kentucky				\$400,000		
	Roeder Reconstruction - Dead end to Seventh				\$400,000		
	Jones Resurfacing - E of Custer to LaPlaisance					\$100,000	
	Kentucky Resurfacing - Plum Creek to Sixth					\$200,000	
	W. Vine Resurfacing - Borgess to Monroe					\$250,000	
	E. Vine Resurfacing - Monroe to Macomb					\$280,000	
	Crampton Reconstruction - Cranbrook to Armitage					\$580,000	
	E. Willow Reconstruction - Tremont to Lincoln					\$200,000	
	Michigan Resurfacing - Mason Run to north end					\$420,000	
	Navarre Reconstruction - Second to Humphrey					\$280,000	
	E. Front Resurfacing - Monroe to Washington					\$100,000	
	Washington Resurfacing - First to Front					\$100,000	
	S. Roessler Resurfacing - Fifth to Front					\$120,000	
	Adams Resurfacing - Third to Front					\$60,000	
	Armitage Reconstruction - Lafayette to Payson					\$580,000	
	E. Fourth Resurfacing - Monroe to Scott					\$160,000	
Engineering-Infrastructure	Sidewalk Replacement Program	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
	Trail Development Program	225 \$250,000	\$250,000	\$250,000		\$250,000	

Department	Project Name	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	Future Years
	Dumpster Enclosure Construction	\$75,000					
	Stores Fund Vehicle & Equipment Replacement	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
	Custer Airport Taxiway A Rehabilitation	\$1,546,000					
	Tree Replacement - Street Projects	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
	Alley Paving - Various Locations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
	Heritage Corridor Improvements	\$200,000	\$200,000				
	Custer Airport - Runway 3/21 Reconstruction		\$280,000	\$2,720,000			
Information Technology	Security Camera and Webcam (Six Projects)	\$50,000	\$50,000	\$90,000			
	Backup Array Replacement		\$10,000				
	Wireless Access Point Replacement			\$20,000			
	Network Server Replacement				\$100,000		
	Failover/Warm Offsite Server Installation				\$100,000		
Parks & Recreation	Soldiers & Sailors Playscape Replacement	\$75,000					
	MLK Shelter & Swingset Replacement			\$60,000			
	Boyd Playscape Replacement		\$65,000				
	Frenchman's Bend Playscape Replacement				\$65,000		
	James Hendricks Playscape Replacement					\$75,000	
	Manor Park Plan Design	\$63,000					
	Manor Park Plan Implementation		\$788,000				
	Munson Park Phase 1 design				\$935,182		
	Munson Park Phase 1 Implementation					\$10,754,593	
	St. Mary's Park Plan Design		\$229,000				
	St. Mary's Park Implementation			\$2,900,000			
	Soldiers & Sailors Shelter Replacement		\$50,000				
	Veteran's Park Shelter and Swings Replacement			\$65,000			
	Veterans Park Bank Erosion Stabilization		\$200,000				
	Tree Mulcher for Trails and Parks		\$11,000				
	Veterans Park Parking Lot Resurfacing	\$100,000					
	Munson Phase 2 Trails					\$610,000	
Police	New Police Headquarters	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Waste Water	Sanitary Sewer Rehabilitation/Replacement & CAP Work	\$682,875	\$1,376,200	\$902,750	\$886,875	\$876,850	
	Primary Tanks #3 & #4 Rehabilitation	\$600,000					
	Raw Sewage Pump & Motor Replacement		\$750,000	\$500,000			
	Sunset Drum Screen retrofit - Duperon Barscreens				\$350,000		
	Septic Station Barscreen retrofit					\$225,000	
Water- Distribution	W Fifth St 12" Water Main - Smith to Monroe (Repl 12" only & Tie All Svcs to 12" f	\$390,000					
	E. Seventh St Water Main - Monroe to Washington	\$116,000					
	Washington St Water Main - 7th to 4th	\$327,700					
	Arbor Ave Water Main - Linswood to Orchard	\$498,800					
	Navarre St Water Main - N of LaPlaisance to 7th	\$232,000					
	S Roessler St Water Main - Dead End to 8th	\$139,200					
	E First St 12" Water Main - Macomb to Winchester		\$1,059,500				
	E Elm Ave Water Main - Dixie to Detroit		\$1,006,500				
	Rose St Water Main - Harbor to Detroit		\$107,300				
	Harbor Ave - Mill to Rose		\$716,300				
	WATER SYSTEM REPLACEMENT & LOOPING (\$18M BOND, 10.7 MILES)		\$18,000,000				
	Distribution Service Truck Replacement		\$81,500				
	Excavator / Trailer Replacement		\$90,700				
	W Eighth St 12" Water Main - Bacon to Monroe			\$682,500			
	Toledo Ave Loop / Toledo+Stone+Cooper Svcs-Rear Water Main-Telegraph to Fro			\$613,400			
	E. Third St Water Main - Railroad to Conant			\$208,800			
	Dump Truck Replacement			\$95,300			
	Lavender St Water Main - Lorain to North 8" AC				\$261,000		
	Jones Ave Water Main - Monroe to Washington				\$130,500		
	Dixie Drive Water Main - N Dixie to Detroit				\$211,700		
	E Eighth St Water Main - Reisig to Kentucky	226			\$174,000		

Department	Project Name	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	Future Years
	E Ninth St Water Main - Jerome to Reisig/Reisig to Kentucky (SAD)				\$345,100		
	Roeder St Water Main - Dead End to 7th				\$319,000		
	W Vine St Water Main - W of St Mary's to Monroe					\$145,000	
	E Willow-Macomb to Lincoln					\$92,800	
	Michigan Avenue Water Main - Greenwood to N End					\$319,000	
	E Front St 12" Water Main - Monroe to Washington					\$146,250	
	Washington St Water Main - 1st to Front					\$146,250	
	S Roessler St 12" Water Main - 5th to Front					\$227,500	
	Adams St Water Main - Third to Front					\$101,500	
	E 4th St Water Main - Washington to Macomb					\$130,000	
	Excavator / Trailer Replacement					\$94,800	
Water- Filtration	East Reservoir Crack Repair					\$25,000	
	Water Plant Roof Replacements	\$25,000			\$15,000	\$30,000	
	Ozone Generator #1 Replacement	\$430,100	\$255,000				
	PLC Upgrades - WTP & Remote Sites	\$40,000	\$65,000				
	H.S. Pump/Motor/Drive/Discharge Pipe Replacement	\$32,000	\$190,000	\$50,000	\$33,500	\$20,000	
	West Reservoir Crack Repair				\$25,000		
	SCBS Roof Replacement					\$15,000	
	Water System SCADA Upgrade			\$75,000			
	Filter Rehab Construction			\$46,000	\$167,500	\$225,000	
	Clarifier Rehabilitation (1-3)			\$329,000	\$164,000		
	WTP Transformer Replacement				\$65,000		
	WTP Security System Upgrade				\$15,000		
	WTP Remote Telemetry Radio Replacement				\$15,000		
	WTP Bus Breaker & Switchgear Rehabilitation					\$185,000	
Water Partnership	PAP: Addition of Raw Water Pump	\$140,000	\$105,000	\$80,000			
	PAP: 1948 Section Roof Replacement		\$35,000				
	PAP: Chemical Feed Line Replacement			\$30,000			
	PAP: RTM Equipment Replacement				\$75,000	\$75,000	
	PAP: Pump Rehab, Motor and VFD Upgrades			\$30,000	\$65,000	\$65,000	
Total All Projects		\$11,412,675	\$31,511,000	\$15,137,750	\$10,318,357	\$20,864,543	\$2,500,000