



CITY OF  
**MONROE**  
*Michigan*

# 2023-2024 Budget

Adopted April 17, 2023

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**

**2023-2024 BUDGET**

Adopted April 17, 2023

**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**  
 2023-2024  
 ANNUAL BUDGET  
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**BUDGET ORDINANCE**

**ORDINANCE 23-001**

Budget Appropriation Act  
July 1, 2023- June 30, 2024

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2024, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2023 and ending June 30, 2024 are hereby appropriated on a departmental and activity total basis as follows:

**GENERAL GOVERNMENT**

City Council	\$151,662
City Manager	349,620
Communications, Culture, Promotions	243,440
Finance	535,230
Clerk	296,927
Treasurer	216,306
Assessor	328,793
Attorney	177,660
City Hall Grounds	314,833
Human Resources	342,983
Engineering	309,790

**TOTAL GENERAL GOVERNMENT** **\$3,267,244**

**PUBLIC SAFETY**

Public Safety Command	1,221,226
Police	5,257,254
Fire	2,569,222
Parking Enforcement	76,066
Zoning/Code Enforcement	370,322

**TOTAL PUBLIC SAFETY** **\$9,494,090**

**PUBLIC WORKS** **\$2,928,221**

**COMMUNITY AND ECONOMIC DEVELOPMENT** **\$561,155**

**CULTURAL-RECREATION**

Library	\$65,000
Social Services	207,000
Public Access TV	135,500
Parks and Recreation	1,385,062

**TOTAL CULTURAL-RECREATION** **\$1,792,562**

**CONTINGENCIES** **\$100,000**

**DEBT SERVICE** **\$1,889,087**

**TRANSFERS OUT** **\$1,738,066**

**TOTAL EXPENDITURES** **\$21,770,425**

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

**GENERAL FUND**

General Revenue	\$19,506,739
Service Revenue	1,697,527
Operating Grants and Contributions	94,700
Capital Grants and Contributions	400,000

**TOTAL REVENUES**

**\$21,698,966**

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2023 through June 30, 2024 for the following funds in the amounts set forth below:

**SUMMARY OF EXPENDITURES BY FUND**

Budget Stabilization Fund	\$ -
Major Street Fund	3,540,849
Local Street Fund	1,467,977
Municipal Street Fund	2,073,500
Refuse Fund	2,091,800
Brownfield Redevelopment Authority	781,551
Economic Development Fund	-
Downtown Development Authority	462,535
Building Safety Fund	702,649
Corridor Improvement Authority	8,000
Drug Forfeiture Fund	10,058
Grant Fund	500,000
Opiod Settlement Fund	-
American Rescue Plan Act (ARPA)	464,764
Airport Fund	423,402
Expendable Trust Fund	40,000
Debt Service	710,646
Fire Station 1 Debt Service	424,925
Capital Project Fund	2,944,002
Wastewater Fund	9,415,987
Water Fund	10,955,495
Raw Water Partnership Fund	515,791
Information Systems	807,009
Equipment & Motor Pool Fund	1,917,432
Employment Benefit Fund	2,833,883
Insurance Fund	477,722
Post-Retirement Health Care Fund	3,986,277
Port of Monroe	1,437,500

**TOTAL**

**\$48,993,754**

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2023 through June 30, 2024 for the following enterprise and internal service type funds in the amounts set forth below:

**SUMMARY OF CAPITAL EXPENDITURES BY FUND**

Wastewater Department	\$1,772,000
Water Department	1,695,569
Raw Water Partnership Fund	143,000
Information Systems	225,000
Equipment & Motor Pool Fund	280,000
<b>TOTAL</b>	<b>\$4,115,569</b>

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, 2023 through June 30, 2024 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, 2023 through June 30, 2024 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. The tax is levied for the purpose of constructing and equipping a new central fire station.

Section 7. The City Council does hereby levy a tax of 1.9831 mills for the period of July 1, 2023 through June 30, 2024 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 0.0512 mills for the period of July 1, 2023 through June 30, 2024 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, 2023 through June 30, 2024 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, 2023 through June 30, 2024 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 .6254 mills for the period of July 1, 2023 through June 30, 2024 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, 2023, to support the budget for the period July 1, 2023 through June 30, 2024. 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, 2023.

Section 14. The City Council does hereby amend the budget for the period of July 1, 2022 through June 30, 2023 to the projected budget amounts contained in the budget documents and narratives.

Section 15. The City Council does hereby set the minimum staffing for Police and Fire operations as follows effective May 21, 2023:

- Fire Department Minimum Staffing - Fire operational staffing shall be established at four (4) positions per shift between the hours of 7:30 a.m. and 11:30 p.m. Minimum staffing shall be three (3) positions per shift between the hours of 11:30 p.m. and 7:30 a.m.
- Police Road Patrol Minimum Staffing - Police Road Patrol shall be established at five (5) positions per shift between the hours of 10:00 a.m. and 2:00 a.m. Minimum staffing shall be four (4) positions per shift between the hours of 2:00 a.m. and 10:00 a.m.

Section 16. The City Council does hereby adopt the organizational chart for the public safety department included as Exhibit 2 as the transitional staffing plan for the department over the next five years.

Section 17. The City Council does hereby adopt the wage and salary schedule included as Exhibit 3 for full-time non-union employees effective July 1, 2023.

Section 18. 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 19. 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 20. The Finance Director is hereby authorized to transfer \$71,459 from General Fund Committed Fund Balance to General Fund Unassigned Fund Balance for the funding of cemetery capital improvements and cemetery consulting services.

Section 21. 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 22. 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, 2023 through June 30, 2024, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 23. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2023 through June 30, 2024 and all sums be paid into the several funds to which they belong and any ordinance or parts of ordinance in conflict with this ordinance are hereby repealed.

First Reading            April 3, 2023  
Public Hearing            April 17, 2023  
Second Reading        April 17, 2023  
Adoption                 April 17, 2023  
Publication              April 24, 2023



  
Michelle J. LaVoy  
Clerk-Treasurer

  
Robert E. Clark  
Mayor

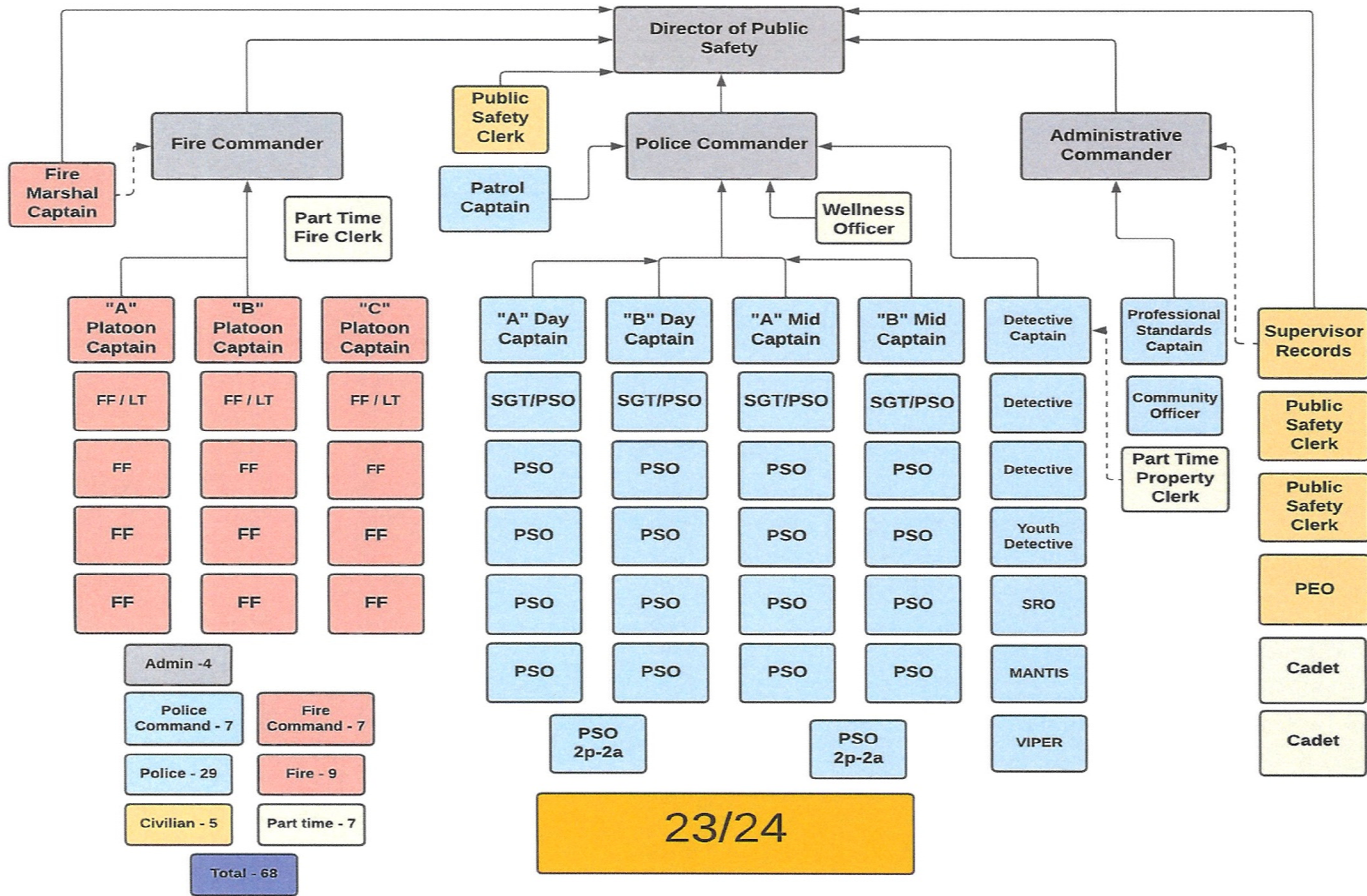
EXHIBIT 1

SERVICE	CURRENT FEE		NEW FEE JULY 1, 2023	
Wastewater Commodity Rate	\$ 4.45	\$ 4.45	\$ 4.63	\$ 4.63
Wastewater Treated Effluent Rate &/CCF	\$ 0.50	\$ 0.50	\$ 0.52	\$ 0.52
	<b>Quarterly</b>	<b>Monthly</b>	<b>Quarterly</b>	<b>Monthly</b>
Meter Size				
5/8"	\$ 6.30	\$ 2.10	\$ 6.36	\$ 2.12
3/4"	9.45	3.15	9.54	3.18
1"	15.75	5.25	15.90	5.30
1-1/4"	22.05	7.35	22.26	7.42
1-1/2"	31.50	10.50	31.80	10.60
2"	50.40	16.80	50.88	16.96
2-1/2"	69.30	23.10	69.96	23.32
3"	94.50	31.50	95.40	31.80
4"	157.50	52.50	159.00	53.00
6"	315.00	105.00	318.00	106.00
8"	504.00	168.00	508.80	169.60
10"	724.50	241.50	731.40	243.80
12"	1,354.50	451.50	1,367.40	455.80
Wastewater Bond Recovery Charge	<b>Quarterly</b>	<b>Monthly</b>	<b>Quarterly</b>	<b>Monthly</b>
Meter Size				
5/8"	\$ 14.70	\$ 4.90	\$ 14.64	\$ 4.88
3/4"	22.05	7.35	21.96	7.32
1"	36.75	12.25	36.60	12.20
1-1/4"	51.45	17.15	51.24	17.08
1-1/2"	73.50	24.50	73.20	24.40
2"	117.60	39.20	117.12	39.04
2-1/2"	161.70	53.90	161.04	53.68
3"	220.50	73.50	219.60	73.20
4"	367.50	122.50	366.00	122.00
6"	735.00	245.00	732.00	244.00
8"	1,176.00	392.00	1,171.20	390.40
10"	1,690.50	563.50	1,683.60	561.20
12"	3,160.50	1,053.50	3,147.60	1,049.20
Wastewater Septic Dumping Rate/Gallon	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.07
Wastewater BOD Surcharge Rate>200mg/l per lb.	\$ 0.34	\$ 0.34	\$ 0.34	\$ 0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	\$ 0.22	\$ 0.22	\$ 0.22	\$ 0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	\$ 0.95	\$ 0.95	\$ 0.95	\$ 0.95
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%
Tenant Responsibility Security Deposit - Water and Sewer	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00
Tenant Responsibility Security Deposit - Water Only	\$ 525.00	\$ 525.00	\$ 525.00	\$ 525.00
Call-Out and Turn-On Fees (Regular Hours)	\$ 70.00	\$ 70.00	\$ 70.00	\$ 70.00
Call-Out and Turn-On Fees (Overtime Hours)	\$ 160.00	\$ 160.00	\$ 160.00	\$ 160.00
Call-Out and Turn-On Fees (Double-Time Hours)	\$ 270.00	\$ 270.00	\$ 270.00	\$ 270.00
Rental Inspection Fee - inspected every three years	\$ 110.00	\$ 110.00	\$ 150.00	\$ 150.00
Rental Inspection Reinspection Fee	\$ 75.00	\$ 75.00	\$ 100.00	\$ 100.00
Rental Inspection Missed Inspection Fee	\$ 75.00	\$ 75.00	\$ 100.00	\$ 100.00
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	NEW FEE		NEW FEE	
	CURRENT FEE		JULY 1, 2023	
<b>WATER RATES AND FEES</b>				
Debt Service Charge**	<b>Quarterly</b>	<b>Monthly</b>	<b>Quarterly</b>	<b>Monthly</b>
Meter Size				
5/8"	\$ 10.00	\$ 3.33	\$ 10.00	\$ 3.33
3/4"	15.03	5.01	15.03	5.01
1"	25.04	8.35	25.04	8.35
1 1/4"	35.05	11.68	35.05	11.68
1 1/2"	50.05	16.68	50.05	16.68
2"	80.10	26.70	80.10	26.70
2 1/2"	125.14	41.71	125.14	41.71
3"	175.19	58.40	175.19	58.40
4"	300.33	100.11	300.33	100.11
6"	625.70	208.57	625.70	208.57
8"	900.98	300.33	900.98	300.33
10"	1,451.58	483.86	1,451.58	483.86
12"	2,152.33	717.44	2,152.33	717.44
Fire Line Rates Inside City Limits				
Meter Size				
5/8"	\$ 0.69	\$ 0.23	\$ 0.69	\$ 0.23
3/4"	1.11	0.37	1.11	0.37
1"	2.37	0.79	2.37	0.79
1 1/4"	4.25	1.42	4.25	1.42
1 1/2"	6.88	2.29	6.88	2.29
2"	14.65	4.88	14.65	4.88
2 1/2"	26.34	8.78	26.34	8.78
3"	42.55	14.18	42.55	14.18
4"	90.66	30.22	90.66	30.22
6"	263.37	87.79	263.37	87.79
8"	561.24	187.08	561.24	187.08
10"	1,009.28	336.43	1,009.28	336.43
12"	1,630.28	543.43	1,630.28	543.43
Fire Line Rates Outside City Limits				
Meter Size				
5/8"	\$ 1.38	\$ 0.46	\$ 1.38	\$ 0.46
3/4"	2.22	0.74	2.22	0.74
1"	4.74	1.58	4.74	1.58
1 1/4"	8.50	2.83	8.50	2.83
1 1/2"	13.76	4.59	13.76	4.59
2"	29.30	9.77	29.30	9.77
2 1/2"	52.68	17.56	52.68	17.56
3"	85.10	28.37	85.10	28.37
4"	181.32	60.44	181.32	60.44
6"	526.74	175.58	526.74	175.58
8"	1,122.48	374.16	1,122.48	374.16
10"	2,018.56	672.85	2,018.56	672.85
12"	3,260.56	1,086.85	3,260.56	1,086.85
Water Commodity Rate**	\$ 2.20	\$ 2.20	\$ 2.37	\$ 2.37
** -Rates Doubled Outside City Limits or Per Agreement				
Water Administrative Fee	\$ 8.00	\$ 2.67	\$ 8.00	\$ 2.67
Quarterly Pump Surcharge Rate	\$ 0.18	\$ 0.18	\$ 0.18	\$ 0.18
Penalty - 28 Days or more delinquent	5.00%	5.00%	5.00%	5.00%

<b>SERVICE</b>	<b>NEW FEE</b>	
<b>Water System Development Fees</b>	<b>CURRENT FEE</b>	<b>JULY 1, 2023</b>
<b>Meter Size</b>		
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
<b>Airport Hangar Rental Monthly Fees</b>		
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
<b>Parking Fines</b>		
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

EXHIBIT 2





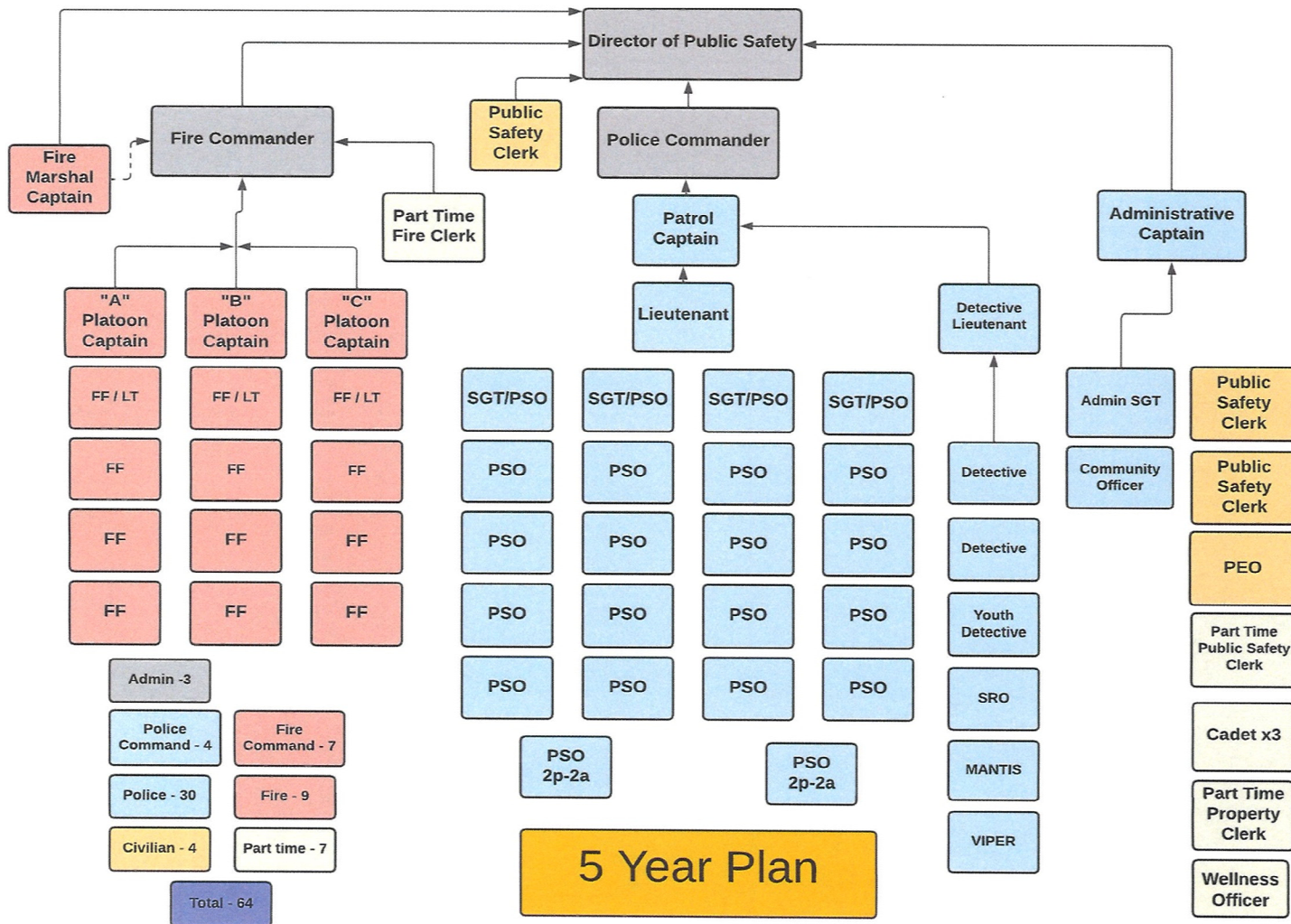


EXHIBIT 3

### City of Monroe Non-Union Salary Schedule

Position	Min Step 1	Step 2	Step 3	Step 4	Mid Step 5	Step 6	Step 7	Step 8	Max Step 9
<b>Exempt Non-Union Classifications</b>									
Communications Director, Building Official, Deputy Economic Development Director	\$68,261	\$70,821	\$73,380	\$75,940	\$78,500	\$81,060	\$83,620	\$86,179	\$88,739
Director of Human Resources, City Assessor	81,144	84,187	87,230	90,274	93,317	96,360	99,403	102,446	105,488
Economic and Community Development Director	89,260	92,607	95,954	99,301	102,649	105,996	109,343	112,690	116,037
Utilities Director/Engineer/DPS Director	93,722	97,237	100,751	104,267	107,781	111,295	114,810	118,324	121,839
Assistant City Manager/Finance Director	98,409	102,098	105,789	109,479	113,170	116,860	120,550	124,241	127,931
Public Safety Director	103,435	107,314	111,192	115,071	118,950	122,829	126,708	130,586	134,465
City Manager	123,065	127,121	131,313	135,681	141,531	146,192	151,008	156,039	159,998
<b>Hourly Non-Union Classifications</b>									
Human Resources/Benefits Specialist	\$25.60	\$26.56	\$27.52	\$28.48	\$27.23	\$30.40	\$31.36	\$32.32	\$ 33.28
Exec. Asst. to the Mayor & City Manager	27.19	28.21	29.23	30.24	28.85	32.28	33.30	34.32	35.34



**INTRODUCTION**



March 29, 2023

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2023-24 operating budget for the City of Monroe is presented for your consideration with a requested adoption by the City Council on April 17, 2023. 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 2022-23 and the operating and capital budget for fiscal year 2023-24 that will be approved with the adoption of the budget ordinance. The budget ordinance also includes three exhibits that display the following:

1. New fees and utility rates that will be effective on July 1, 2023.
2. Public Safety five (5) year staffing model to be adopted with the ordinance.
3. Full-time non-union employee wage schedules to be implemented July 1, 2023.

The budget for the 2024 fiscal year continues the City's use of a multi-year budgeting process that was started with the 2018 budget process. For the 2024 budget process, the budget for the General Fund was projected for a five year period through fiscal year 2027-28. The other funds were projected over a three year period through fiscal year 2025-26.

The budget as a whole will call for expenditure appropriations in the amount of \$74,879,748, which includes all funds and all capital projects. The General Fund portion of that total is \$21,770,425. With transfers between funds removed from those expenditure totals, the City's total expenditures are approximately \$64.5 million.

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 we must now begin planning for the revenue reductions that will occur with partial closure of the plant in 2028 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 continues with the transformations that began with the 2022-23 budget. 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

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:

- 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 2023-24 has revenue totaling \$21,698,966 and expenditures in the amount of \$21,770,425. The expenditure amount greater than revenue of \$71,459 is funded from the Cemetery committed fund balance for the purpose of funding capital improvements of \$65,000 and consulting services for the cemetery for \$6,459. The five year projection includes a budget with a small structural deficit in year 3 primarily due to funding added for future appraisals and engineering work related to the DTE coal plant.

Total revenue in the General Fund is projected to increase by 6.2% for the 2023-24 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 an expected final payment on the DNR Trust Fund grant. Property taxes account for 68% of the revenue budgeted in the General Fund. State shared revenue, which includes personal property tax reimbursements, accounts for another 18% of the revenue budgeted in the General Fund.

The recommended expenditure budget for the General Fund for fiscal year 2023-24 is \$1,335,014, or 6.5%, higher than the fiscal year 2023 budget expenditures as originally adopted. The primary reasons for the increase are as follows:

1. Increased personnel cost, including the capacity to make adjustments where necessary to deal with the changing labor market;
2. Increased vehicle operation costs due to inflationary increases and internal vehicle rental cost increases on some vehicles, especially police vehicles;
3. Increased street lighting costs;
4. Increased forestry costs for tree planting and debris removal;
5. Increased budget for City funded building demolitions; and
6. Increased capital project funding.

General Fund fund balance continues to remain strong with ending fund balance as of June 30, 2024 estimated at 26% of expenditures. When the Budget Stabilization Fund is included, fund balance exceeds 35% of expenditures. Fund Balance does include some non-liquid items and some items committed to specific purposes, such as the Cemetery Perpetual Care Fund. With those items removed, fund balance still remains at 19% of expenditures. Through the five-year projection, General Fund fund balance is projected to end at 26% of expenditures and when the Budget Stabilization Fund is added in, 36% of expenditures.

Personnel costs are the largest part of the budgeted expenditures at 57% of the total. The budget allows for all full-time to get a minimum of a 2% increase in base wages and allows for other adjustments based on the changing labor market. All bargaining agreements were in place and effective for the new fiscal year. General Fund personnel cost in total increased \$607,156.

Pension costs decreased slightly for the 2023-24 fiscal year from \$2.218 million to \$1.713 million. Of the \$1.713 million pension contribution budgeted, \$1.32 million is budgeted in the General Fund, a decrease of \$404,000. 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 2023-24 fiscal year is \$409,904, an increase of \$107,869.

The retiree-health care contribution recommended by the plan's actuary has been set at zero due to the plan being overfunded. 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 183.02 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 increase by 3.2 FTE to 183.02 full-time equivalent employees (FTE) for the 2023-24 fiscal year. This number does not include seasonal or temporary employees. The 3.2 FTE increase is detailed in the following table.

Human Resources Administrative Assistant	0.50
Clerk/Treasurer Deputy Clerk/Treasurer 1	0.50
Public Safety Positions	2.00
Communications Specialist	1.00
Special Events Programmer	(0.60)
Property Maintenance and Zoning Inspector	0.40
Parks Maintenance Worker	1.00
Neighborhood Improvement Specialist	(1.00)
Building/Zoning Inspector	(1.00)
Plumbing/Mechanical Inspector	0.60
Wastewater Heavy Equipment Operator	0.40
Water Service Worker	0.40
Parks and Recreation Director	(1.00)

Additional reductions of 2 public safety positions and 1 public safety administrative position will occur over the five year projection period to fully adopt the public safety staffing model that is requested to be approved by the City Council with the adoption of the budget ordinance.

The average cost of a full-time employee is \$111,265, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$114,903. If funding for the underfunded pension system liability (which also includes liabilities incurred for current retirees) is removed the average cost is reduced to \$107,222 for all full-time employees, and \$110,211 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

	<u>2023-24</u>	<u>2022-23</u>	<u>2021-22</u>	<u>2020-21</u>
<b>Average Cost of Full-time Employee</b>				
All Funds	\$ 111,265	\$ 110,967	\$ 107,546	\$ 107,100
General Fund Only	114,903	116,823	115,547	115,560

Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$975,648,122. This represents a 0.24% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2023. The tax appeal settlement with DTE accounts for \$34.6 million in reduced taxable value. If that reduction was not in place, equivalent taxable value would have increased approximately 3.8%.

Residential taxable value increased again this year by 7.75% after increasing by 6.03% last year. Total ad valorem real property taxable value increased by 6.89% due to increases in both residential and commercial taxable values and the expiration of an industrial facilities tax exemption.



### Millage Levies

The proposed budget for fiscal year 2023-24 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 .0512 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 2023-24.

The Refuse Fund millage will be levied at 1.9831 mills, a reduction of 0.0324 mill from the prior year. The Refuse Fund balance is estimated to be at approximately \$373,000 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 2023-24 is .6254 mill, a decrease of .2655 mill. The total of all of the City millage levies for the 2023-24 fiscal year will be 20.2921, including LETC. This is a decrease of .298 over the fiscal year 2022-23 levies, primarily due to the LETC and Refuse decreases. The property tax administration fee of 1.0%, charged on all millages and special assessments collected on property tax bills issued 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. Fourteen funds are budgeted within the Special Revenue category.

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 *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 2022-23 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 2023-24 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 *Economic Development Fund* has in the past provided seed money for various development projects or to provide local match for grant applications. The fund has now primarily used all of its funds, except for funds received from repayment of EPA revolving loan funds. 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 picked 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 *Telegraph Road Corridor Improvement Authority (CIA)* was established in 2019. It 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. In 2023-24, the CIA will finance the purchase of a redevelopment property.

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 *Opioid Settlement Fund* is used to account for funds received from national opioid settlements. No expenditures have been recommended for budgeting in this fund. The expenditures can be budgeted with an amendment when the City Council approves a plan for the use of the funds.

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 has received 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. Due to a recommended reduction in operations at the Airport, the operating subsidy is not budgeted 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 \$1.71 million in projects this year. The commodity charge is recommended to increase to \$4.63 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 2023-24 amount to \$2,540,778. 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 2023-24 fiscal year. The water commodity rate is recommended to increase from \$2.20 to \$2.37 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 *Equipment and Motor Pool (formerly Stores and Equipment)*, *Information Systems*, *Employee Benefit*, and *Insurance*. This group of funds provides service to other funds and departments within the city.

The *Equipment and Motor Pool 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 added police department vehicles to the program in fiscal year 2023-24.

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 all 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.

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 2024 General Fund capital project budget of \$1.413 million, an increase of \$294,000. Over \$56 million in capital projects were requested for the 2024 fiscal year, with funding being allocated in the amount of \$15.8 million. \$27 million of the amount not funded were for utility projects that will be funded by bond issues in future fiscal years. Capital projects funded are normally funded at a level less than what is requested.

### Component Units

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

### Trust Funds

The *Post-Retirement Health Care Fund* was established to fund future and present retiree health care costs. In 2012, the City Council created a trust to hold and invest funds to be set-aside and the funds already set-aside, to secure them from creditors and protect them from being used

for other City purposes. The trust was also set up to protect the employee contributions that began to be made to the fund in 2013. 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. 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. A new actuarial valuation will be completed as of December 31, 2022.

### 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 and other capital improvements normally 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-second 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 2022, the City of Monroe was recognized as one of 2022’s best-performing small cities by the Milken Institute, an objective and nonpartisan research institute. Monroe was listed as

#177 out of 201 chosen communities, and is one of eight communities in Michigan to receive the award. Cities were evaluated on relative growth, with listing criteria including job creation, wage gains, and technology developments.

- The City of Monroe has been recognized by the Arbor Day Foundation as a 2021 Tree City USA in honor of its commitment to effective urban forest management. The City has received the award for twenty-four (24) consecutive years.

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,

A handwritten signature in black ink, appearing to read "V. Pastue". The signature is fluid and cursive, with a large initial "V" and a stylized "P".

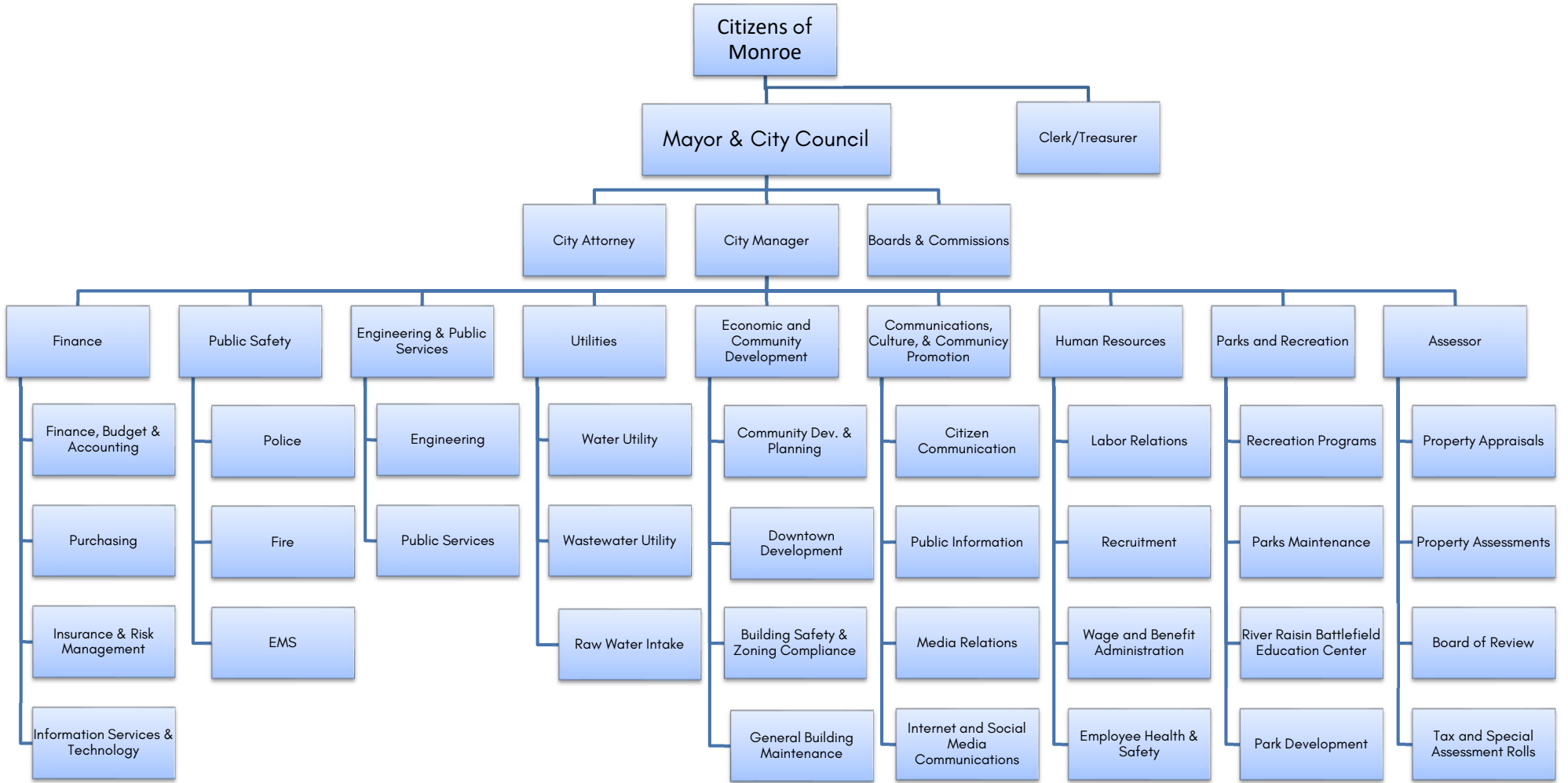
Vincent Pastue  
City Manager



**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**

	<b>Actual FY20-21</b>	<b>Actual FY21-22</b>	<b>Amended Budget FY22-23</b>	<b>Projected Budget FY22-23</b>	<b>Budget Request FY23-24</b>	<b>Projected Budget FY24-25</b>	<b>Projected Budget FY25-26</b>	<b>Projected Budget FY26-27</b>	<b>Projected Budget FY27-28</b>
<b>REVENUE:</b>									
<b>General Revenue:</b>									
General Government	\$ 18,761,760	\$ 18,869,179	\$ 19,036,695	\$ 19,429,446	\$ 19,506,739	\$ 18,995,333	\$ 19,262,504	\$ 19,577,709	\$ 19,929,473
<b>Service Revenue:</b>									
General Government	1,159,356	1,158,390	1,191,813	1,207,213	1,236,611	1,309,678	1,335,980	1,338,373	1,374,259
Public Safety	232,783	369,618	424,595	372,595	382,216	386,591	391,053	394,365	398,623
Public Works	13,874	49,855	52,000	62,000	52,000	52,000	52,000	52,000	52,000
Recreation & Culture	24,673	29,619	14,660	22,700	26,700	28,200	29,700	30,900	31,500
<b>Operating Grants:</b>									
General Government	10,710	-	-	-	-	-	-	-	-
Public Safety	828,632	48,648	43,614	43,014	44,700	44,700	44,700	44,700	44,700
Public Works	-	-	-	-	-	-	-	-	-
Economic Development	51,434	52,354	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Recreation & Culture	-	2,369	14,000	6,944	-	-	-	-	-
<b>Capital Grants</b>									
Public Safety	15,995	-	-	-	-	-	-	-	-
Economic Development	758,196	-	817,965	817,965	400,000	-	-	-	-
<b>Total Revenue</b>	<b>21,857,413</b>	<b>20,580,032</b>	<b>21,645,342</b>	<b>22,011,877</b>	<b>21,698,966</b>	<b>20,866,502</b>	<b>21,165,937</b>	<b>21,488,047</b>	<b>21,880,555</b>
<b>Total Expenditures</b>	<b>21,728,455</b>	<b>22,553,249</b>	<b>21,578,009</b>	<b>22,011,877</b>	<b>21,770,425</b>	<b>20,762,424</b>	<b>21,254,896</b>	<b>21,406,151</b>	<b>21,761,543</b>
Excess (Deficiency) of Revenues over Expenditures	128,958	(1,973,217)	67,333	-	(71,459)	104,078	(88,959)	81,896	119,012
<b>Beginning Fund Balance</b>	<b>7,490,226</b>	<b>7,619,184</b>	<b>5,694,691</b>	<b>5,694,691</b>	<b>5,694,691</b>	<b>5,623,232</b>	<b>5,727,310</b>	<b>5,638,351</b>	<b>5,720,247</b>
<b>Ending Fund Balance</b>	<b>\$ 7,619,184</b>	<b>\$ 5,694,691</b>	<b>\$ 5,762,024</b>	<b>\$ 5,694,691</b>	<b>\$ 5,623,232</b>	<b>\$ 5,727,310</b>	<b>\$ 5,638,351</b>	<b>\$ 5,720,247</b>	<b>\$ 5,839,259</b>

**GENERAL FUND  
REVENUE DETAIL**

	<b>Actual FY19-20</b>	<b>Actual FY20-21</b>	<b>Actual FY21-22</b>	<b>Amended Budget FY22-23</b>	<b>Projected Actual FY22-23</b>	<b>Adopted Budget FY23-24</b>	<b>Projected Budget FY24-25</b>	<b>Projected Budget FY25-26</b>	<b>Projected Budget FY26-27</b>	<b>Projected Budget FY27-28</b>
<b>General Revenue</b>										
<b>General Government</b>										
Real Property Taxes	13,270,675	7,577,337	7,786,375	8,083,736	8,082,240	8,657,438	8,956,693	9,134,157	9,540,729	9,801,431
Real Property Taxes-Econ Dev	45,018	26,929	27,582	28,322	28,275	30,213	31,196	31,378	31,797	31,662
Tif Capture Real Property	(291,173)	(314,074)	(319,811)	(328,673)	(328,668)	(331,197)	(341,217)	(347,527)	(353,640)	(359,895)
Personal Property Taxes	885,221	6,454,398	6,182,365	6,051,804	6,048,782	5,565,383	5,302,304	5,319,504	5,354,591	5,372,837
Personal Property Tax-Econ Dev	2,961	22,960	21,867	21,168	21,161	19,422	18,468	18,273	17,845	17,356
Personal Property Taxes - Prhc	2	48	99	-	-	-	-	-	-	-
Tif Capture-Personal Property	(27,369)	(918)	(7,573)	(1,932)	(1,929)	(9,130)	(9,317)	(10,000)	(11,000)	(12,000)
Industrial Facilities Tax	120,682	118,771	124,020	113,597	113,597	77,269	80,360	83,574	86,917	88,656
Industrial Facilities Tax-Econ Dev	410	422	439	398	398	270	280	287	290	286
Payment In Lieu Of Taxes	68,122	69,547	67,902	72,900	68,500	72,000	75,500	77,400	78,948	80,527
Int & Pen Delinquent Taxes	72,753	62,340	69,745	75,000	70,000	75,000	75,000	75,000	75,000	75,000
Property Tax Admin Fee	426,043	441,291	464,012	473,291	470,500	494,025	513,786	524,062	534,543	545,234
Vendor License	1,125	875	1,375	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Zoning Permits	12,875	14,900	12,463	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Mobile Food Vending License Fee	-	-	50	500	500	500	500	500	500	500
Other Licenses & Permits	58,700	33,000	21,800	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	1,498,674	1,171,000	1,400,000	1,286,022	698,108	712,070	726,311	740,837
State Rev Share-Sales Tax	2,054,700	2,347,329	2,524,769	2,400,000	2,520,000	2,630,000	2,682,600	2,736,252	2,790,977	2,846,797
State Rev Share-Liquor License	15,561	15,144	16,123	15,200	16,373	16,500	16,500	16,500	16,500	16,500
Interest On Investments	338,009	45,793	67,206	350,000	410,000	425,000	400,000	400,000	200,000	200,000
Rent-Land	6,226	5,985	8,375	9,000	8,833	9,000	9,000	9,000	9,000	9,000
Rent-Buildings	23,511	24,204	24,936	33,984	33,984	39,324	40,372	41,374	42,201	43,045
Lease Interest Revenue			849	-						
Franchise Fees	297,171	296,952	286,118	286,000	276,000	271,000	266,000	261,000	256,000	251,000
Right Of Way Fee	77,068	80,186	81,720	80,000	82,000	82,500	83,000	83,500	84,000	84,500
Sale Of Assets	12,060	4,086	2,336	5,000	12,000	5,000	5,000	5,000	5,000	5,000
Asset Appreciation	-	(2,570)	(185,743)	-	-	-	-	-	-	-
Contrib From Private Source	-	5,000	47,780	6,000	5,700	-	-	-	-	-
Reimb-Utilities	-	2,917	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Reimb-Other	328	2,340	953	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Refunds/Rebates	15,690	6,703	8,462	8,000	8,500	8,500	8,500	8,500	8,500	8,500
Transfer In-Dda	30,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Revenue	208	72	753	200	500	500	500	500	500	500
Bond And Insurance Recoveries	13,650	-	16,158	-	-	-	-	-	-	-
Loan Proceeds	96,057	-	-	-	-	-	-	-	-	-
<b>Total General Revenue</b>	<b>18,821,662</b>	<b>18,761,760</b>	<b>18,869,179</b>	<b>19,036,695</b>	<b>19,429,446</b>	<b>19,506,739</b>	<b>18,995,333</b>	<b>19,262,504</b>	<b>19,577,709</b>	<b>19,929,473</b>

**Service Revenue**  
**General Government**





	Actual FY19-20	Actual FY20-21	Actual FY21-22	Amended Budget FY22-23	Projected Actual FY22-23	Adopted Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27	Projected Budget FY27-28
Adult Soccer Program	5,025	270	5,041	-	-	-	-	-	-	-
Rent-Park Facilities	2,022	1,953	7,209	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Contrib From Private Source			-	-	1,200	15,000	16,500	18,000	18,200	18,800
Miscellaneous Revenue	7,280	4,378	10,949	8,160	15,000	5,200	5,200	5,200	6,200	6,200
<b>Total Recreation &amp; Culture</b>	<b>23,807</b>	<b>24,673</b>	<b>29,619</b>	<b>14,660</b>	<b>22,700</b>	<b>26,700</b>	<b>28,200</b>	<b>29,700</b>	<b>30,900</b>	<b>31,500</b>
<b>Total Service Revenue</b>	<b>1,423,684</b>	<b>1,430,686</b>	<b>1,607,482</b>	<b>1,683,068</b>	<b>1,664,508</b>	<b>1,697,527</b>	<b>1,776,469</b>	<b>1,808,733</b>	<b>1,815,638</b>	<b>1,856,382</b>
<b>Operating Grants</b>										
<b>General Government</b>										
Contrib From Private Source	-	10,710	-	-	-	-	-	-	-	-
<b>Total General Government</b>	<b>-</b>	<b>10,710</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Safety</b>										
Cesf Grant	-	17,232	3,879	-	-	-	-	-	-	-
Equipment Grant			-	3,765	3,765	-	-	-	-	-
First Responder Hazard Pay Grant	-	56,000	-	-	-	-	-	-	-	-
Public Safety Payroll Reimbursement	-	700,462	-	-	-	-	-	-	-	-
Police Training-Act 302	6,290	4,293	4,793	5,300	4,700	4,700	4,700	4,700	4,700	4,700
Miscellaneous State Grants			-	1,713	1,713	10,000	10,000	10,000	10,000	10,000
Contrib Monroe County	1,723	49,045	38,976	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Contrib From Private Source	-	1,600	1,000	2,836	2,836	-	-	-	-	-
<b>Total Public Safety</b>	<b>8,013</b>	<b>828,632</b>	<b>48,648</b>	<b>43,614</b>	<b>43,014</b>	<b>44,700</b>	<b>44,700</b>	<b>44,700</b>	<b>44,700</b>	<b>44,700</b>
<b>Economic Development</b>										
Miscellaneous Federal Grants	-	1,434	2,354	-	-	-	-	-	-	-
Contribution-Other Govt	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Contrib From Private Source	600	-	-	-	-	-	-	-	-	-
<b>Total Economic Development</b>	<b>50,600</b>	<b>51,434</b>	<b>52,354</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Recreation &amp; Culture</b>										
Contrib From Private Source	2,000	-	2,369	14,000	6,944	-	-	-	-	-
<b>Total Recreation &amp; Culture</b>	<b>2,000</b>	<b>-</b>	<b>2,369</b>	<b>14,000</b>	<b>6,944</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Grants</b>	<b>60,613</b>	<b>890,776</b>	<b>103,371</b>	<b>107,614</b>	<b>99,958</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>	<b>94,700</b>
<b>Capital Grants</b>										
<b>Public Safety</b>										
Contrib Monroe County	-	15,995	-	-	-	-	-	-	-	-
<b>Total Public Safety</b>	<b>-</b>	<b>15,995</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>										
Dnr Trust Fund Grant	-	554,196	-	817,965	817,965	400,000	-	-	-	-

	<b>Actual FY19-20</b>	<b>Actual FY20-21</b>	<b>Actual FY21-22</b>	<b>Amended Budget FY22-23</b>	<b>Projected Actual FY22-23</b>	<b>Adopted Budget FY23-24</b>	<b>Projected Budget FY24-25</b>	<b>Projected Budget FY25-26</b>	<b>Projected Budget FY26-27</b>	<b>Projected Budget FY27-28</b>
Contrib From Private Source	-	204,000	-	-	-	-	-	-	-	-
<b>Total Economic Development</b>	-	<b>758,196</b>	-	<b>817,965</b>	<b>817,965</b>	<b>400,000</b>	-	-	-	-
<b>Total Capital Grants</b>	-	774,191	-	817,965	817,965	400,000	-	-	-	-
<b>Total General Fund Revenue</b>	<b>20,402,016</b>	<b>21,857,413</b>	<b>20,580,032</b>	<b>21,645,342</b>	<b>22,011,877</b>	<b>21,698,966</b>	<b>20,866,502</b>	<b>21,165,937</b>	<b>21,488,047</b>	<b>21,880,555</b>

**GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT**

<b>Department Name</b>	<b>Actual FY20-21</b>	<b>Actual FY21-22</b>	<b>Amended Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted Budget FY23-24</b>	<b>Projected Budget FY24-25</b>	<b>Projected Budget FY25-26</b>	<b>Projected Budget FY26-27</b>	<b>Projected Budget FY27-28</b>	<b>Pct of Budget</b>
<b>Mayor And Council</b>	\$ 135,665	\$ 164,788	\$ 143,803	\$ 143,527	\$ 151,662	\$ 152,419	\$ 152,754	\$ 151,692	\$ 151,860	0.70%
<b>City Manager</b>	307,315	357,435	319,864	371,152	349,620	364,190	373,619	383,527	391,127	1.61%
<b>Communications, Culture, Promotion</b>	133,989	134,049	152,995	183,043	243,440	251,278	259,658	265,229	270,959	1.12%
<b>Clerk/Treasurer</b>	401,057	353,022	417,314	409,107	214,409	223,455	232,144	238,030	244,076	0.98%
<b>Treasurer</b>	-	-	-	-	216,306	225,353	234,044	239,928	245,974	0.99%
<b>Elections</b>	78,317	35,349	55,124	66,266	63,621	63,728	55,714	55,734	55,755	0.29%
<b>Board Of Review</b>	937	1,098	1,615	1,615	1,615	1,615	1,615	1,615	1,615	0.01%
<b>Assessor's Office</b>	310,717	367,126	312,653	312,566	327,178	340,534	353,508	367,229	377,615	1.50%
<b>Attorney's Office</b>	146,743	173,590	174,760	177,660	177,660	182,660	232,660	182,660	187,660	0.82%
<b>Finance</b>	426,221	434,577	472,892	477,910	473,718	487,197	499,447	512,188	524,889	2.18%
<b>Audit</b>	45,241	55,049	59,817	50,012	61,512	63,307	54,649	56,288	57,977	0.28%
<b>Human Resources</b>	416,428	434,948	356,263	370,776	342,983	350,882	386,400	392,678	369,081	1.58%
<b>Engineering</b>	343,705	280,043	270,405	305,216	309,790	321,171	335,678	346,773	355,473	1.42%
<b>Police</b>	793,589	814,558	2,580,131	2,565,523	5,237,354	5,712,572	5,885,019	6,039,379	5,863,565	24.06%
<b>Police Training</b>	6,450	6,500	5,300	4,700	4,700	4,700	4,700	4,700	4,700	0.02%
<b>Parking Enforcement</b>	-	85,505	94,691	81,695	76,066	77,257	78,309	79,439	80,659	0.35%
<b>Liquor Law Enforcement</b>	15,241	15,200	15,200	15,200	15,200	15,200	15,200	15,200	15,200	0.07%
<b>Public Safety Command</b>	7,691,446	8,648,870	625,574	719,799	1,221,226	1,216,789	1,188,729	1,027,108	1,050,967	5.61%
<b>Fire</b>	360,334	376,830	1,267,418	1,244,231	2,569,222	2,627,994	2,700,298	2,756,819	2,835,916	11.80%
<b>DPS General Operations</b>	1,474,578	1,523,733	1,581,639	1,687,960	1,799,519	1,819,354	1,881,443	1,924,331	1,966,143	8.27%
<b>Parking Maintenance</b>	-	27,741	40,200	36,000	34,165	35,181	36,185	36,589	37,193	0.16%
<b>Forestry</b>	519,521	650,658	674,553	682,226	602,466	592,701	597,755	602,810	607,866	2.77%
<b>Cemetery</b>	72,215	75,265	76,258	78,258	92,071	86,651	87,664	88,677	89,691	0.42%
<b>Port Of Monroe</b>	400,000	400,000	2,100,000	2,100,000	400,000	400,000	400,000	400,000	400,000	1.84%
<b>City Hall/Grounds</b>	269,502	289,677	330,992	316,044	314,833	321,775	328,102	334,907	341,854	1.45%
<b>Zoning/Ordinance Enforcement</b>	364,149	213,720	485,911	408,409	370,322	354,099	362,382	368,800	375,078	1.70%
<b>Planning Commission</b>	463	3,117	12,605	11,855	11,395	11,415	11,435	11,455	11,475	0.05%
<b>Community Development</b>	901,054	1,146,221	336,167	302,061	262,257	268,480	274,855	282,266	286,592	1.20%
<b>Historical District Commission</b>	100	128	2,625	2,625	2,625	2,625	2,625	2,625	2,625	0.01%
<b>Economic Development</b>	219,043	236,041	295,572	292,591	282,878	292,020	302,140	309,201	316,075	1.30%
<b>Parks &amp; Recreation Administration</b>	221,083	295,127	217,139	200,775	106,777	106,371	108,242	110,799	113,446	0.49%
<b>Parks And Rec. Programs</b>	14,140	25,482	36,478	35,478	32,355	32,705	33,055	33,455	33,255	0.15%
<b>Parks &amp; Playgrounds</b>	616,946	629,853	685,222	697,659	747,623	777,719	797,568	809,024	823,773	3.43%
<b>Library</b>	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	0.30%
<b>Opportunity Center At ALCC</b>	162,856	200,250	207,000	207,000	207,000	207,000	207,000	207,000	207,000	0.95%
<b>MPACT</b>	148,476	143,059	143,000	138,000	135,500	133,000	130,500	128,000	125,500	0.62%
<b>Battlefield Visitor Center</b>	502,915	512,003	525,959	510,959	498,307	68,725	68,940	69,159	69,382	2.29%
<b>Non-Departmental</b>	144,674	143,380	177,104	177,294	138,897	36,253	36,438	36,627	36,820	0.64%
<b>Debt Service</b>	1,795,842	1,798,623	1,779,512	1,779,512	1,771,087	1,869,049	1,879,422	1,869,210	1,867,707	8.14%
<b>Transfers Out</b>	2,222,501	1,435,634	4,432,732	4,747,173	1,738,066	500,000	500,000	500,000	800,000	7.98%
<b>Contingency</b>	-	-	46,522	35,000	100,000	100,000	100,000	100,000	100,000	0.46%
<b>Total</b>	<b>\$ 21,728,453</b>	<b>\$ 22,553,249</b>	<b>\$ 21,578,009</b>	<b>\$ 22,011,877</b>	<b>\$ 21,770,425</b>	<b>\$ 20,762,424</b>	<b>\$ 21,254,896</b>	<b>\$ 21,406,151</b>	<b>\$ 21,761,543</b>	<b>100%</b>

**GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION**

Description	Actual FY20-21	Actual FY21-22	Amended Budget FY22-23	Projected FY22-23	Adopted Budget FY23-24	Projected Budget FY24-25	Projected Budget FY25-26	Projected Budget FY26-27	Projected Budget FY27-28	Pct of Budget
<b>PERSONNEL</b>										
Full Time Salaries & Wages	\$ 7,311,965	\$ 7,561,290	\$ 3,392,522	\$ 3,511,871	\$ 7,861,669	\$ 8,448,749	\$ 8,668,976	\$ 8,764,861	\$ 8,754,310	36.11
Part Time Salaries & Wages	275,978	444,217	482,646	504,450	472,269	474,747	477,234	479,731	484,238	2.17
Overtime	551,167	676,451	146,400	150,989	651,700	579,200	594,700	607,700	600,700	2.99
Shift Premium	18,032	19,632	19,500	19,500	19,500	19,500	19,500	19,500	19,500	0.09
Clothing Allowance	24,941	12,933	-	27,769	22,000	22,000	22,000	21,450	6,600	0.10
Food Allowance	3,150	12,225	13,600	14,025	13,600	13,600	13,600	13,600	13,600	0.06
Car Allowance	8,400	8,400	7,200	7,900	2,400	2,400	2,400	2,400	2,400	0.01
Uniform Allowance	20,934	10,693	-	-	-	-	-	-	-	0.00
Longevity	41,772	39,199	24,720	23,623	22,965	23,825	24,145	23,865	23,995	0.11
Sick Pay Bonus	133,448	108,022	144,428	93,175	163,787	171,112	175,439	177,748	177,934	0.75
On Call Bonus	1,500	1,920	1,920	1,920	2,640	2,640	2,640	2,640	2,400	0.01
Team Callout Pay	1,980	8,375	8,345	9,345	8,000	8,000	8,000	8,000	8,000	0.04
Report Time Pay	5,037	212,668	222,484	222,059	237,226	244,839	252,076	258,545	247,179	1.09
Holiday Pay	229,068	10,585	22,200	28,000	22,500	22,500	22,500	22,500	22,500	0.10
Fees & Per Diem	35,371	10,325	10,200	9,350	6,800	6,800	6,800	6,800	5,950	0.03
Proficiency Pay	20,001	-	12,050	12,047	-	-	-	-	-	0.00
Waiver-Health Insurance	27,975	31,897	30,325	30,827	30,763	30,763	30,763	30,763	30,013	0.14
Social Security	218,716	230,587	258,618	257,771	279,925	285,747	291,092	297,793	303,951	1.29
Medicare	120,277	128,082	133,709	135,513	147,381	150,105	153,732	153,837	153,247	0.68
Life Insurance	29,238	30,884	23,682	23,682	24,310	24,568	24,742	24,210	24,099	0.11
Disability Insurance	3,902	5,491	6,332	6,332	7,703	7,817	7,894	7,616	7,710	0.04
Workers' Comp Insurance	179,407	183,051	187,125	187,127	215,478	226,383	239,167	246,767	254,841	0.99
Medical Insurance	944,301	932,907	1,084,527	1,001,712	1,163,479	1,213,575	1,257,907	1,290,803	1,327,068	5.34
Dental Insurance	83,618	79,845	79,431	86,148	87,061	88,788	90,399	91,324	92,176	0.40
Vision Insurance	-	7,364	20,774	18,692	21,389	21,974	22,373	22,637	22,832	0.10
Post Retirement Health Care	229,424	3,516	-	-	-	-	-	-	-	0.00
Retiree Healthcare Savings Plan	111,249	115,844	151,681	137,953	168,620	173,679	178,906	184,302	187,615	0.77
Pension Contribution	1,742,627	2,668,405	1,724,208	1,724,208	1,320,413	1,383,703	1,424,971	1,453,374	1,480,854	6.07
Defined Contribution Plan	-	46,101	143,477	133,860	188,423	196,434	202,180	206,969	211,695	0.87
Deferred Compensation	16,712	34,747	60,794	57,528	72,178	74,068	76,413	77,255	76,356	0.33
<b>PERSONNEL</b>	<b>12,390,190</b>	<b>13,635,656</b>	<b>8,412,898</b>	<b>8,437,376</b>	<b>13,234,179</b>	<b>13,917,516</b>	<b>14,290,549</b>	<b>14,496,990</b>	<b>14,541,763</b>	<b>60.79</b>
<b>SUPPLIES</b>										
Office Supplies	11,827	15,565	25,750	25,050	28,100	25,600	25,600	25,600	25,600	0.13
Postage	25,377	23,192	28,190	27,180	24,360	24,510	24,660	24,810	24,960	0.11
Operating Supplies	216,173	210,944	197,841	205,264	224,688	229,027	225,456	228,000	229,900	1.03
Operating Supplies - Vehicles	13,317	21,415	15,000	15,000	15,000	15,000	15,000	15,000	15,000	0.07
Ammunition	12,031	9,309	10,000	10,000	17,000	14,000	14,000	14,000	14,000	0.08
Uniforms/Clothing	51,109	85,183	70,643	69,943	51,869	51,943	51,943	51,949	51,949	0.24
Quarters Supplies	6,825	3,312	5,000	6,500	6,500	6,500	6,500	6,500	6,500	0.03
Safety Equipment	5,492	6,364	7,500	7,500	7,500	7,500	7,500	7,500	7,500	0.03



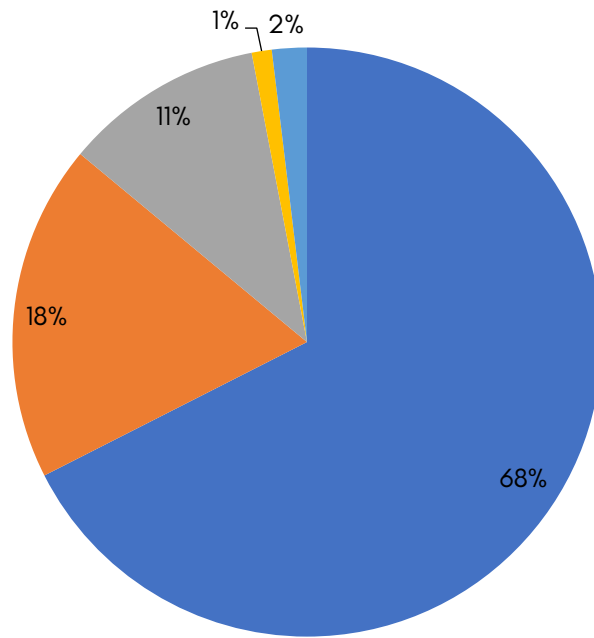
Description	Actual FY20-21	Actual FY21-22	Budget FY22-23	Projected FY22-23	Budget FY23-24	Budget FY24-25	Budget FY25-26	Budget FY26-27	Budget FY27-28	Pct of Budget
Port Of Monroe Operations	400,000	400,000	2,100,000	2,100,000	400,000	400,000	400,000	400,000	400,000	1.84
Licenses, Fees & Permits	30,182	42,575	60,987	60,450	64,150	64,450	64,685	64,450	64,700	0.29
Fiscal Agent Fee	346	346	346	346	346	346	346	346	346	0.00
Reference Material	8,880	8,696	11,500	11,400	12,100	12,100	12,100	12,100	12,100	0.06
Memberships & Dues	39,428	45,008	51,700	50,088	44,530	46,280	48,130	49,130	66,430	0.20
Michigan Municipal League	7,469	7,574	7,700	7,823	7,900	8,000	8,100	8,100	8,100	0.04
SEMCOG	1,211	1,459	1,600	1,284	1,400	1,450	1,500	1,550	1,600	0.01
TMACOG	4,852	4,836	5,000	4,764	4,800	4,850	4,900	4,900	4,900	0.02
City Share SAD	130,701	121,341	138,170	138,169	118,000	15,000	15,000	15,000	15,000	0.54
Refund - Bor Settlement	4,695	30	10,000	10,000	10,000	10,000	10,000	10,000	10,000	0.05
Grant-Lesow Comm Ctr	162,856	200,250	207,000	207,000	207,000	207,000	207,000	207,000	207,000	0.95
Grant-Mpact	148,476	143,059	143,000	138,000	135,500	133,000	130,500	128,000	125,500	0.62
Grant-Monroe Cnty Library Sys	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	0.30
Contingencies	-	-	46,522	35,000	100,000	100,000	100,000	100,000	100,000	0.46
<b>OTHER OPERATING</b>	<b>5,519,854</b>	<b>5,853,252</b>	<b>7,246,749</b>	<b>7,269,686</b>	<b>5,414,835</b>	<b>4,886,630</b>	<b>5,017,496</b>	<b>4,991,186</b>	<b>5,023,460</b>	<b>24.87</b>
<b>CAPITAL OUTLAY</b>										
Land Improvements	6,672	6,547	-	-	-	-	-	-	-	0.00
Operating Equipment	79,624	69,908	76,000	76,000	64,000	64,000	64,000	64,000	64,000	0.29
Office Equipment & Furniture	2,454	648	-	-	-	-	-	-	-	0.00
<b>CAPITAL OUTLAY</b>	<b>88,750</b>	<b>77,103</b>	<b>76,000</b>	<b>76,000</b>	<b>64,000</b>	<b>64,000</b>	<b>64,000</b>	<b>64,000</b>	<b>64,000</b>	<b>0.29</b>
<b>FORCE LABOR &amp; EXPENDITURE CREDITS</b>										
Exp Cr-General Fund Departments	(276,803)	(330,450)	(322,575)	(305,500)	(312,100)	(318,500)	(324,500)	(330,500)	(337,500)	(1.43)
Exp Cr-Major Street Fund	(142,643)	(116,013)	(178,500)	(131,800)	(190,500)	(195,000)	(198,000)	(201,000)	(204,000)	(0.88)
Exp Cr-Local Street Fund	(206,816)	(241,772)	(251,500)	(225,000)	(220,000)	(226,000)	(232,000)	(238,000)	(244,000)	(1.01)
Exp Cr-Municipal Street Fund	-	(16,521)	(32,000)	(42,300)	(42,000)	(44,000)	(46,000)	(48,000)	(50,000)	(0.19)
Exp Cr-Refuse Fund	(105,334)	(101,426)	(146,000)	(134,740)	(175,000)	(178,000)	(182,000)	(186,100)	(190,000)	(0.80)
Exp Cr-Parking Fund	(16,192)	(4,075)	-	-	-	-	-	-	-	0.00
Expenditure Credit - BRA	(8,298)	(9,586)	(10,800)	(11,043)	(10,850)	(10,900)	(10,950)	(11,000)	(11,050)	(0.05)
Exp Cr-Building Safety Fund	(12,024)	(14,011)	-	(5,000)	-	-	-	-	-	0.00
Exp Cr-CIA	-	-	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(0.02)
Exp Cr-Grant Fund	(37,354)	(37,097)	(34,660)	(34,660)	(35,333)	(36,020)	(36,720)	(37,500)	(38,000)	(0.16)
Exp Cr-ARPA Fund	-	(1,216)	-	(25,600)	(15,000)	(5,000)	-	-	-	(0.07)
Exp Cr-Airport Fund	(10,336)	(10,952)	(11,500)	(11,500)	(16,730)	(16,965)	(17,204)	(17,448)	(17,800)	(0.08)
Exp Cr-Expendable Trust Fund	(2,280)	(129)	(3,500)	(3,700)	(2,500)	(3,000)	(3,200)	(3,300)	(3,400)	(0.01)
Exp Cr-Capital Project Fund	(14,081)	(8,016)	(2,000)	(18,900)	(10,000)	(10,000)	(12,000)	(12,500)	(13,000)	(0.05)
Exp Cr-Wastewater Fund	(9,214)	(14,664)	(24,000)	(16,793)	(17,500)	(18,000)	(20,000)	(21,000)	(22,000)	(0.08)
Exp Cr-Water Fund	(71,359)	(34,140)	(38,000)	(36,000)	(47,000)	(60,000)	(62,000)	(64,000)	(66,000)	(0.22)
Exp Cr-Stores & Equipment Fund	(14,078)	(39,581)	(20,000)	(12,000)	(20,000)	(21,000)	(22,000)	(23,000)	(24,000)	(0.09)
Exp Cr-Pension Trust Fund	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(0.11)
Exp Cr-PRHC Fund	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(0.11)
F/L Construction	279,266	343,078	325,075	333,075	322,600	328,380	334,190	339,600	344,800	1.48
<b>FORCE LABOR &amp; EXP. CREDITS</b>	<b>(647,546)</b>	<b>(636,571)</b>	<b>(749,960)</b>	<b>(681,461)</b>	<b>(846,913)</b>	<b>(869,005)</b>	<b>(887,384)</b>	<b>(908,748)</b>	<b>(930,950)</b>	<b>(3.89)</b>
<b>DEBT SERVICE</b>										
Principal on Debt	-	-	-	<b>38</b>	-	70,000	70,000	70,000	70,000	0.00

Description	Actual FY20-21	Actual FY21-22	Budget FY22-23	Projected FY22-23	Budget FY23-24	Budget FY24-25	Budget FY25-26	Budget FY26-27	Budget FY27-28	Pct of Budget
Principal-Fire	67,590	69,482	71,428	71,428	73,428	75,484	77,597	79,770	82,004	0.34
Principal-Police	31,698	32,335	16,411	16,411	-	-	-	-	-	0.00
Principal-OPEB Bond	909,543	928,462	945,784	945,784	966,571	990,821	1,018,537	1,042,788	1,073,967	4.44
Interest Expense	-	-	-	-	-	34,000	34,000	34,000	34,000	0.00
Interest-Fire	19,070	17,178	15,233	15,233	13,232	11,176	9,063	6,890	4,657	0.06
Interest-Police	1,451	814	165	165	-	-	-	-	-	0.00
Interest-OPEB Bond	695,491	680,493	661,832	661,832	640,457	616,679	590,819	563,216	532,350	2.94
<b>DEBT SERVICE</b>	<b>1,724,843</b>	<b>1,728,764</b>	<b>1,710,853</b>	<b>1,710,853</b>	<b>1,693,688</b>	<b>1,798,160</b>	<b>1,800,016</b>	<b>1,796,664</b>	<b>1,796,978</b>	<b>7.78</b>
<b>OPERATING TRANSFERS</b>										
Transfer Out-Major St	170,000	-	100,000	100,000	-	-	-	-	-	0.00
Transfer Out-Local St	200,000	220,000	572,346	572,346	-	-	-	-	-	0.00
Transfer Out-Municipal St	-	60,000	-	-	-	-	-	-	-	0.00
Transfer Out-Building Safety	-	3,742	-	-	-	-	-	-	-	0.00
Transfer Out-Grant Fund	-	48,560	-	-	-	-	-	-	-	-
Transfer Out-Airport	45,000	47,000	45,000	45,000	-	-	-	-	-	0.00
Transfer Out-Debt Service	70,653	69,513	68,313	68,313	77,053	70,543	79,060	72,200	70,383	0.35
Transfer Out-Capital Project	1,807,501	1,056,332	3,556,776	4,029,827	1,738,066	500,000	500,000	500,000	800,000	7.98
Transfers Out - Info. Systems Fund	-	-	158,610	-	-	-	-	-	-	0.00
<b>OPERATING TRANSFERS</b>	<b>2,293,154</b>	<b>1,505,147</b>	<b>4,501,045</b>	<b>4,815,486</b>	<b>1,815,119</b>	<b>570,543</b>	<b>579,060</b>	<b>572,200</b>	<b>870,383</b>	<b>8.34</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 21,728,453</b>	<b>\$ 22,553,249</b>	<b>\$ 21,578,009</b>	<b>\$ 22,011,877</b>	<b>\$ 21,770,425</b>	<b>\$ 20,762,424</b>	<b>\$ 21,254,896</b>	<b>\$ 21,406,151</b>	<b>\$ 21,761,543</b>	<b>100.00</b>



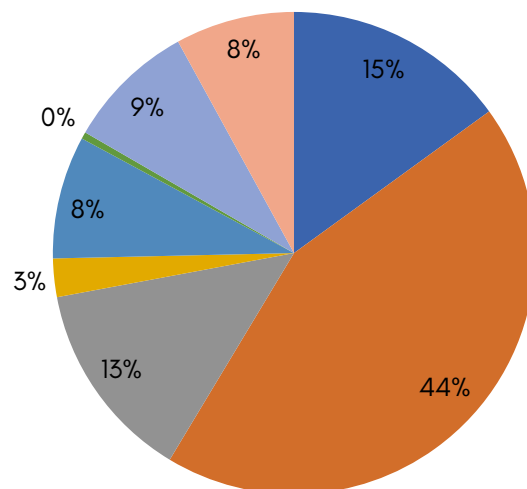
## General Fund Revenue Sources

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

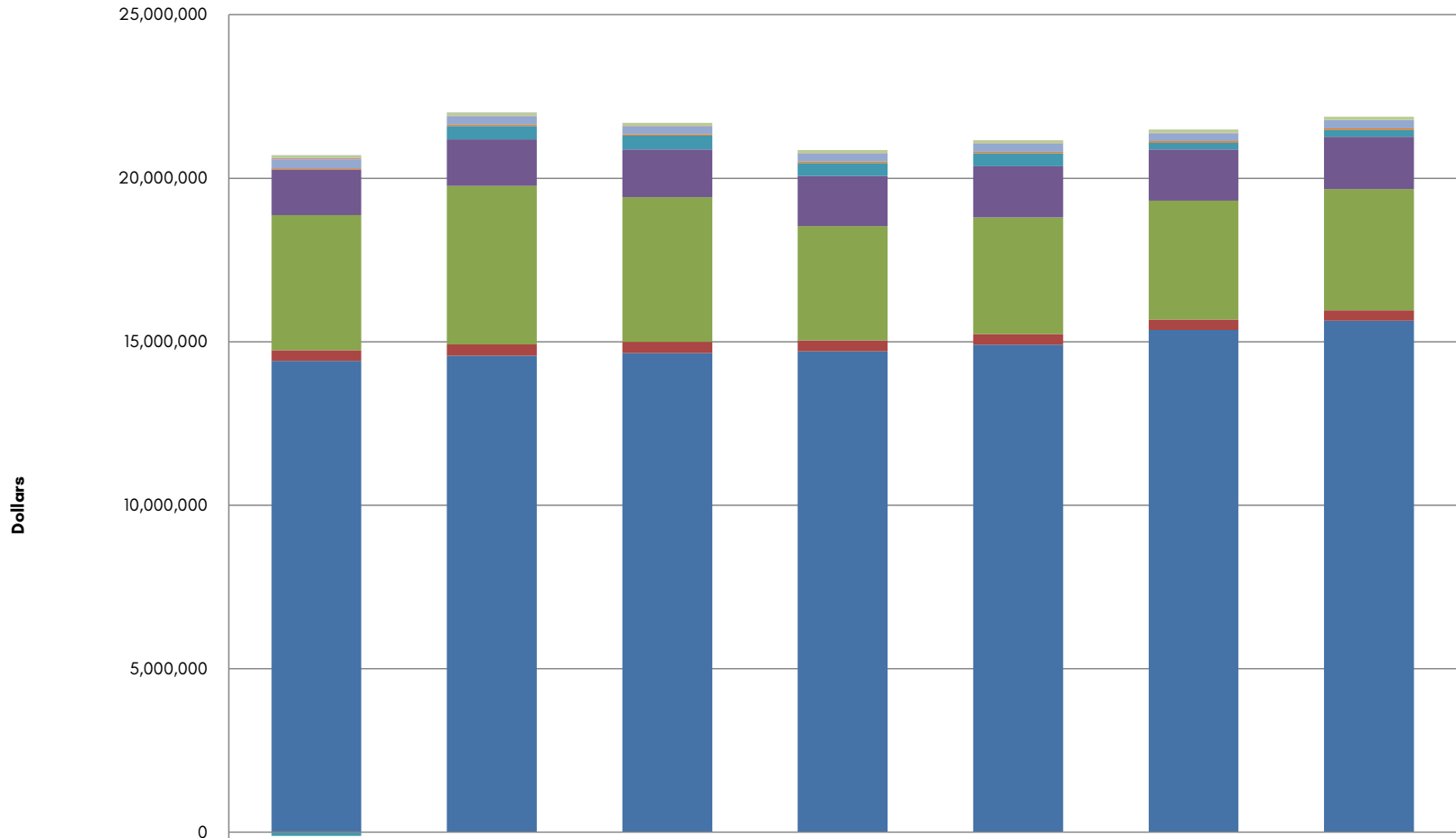


## General Fund Expenditures by Function

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

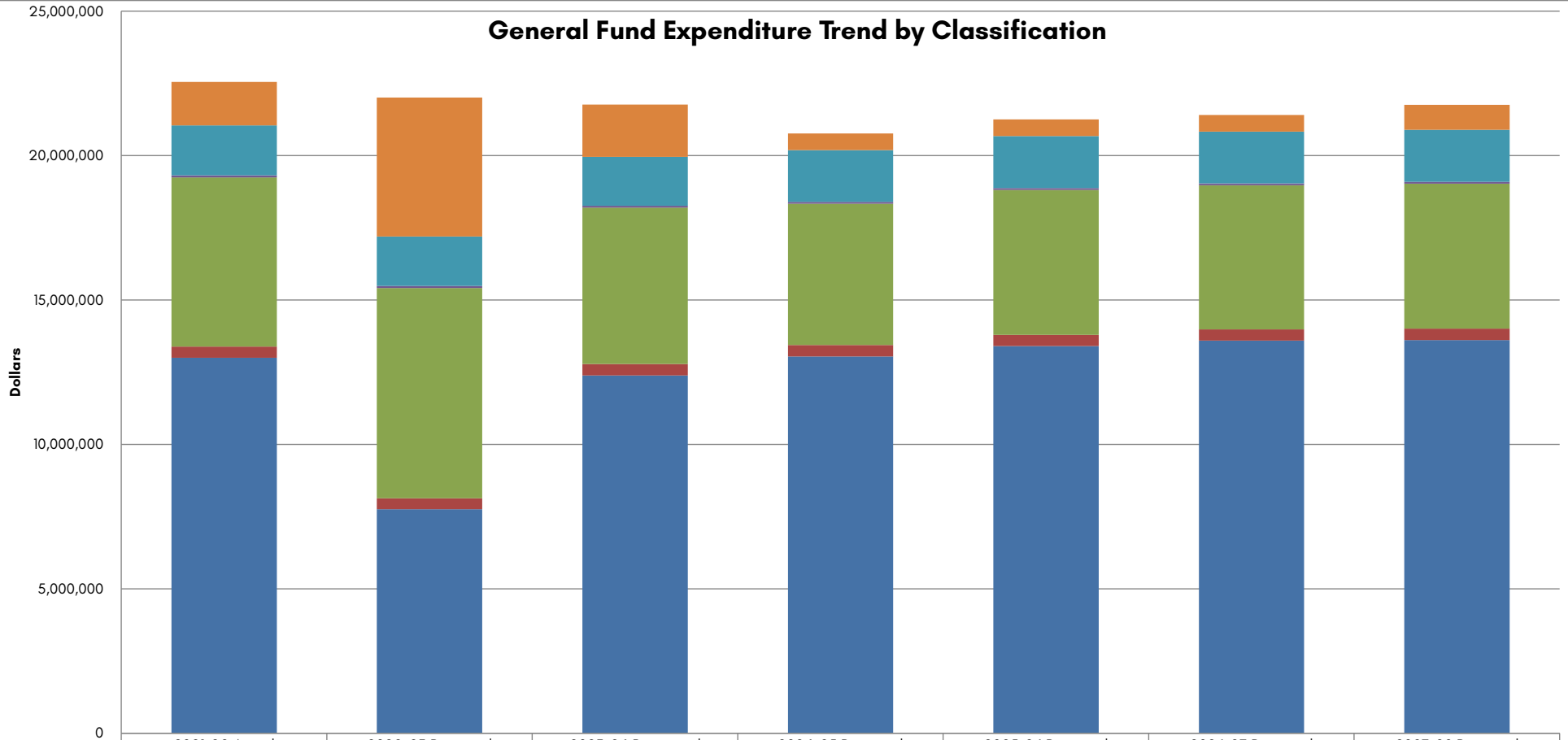


## General Fund Revenue Source Trend



	2021-22 Actual	2022-23 Projected	2023-24 Requested	2024-25 Projected	2025-26 Projected	2026-27 Projected	2027-28 Projected
Federal Grants	6,233	3,765					
Fines and Forfeitures	79,084	95,000	95,000	95,000	95,000	95,000	95,000
Other Financing Sources	28,494	22,000	15,000	15,000	15,000	15,000	15,000
Charges for Services	281,126	253,810	238,613	240,860	243,152	244,250	246,250
Rental Income	34,160	42,817	48,324	49,372	50,374	51,201	52,045
Investment Income	(118,537)	410,000	425,000	400,000	400,000	200,000	200,000
Other Revenue	1,400,665	1,423,678	1,456,414	1,533,109	1,563,081	1,568,888	1,607,632
State Revenue Sharing	4,126,079	4,842,751	4,429,722	3,494,908	3,563,022	3,632,488	3,703,334
Licenses and Permits	325,706	345,200	340,200	335,200	330,200	325,200	320,200
Property Taxes	14,417,022	14,572,856	14,650,693	14,703,053	14,906,108	15,356,020	15,641,094

**General Fund Expenditure Trend by Classification**



	2021-22 Actual	2022-23 Projected	2023-24 Requested	2024-25 Projected	2025-26 Projected	2026-27 Projected	2027-28 Projected
Operating Transfer	1,505,147	4,815,486	1,815,119	570,543	579,060	572,200	870,383
Debt Service	1,728,764	1,710,853	1,693,688	1,798,160	1,800,016	1,796,664	1,796,978
Capital Outlay	77,103	76,000	64,000	64,000	64,000	64,000	64,000
Other Operating	5,853,252	7,269,686	5,414,835	4,886,630	5,017,496	4,991,186	5,023,460
Supplies	389,898	383,937	395,517	394,580	391,159	393,859	395,909
Personnel	12,999,085	7,755,915	12,387,266	13,048,511	13,403,165	13,588,242	13,610,813



**GENERAL FUND EXPENDITURES**

## GENERAL FUND FUNDING LEVEL SUMMARY BY DEPARTMENT

DESCRIPTION	2021-22 ACTUAL	2022-23 PROJECTED	2023-24 BUDGET	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION	2027-28 PROJECTION
<b>MAYOR AND COUNCIL</b>							
PERSONNEL	\$ 68,647	\$ 70,284	\$ 71,796	\$ 72,068	\$ 72,140	\$ 72,498	\$ 72,887
SUPPLIES	1,525	2,150	2,150	2,150	2,150	2,150	2,150
OTHER OPERATING	94,616	71,093	77,716	78,201	78,464	77,044	76,823
<b>Total Department</b>	164,788	143,527	151,662	152,419	152,754	151,692	151,860
<b>CITY MANAGER</b>							
PERSONNEL	331,982	323,843	299,384	313,562	323,068	332,783	340,187
SUPPLIES	1,428	2,400	2,400	2,400	2,400	2,400	2,400
OTHER OPERATING	24,025	44,909	47,836	48,228	48,151	48,344	48,540
<b>Total Department</b>	357,435	371,152	349,620	364,190	373,619	383,527	391,127
<b>COMMUNICATIONS, CULTURE, &amp; PROMOTIONS</b>							
PERSONNEL	121,313	159,398	219,147	227,299	235,715	241,195	246,832
SUPPLIES	891	1,550	2,250	1,750	1,750	1,750	1,750
OTHER OPERATING	11,845	22,095	22,043	22,229	22,193	22,284	22,377
<b>Total Department</b>	134,049	183,043	243,440	251,278	259,658	265,229	270,959
<b>CLERK</b>							
PERSONNEL	306,929	356,497	190,497	199,326	208,359	214,191	220,163
SUPPLIES	9,341	11,900	3,500	3,500	3,500	3,500	3,500
OTHER OPERATING	36,752	40,710	20,412	20,629	20,285	20,339	20,413
<b>Total Department</b>	353,022	409,107	214,409	223,455	232,144	238,030	244,076
<b>TREASURER</b>							
PERSONNEL			190,496	199,327	208,360	214,190	220,163
SUPPLIES			7,000	7,000	7,000	7,000	7,000
OTHER OPERATING			18,810	19,026	18,684	18,738	18,811
<b>Total Department</b>			216,306	225,353	234,044	239,928	245,974

DESCRIPTION	2021-22 ACTUAL	2022-23 PROJECTED	2023-24 BUDGET	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION	2027-28 PROJECTION
<b>ELECTIONS</b>							
PERSONNEL	10,036	28,542	22,400	22,400	22,400	22,400	22,400
SUPPLIES	14,479	16,500	24,000	24,000	16,000	16,000	16,000
OTHER OPERATING	10,834	21,224	17,221	17,328	17,314	17,334	17,355
<b>Total Department</b>	<b>35,349</b>	<b>66,266</b>	<b>63,621</b>	<b>63,728</b>	<b>55,714</b>	<b>55,734</b>	<b>55,755</b>
<b>BOARD OF REVIEW</b>							
PERSONNEL	1,098	1,615	1,615	1,615	1,615	1,615	1,615
<b>Total Department</b>	<b>1,098</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>	<b>1,615</b>
<b>ASSESSOR</b>							
PERSONNEL	315,200	254,955	274,442	287,105	300,296	313,650	323,663
SUPPLIES	6,163	6,800	7,300	7,500	7,600	7,700	7,800
OTHER OPERATING	45,315	50,811	45,436	45,929	45,612	45,879	46,152
CAPITAL OUTLAY	448						
<b>Total Department</b>	<b>367,126</b>	<b>312,566</b>	<b>327,178</b>	<b>340,534</b>	<b>353,508</b>	<b>367,229</b>	<b>377,615</b>
<b>CITY ATTORNEY</b>							
SUPPLIES	24	60	60	60	60	60	60
OTHER OPERATING	173,566	177,600	177,600	182,600	232,600	182,600	187,600
<b>Total Department</b>	<b>173,590</b>	<b>177,660</b>	<b>177,660</b>	<b>182,660</b>	<b>232,660</b>	<b>182,660</b>	<b>187,660</b>
<b>FINANCE</b>							
PERSONNEL	402,862	444,770	438,842	452,170	465,066	476,970	489,357
SUPPLIES	2,060	3,020	3,280	3,280	3,280	3,280	3,280
OTHER OPERATING	29,655	30,120	31,596	31,747	31,101	31,938	32,252
<b>Total Department</b>	<b>434,577</b>	<b>477,910</b>	<b>473,718</b>	<b>487,197</b>	<b>499,447</b>	<b>512,188</b>	<b>524,889</b>
<b>AUDIT</b>							
OTHER OPERATING	55,049	50,012	61,512	63,307	54,649	56,288	57,977
<b>Total Department</b>	<b>55,049</b>	<b>50,012</b>	<b>61,512</b>	<b>63,307</b>	<b>54,649</b>	<b>56,288</b>	<b>57,977</b>

<b>DESCRIPTION</b>	<b>2021-22 ACTUAL</b>	<b>2022-23 PROJECTED</b>	<b>2023-24 BUDGET</b>	<b>2024-25 PROJECTION</b>	<b>2025-26 PROJECTION</b>	<b>2026-27 PROJECTION</b>	<b>2027-28 PROJECTION</b>
<b>HUMAN RESOURCES</b>							
PERSONNEL	218,925	245,844	221,838	229,340	235,286	241,372	247,579
SUPPLIES	3,329	6,200	6,000	6,000	6,000	6,000	6,000
OTHER OPERATING	212,694	118,732	115,145	115,542	145,114	145,306	115,502
<b>Total Department</b>	<b>434,948</b>	<b>370,776</b>	<b>342,983</b>	<b>350,882</b>	<b>386,400</b>	<b>392,678</b>	<b>369,081</b>
<b>ENGINEERING</b>							
PERSONNEL	233,346	251,293	258,311	266,180	277,880	288,694	297,110
SUPPLIES	5,873	6,250	6,800	6,950	7,100	7,250	7,400
OTHER OPERATING	40,624	47,673	44,679	48,041	50,698	50,829	50,963
CAPITAL OUTLAY	200						
<b>Total Department</b>	<b>280,043</b>	<b>305,216</b>	<b>309,790</b>	<b>321,171</b>	<b>335,678</b>	<b>346,773</b>	<b>355,473</b>
<b>POLICE</b>							
PERSONNEL	155	1,730,677	4,347,669	4,799,469	4,964,064	5,110,725	4,905,175
SUPPLIES	78,540	69,400	76,400	73,400	73,400	73,400	73,400
OTHER OPERATING	686,722	732,546	778,285	804,703	812,555	820,254	849,990
CAPITAL OUTLAY	49,141	32,900	35,000	35,000	35,000	35,000	35,000
<b>Total Department</b>	<b>814,558</b>	<b>2,565,523</b>	<b>5,237,354</b>	<b>5,712,572</b>	<b>5,885,019</b>	<b>6,039,379</b>	<b>5,863,565</b>
<b>POLICE TRAINING</b>							
OTHER OPERATING	6,500	4,700	4,700	4,700	4,700	4,700	4,700
<b>Total Department</b>	<b>6,500</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>
<b>PARKING ENFORCEMENT</b>							
PERSONNEL	77,725	74,333	68,715	69,793	70,895	72,027	73,161
SUPPLIES	2,824	3,100	3,100	3,100	3,100	3,100	3,100
OTHER OPERATING	4,956	4,262	4,251	4,364	4,314	4,312	4,398
<b>Total Department</b>	<b>85,505</b>	<b>81,695</b>	<b>76,066</b>	<b>77,257</b>	<b>78,309</b>	<b>79,439</b>	<b>80,659</b>
<b>LIQUOR LAW ENFORCEMENT</b>							
SUPPLIES	173		1,800	1,800	1,800	1,800	1,800
OTHER OPERATING	15,027	15,200	13,400	13,400	13,400	13,400	13,400
<b>Total Department</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>	<b>15,200</b>

<b>DESCRIPTION</b>	<b>2021-22 ACTUAL</b>	<b>2022-23 PROJECTED</b>	<b>2023-24 BUDGET</b>	<b>2024-25 PROJECTION</b>	<b>2025-26 PROJECTION</b>	<b>2026-27 PROJECTION</b>	<b>2027-28 PROJECTION</b>
<b>PUBLIC SAFETY DIVISION</b>							
PERSONNEL	8,648,870	623,065	1,122,642	1,113,024	1,082,464	918,769	940,013
OTHER OPERATING		96,734	98,584	103,765	106,265	108,339	110,954
<b>Total Department</b>	<b>8,648,870</b>	<b>719,799</b>	<b>1,221,226</b>	<b>1,216,789</b>	<b>1,188,729</b>	<b>1,027,108</b>	<b>1,050,967</b>
<b>FIRE</b>							
PERSONNEL		819,820	2,162,503	2,216,670	2,284,554	2,345,459	2,419,157
SUPPLIES	93,627	85,544	66,750	66,750	66,750	66,750	66,750
OTHER OPERATING	268,431	295,767	310,969	315,574	319,994	315,610	321,009
CAPITAL OUTLAY	14,772	43,100	29,000	29,000	29,000	29,000	29,000
<b>Total Department</b>	<b>376,830</b>	<b>1,244,231</b>	<b>2,569,222</b>	<b>2,627,994</b>	<b>2,700,298</b>	<b>2,756,819</b>	<b>2,835,916</b>
<b>DPS GENERAL OPERATIONS</b>							
PERSONNEL	714,865	888,207	990,225	1,026,578	1,054,648	1,088,699	1,121,148
SUPPLIES	62,889	53,900	58,900	60,900	62,900	64,900	66,900
OTHER OPERATING	745,979	745,853	750,394	731,876	763,895	770,732	778,095
<b>Total Department</b>	<b>1,523,733</b>	<b>1,687,960</b>	<b>1,799,519</b>	<b>1,819,354</b>	<b>1,881,443</b>	<b>1,924,331</b>	<b>1,966,143</b>
<b>PARKING MAINTENANCE</b>							
PERSONNEL	6,536	8,000	8,000	8,200	8,400	8,600	8,800
SUPPLIES	6,485	6,000	6,000	6,100	6,200	6,200	6,200
OTHER OPERATING	14,720	22,000	20,165	20,881	21,585	21,789	22,193
<b>Total Department</b>	<b>27,741</b>	<b>36,000</b>	<b>34,165</b>	<b>35,181</b>	<b>36,185</b>	<b>36,589</b>	<b>37,193</b>
<b>FORESTRY</b>							
PERSONNEL	324,432	310,000	300,000	305,000	310,000	315,000	320,000
SUPPLIES	51,737	55,000	60,000	60,000	60,000	60,000	60,000
OTHER OPERATING	274,489	317,226	242,466	227,701	227,755	227,810	227,866
<b>Total Department</b>	<b>650,658</b>	<b>682,226</b>	<b>602,466</b>	<b>592,701</b>	<b>597,755</b>	<b>602,810</b>	<b>607,866</b>
<b>CEMETERY</b>							
OTHER OPERATING	75,265	78,258	92,071	86,651	87,664	88,677	89,691
<b>Total Department</b>	<b>75,265</b>	<b>78,258</b>	<b>92,071</b>	<b>86,651</b>	<b>87,664</b>	<b>88,677</b>	<b>89,691</b>



DESCRIPTION	2021-22 ACTUAL	2022-23 PROJECTED	2023-24 BUDGET	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION	2027-28 PROJECTION
<b>PORT OF MONROE</b>							
OTHER OPERATING	400,000	2,100,000	400,000	400,000	400,000	400,000	400,000
<b>Total Department</b>	400,000	2,100,000	400,000	400,000	400,000	400,000	400,000
<b>CITY HALL/GROUNDS</b>							
PERSONNEL	106,031	107,701	101,062	103,630	106,128	108,948	111,801
SUPPLIES	6,008	6,589	6,739	6,739	6,739	6,739	6,739
OTHER OPERATING	177,638	201,754	207,032	211,406	215,235	219,220	223,314
<b>Total Department</b>	289,677	316,044	314,833	321,775	328,102	334,907	341,854
<b>ZONING/ORDINANCE ENFORCEMENT</b>							
PERSONNEL	148,062	157,797	185,574	192,902	200,241	206,022	211,109
SUPPLIES	755	2,380	2,480	2,480	2,480	2,480	2,480
OTHER OPERATING	64,903	248,232	182,268	158,717	159,661	160,298	161,489
<b>Total Department</b>	213,720	408,409	370,322	354,099	362,382	368,800	375,078
<b>PLANNING COMMISSION</b>							
SUPPLIES		255	275	275	275	275	275
OTHER OPERATING	3,117	11,600	11,120	11,140	11,160	11,180	11,200
<b>Total Department</b>	3,117	11,855	11,395	11,415	11,435	11,455	11,475
<b>COMMUNITY DEVELOPMENT</b>							
PERSONNEL	158,764	104,417	155,503	161,810	168,279	174,863	179,188
SUPPLIES	490	1,700	2,300	1,700	1,700	1,700	1,700
OTHER OPERATING	986,967	195,944	104,454	104,970	104,876	105,703	105,704
<b>Total Department</b>	1,146,221	302,061	262,257	268,480	274,855	282,266	286,592
<b>HISTORICAL DISTRICT COMMISSION</b>							
SUPPLIES	10	150	150	150	150	150	150
OTHER OPERATING	118	2,475	2,475	2,475	2,475	2,475	2,475
<b>Total Department</b>	128	2,625	2,625	2,625	2,625	2,625	2,625

DESCRIPTION	2021-22 ACTUAL	2022-23 PROJECTED	2023-24 BUDGET	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION	2027-28 PROJECTION
<b>ECONOMIC DEVELOPMENT</b>							
PERSONNEL	194,403	239,818	232,544	240,821	249,337	254,946	260,665
SUPPLIES	655	1,525	2,525	1,525	1,525	1,525	1,525
OTHER OPERATING	40,983	51,248	47,809	49,674	51,278	52,730	53,885
<b>Total Department</b>	<b>236,041</b>	<b>292,591</b>	<b>282,878</b>	<b>292,020</b>	<b>302,140</b>	<b>309,201</b>	<b>316,075</b>
<b>RECREATION ADMINISTRATION</b>							
PERSONNEL	261,195	147,893	82,616	84,550	86,274	88,416	90,643
SUPPLIES	369	1,050	1,400	900	900	900	900
OTHER OPERATING	33,563	51,832	22,761	20,921	21,068	21,483	21,903
<b>Total Department</b>	<b>295,127</b>	<b>200,775</b>	<b>106,777</b>	<b>106,371</b>	<b>108,242</b>	<b>110,799</b>	<b>113,446</b>
<b>PARKS AND REC. PROGRAMS</b>							
PERSONNEL	10,717	14,498	2,155	2,155	2,155	2,155	2,155
SUPPLIES	5,035	2,000	4,700	5,050	5,400	5,800	5,600
OTHER OPERATING	9,730	18,980	25,500	25,500	25,500	25,500	25,500
<b>Total Department</b>	<b>25,482</b>	<b>35,478</b>	<b>32,355</b>	<b>32,705</b>	<b>33,055</b>	<b>33,455</b>	<b>33,255</b>
<b>PARKS &amp; PLAYGROUNDS</b>							
PERSONNEL	336,992	392,648	439,290	453,517	465,541	474,055	485,842
SUPPLIES	35,188	38,514	37,258	39,121	41,000	41,050	41,050
OTHER OPERATING	245,131	266,497	271,075	285,081	291,027	293,919	296,881
CAPITAL OUTLAY	12,542						
<b>Total Department</b>	<b>629,853</b>	<b>697,659</b>	<b>747,623</b>	<b>777,719</b>	<b>797,568</b>	<b>809,024</b>	<b>823,773</b>
<b>LIBRARY</b>							
OTHER OPERATING		65,000	65,000	65,000	65,000	65,000	65,000
<b>Total Department</b>		<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
<b>OPPORTUNITY CENTER AT ALCC</b>							
OTHER OPERATING	408,309	207,000	207,000	207,000	207,000	207,000	207,000
<b>Total Department</b>	<b>408,309</b>	<b>207,000</b>	<b>207,000</b>	<b>207,000</b>	<b>207,000</b>	<b>207,000</b>	<b>207,000</b>

DESCRIPTION	2021-22 ACTUAL	2022-23 PROJECTED	2023-24 BUDGET	2024-25 PROJECTION	2025-26 PROJECTION	2026-27 PROJECTION	2027-28 PROJECTION
<b>MPACT</b>							
OTHER OPERATING		138,000	135,500	133,000	130,500	128,000	125,500
<b>Total Department</b>		138,000	135,500	133,000	130,500	128,000	125,500
<b>MMSC/BATTLEFIELD EDUCATION CENTER</b>							
OTHER OPERATING	512,003	510,959	498,307	68,725	68,940	69,159	69,382
<b>Total Department</b>	512,003	510,959	498,307	68,725	68,940	69,159	69,382
<b>FINANCE</b>							
DEBT SERVICE	135,311	158,821	120,000	17,000	17,000	17,000	17,000
<b>Total Department</b>	135,311	158,821	120,000	17,000	17,000	17,000	17,000
<b>TREASURER</b>							
OTHER OPERATING	8,069	18,473	18,897	19,253	19,438	19,627	19,820
<b>Total Department</b>	8,069	18,473	18,897	19,253	19,438	19,627	19,820
<b>CONTINGENCIES</b>							
OTHER OPERATING		35,000	100,000	100,000	100,000	100,000	100,000
<b>Total Department</b>		35,000	100,000	100,000	100,000	100,000	100,000
<b>DEBT ADMINISTRATION</b>							
OTHER OPERATING	346	346	346	346	346	346	346
DEBT SERVICE	1,728,764	1,710,853	1,693,688	1,798,160	1,800,016	1,796,664	1,796,978
OPERATING TRANSFER	69,513	68,313	77,053	70,543	79,060	72,200	70,383
<b>Total Department</b>	1,798,623	1,779,512	1,771,087	1,869,049	1,879,422	1,869,210	1,867,707
<b>TRANSFERS OUT</b>							
OPERATING TRANSFER	1,435,634	4,747,173	1,738,066	500,000	500,000	500,000	800,000
<b>Total Department</b>	1,435,634	4,747,173	1,738,066	500,000	500,000	500,000	800,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,553,249</b>	<b>\$ 22,011,877</b>	<b>\$ 21,770,425</b>	<b>\$ 20,762,424</b>	<b>\$ 21,254,896</b>	<b>\$ 21,406,151</b>	<b>\$ 21,761,543</b>

## **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.

<b>CITY COUNCIL ACTIVITY MEASURES</b>					
	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Est.	FY24 Est.
Regular City Council Meetings	23	24	24	24	24
Special City Council Meetings	16	18	13	16	12
Council Work Sessions	16	19	19	19	24
Education & Training Sessions Attended	4	4	4	4	4
Ordinances & Amendments Adopted	6	13	6	10	6
Public Hearings Held	18	23	16	20	16
Agenda Items Reviewed & Acted Upon	203	236	307	240	240
National and State Conferences Attended	3	2	2	2	3

## **GOAL A: 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 B: 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 C: 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 D: 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 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 Laserfishe 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 20 Actual	FY 21 Actual	FY 22 Actual	FY 23 Est.	FY 24 Est.
Agenda Items Reviewed & Processed	203	236	307	240	240
Activities & Issues Reports	15	15	14	15	15
Policy Resolutions Developed	3	4	2	2	2
Intergovernmental Relation Contacts	50	40	40	40	40

## **COMMUNICATIONS**

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

The Communications staff works with every city department to ensure cohesive and consistent modes of communication, marketing, community engagement, and city branding.

Communications fulfills many different roles, including City of Monroe brand implementation, management of the official organization social media pages, management and design of the city website, management of the city government channel and all digital message board content creation, city event advertising and promotion, photography, graphic design services, video production and editing, writing and publishing of news stories and press releases, content creation for external and internal documentation, wayfinding initiatives, assisting in crisis communications, management of city personnel text messaging system, facilitator for the MyMonroe On The Go app and subscriber notifications, assisting in city event production, and many other organizational initiatives.

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.

### **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.

#### **ACCOMPLISHMENTS - FISCAL YEAR 2022/2023**

- Daily administration of the City of Monroe official web site, serving as the primary web master.
- Designed the new logo/brand for the Monroe Public Safety Department and assisted in its implementation.
- 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.
- Initiated several capital improvement projects, including welcome monument signs, park signs, and city wayfinding.
- 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 as needed: posters, outdoor interpretive signage, etc; photography - River Raisin Legacy cleanup event; emergency alert support for residents; water tower rebranding completed.
  - **Public Safety:** Photography and graphic design support as needed; Interior design and brand aesthetic support for third floor City Hall office installation; November 2022 millage campaign design, facilitation, content generation, marketing, etc.
  - **Engineering:** Social support, app push notifications and subscriber emails for collection notices such as snow emergencies, flooding, etc.; Assist with aesthetic interior design for lobby construction project including branded department titles in first floor lobby installation, as well as facilitated historical image wall murals installations on lobby counters to support design aesthetics; St. Mary's Gardens Storm Sewer project support;
  - **Finance:** Collaboration for continual promotion of the Cloudpay web-based invoice processing system; design support as needed.
  - **Mayor's Office:** City Council Goals and Objectives document, Hometown Holiday Lights sponsor program graphic design, sponsorship brochure, development committee; Tree Lighting - contractor outreach for merchant area, marketing, event facilitation support; ceremony and event photography, marketing, etc.
  - **Economic Development:** Social District brand design, street signs, and overall marketing support; marketing support for various department initiatives including National Community Survey 2023, Orchard East Subarea Plan.
  - **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; for elections, permits, mailings, etc.
  - **Parks and Recreation:** Social media graphic design support; creation of event specific graphics and marketing materials for special events and programs, including Snow Painting, Daddy Daughter Dance, Line Dancing, Court Dances, Mom & Son Bowling, Summer Concert Series, Howl-o-ween Bark in the Park, etc.
- 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 Monroe Public Access Cable Television (MPACT) executive board as a non-voting member.

#### **GOALS FOR FISCAL YEAR 2023/24**

- 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.
- Complete a City Hall wayfinding project, including 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.
- Complete wayfinding and branding initiative around the city including 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.
- 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.
- Enhance collaboration with Monroe Public Access Television to provide short form video content to captures and share videos highlights of the latest city projects or initiatives, market city events, general messaging, etc.
- 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 - 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 with the County and other reports due to the State of Michigan. These and other functions require that the Clerk-Treasurer's office often serves as the "front door" of City Hall.

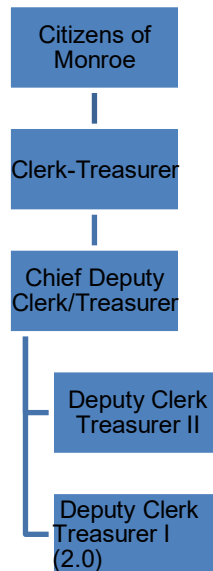
#### **Clerk-Treasurer Function:**

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 issues 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 a report of all collections to the Finance Dept. Prepare necessary documents once a year for transfer of delinquencies to the tax system.
- Enter all handwritten 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.
- Balance and import payments from mortgage companies directly into the tax system via electronic file.
- Maintain mortgage code information to ensure proper mailing of tax bills to escrow companies.

- Prepare public hearing notices, reports & resolutions for delinquent invoices to be placed on the tax roll (demolitions, sidewalk, weed mowing, blight/board-up, rental inspections, snow removal). .
- Prepares refunds of all overpayments due to discrepancy when issuing checks 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 according to OMA and other procedural requirements.
- Maintain 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 according to local, state & federal laws.
- Administer & retain oaths for Police, Board Members and 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 Public Safety Department.
- Process applications, issue and record licenses and permits under the for Mobile Retail Ordinance and charitable solicitations.
- Administer Mobile Retail, Charitable Solicitation and 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.

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 72 appeals were made to the 2022 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 (2 parcels), Industrial Facilities Tax (23 parcels), Obsolete Properties Tax (34 parcels), Downtown Development Authority (800 parcels), and Brownfield Redevelopment Authority (218 parcels in 4 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, 2020 to March, 2022 were performed for all residential neighborhoods for the 2023 assessment roll. 2023 residential assessed values increased from 2022 levels by approximately 12.4% overall in the 56 residential neighborhoods with a range of from approximately 3.7% to 19.6%.

Based on a sales study utilizing the two-year cycle of sales from April, 2020 to March, 2022, 2023 assessed values in commercial real neighborhoods increased from 2022 levels by approximately 5.6% overall in the 18 commercial neighborhoods with a range of approximately -0.3% to 9.1%. Based on an appraisal study, 2023 assessed values in the industrial real neighborhood increased from 2022 levels by approximately 1.8% overall with the exception of the power plant which had an approximate -9.1% decreased assessed value based on a Michigan Tax Tribunal stipulation.

Values were changed as necessary for the 2023 roll as a result of building permit work performed during 2022 for all real property classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2022 and early January, 2023 for the 2023 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

(1 MAAO), (1 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.

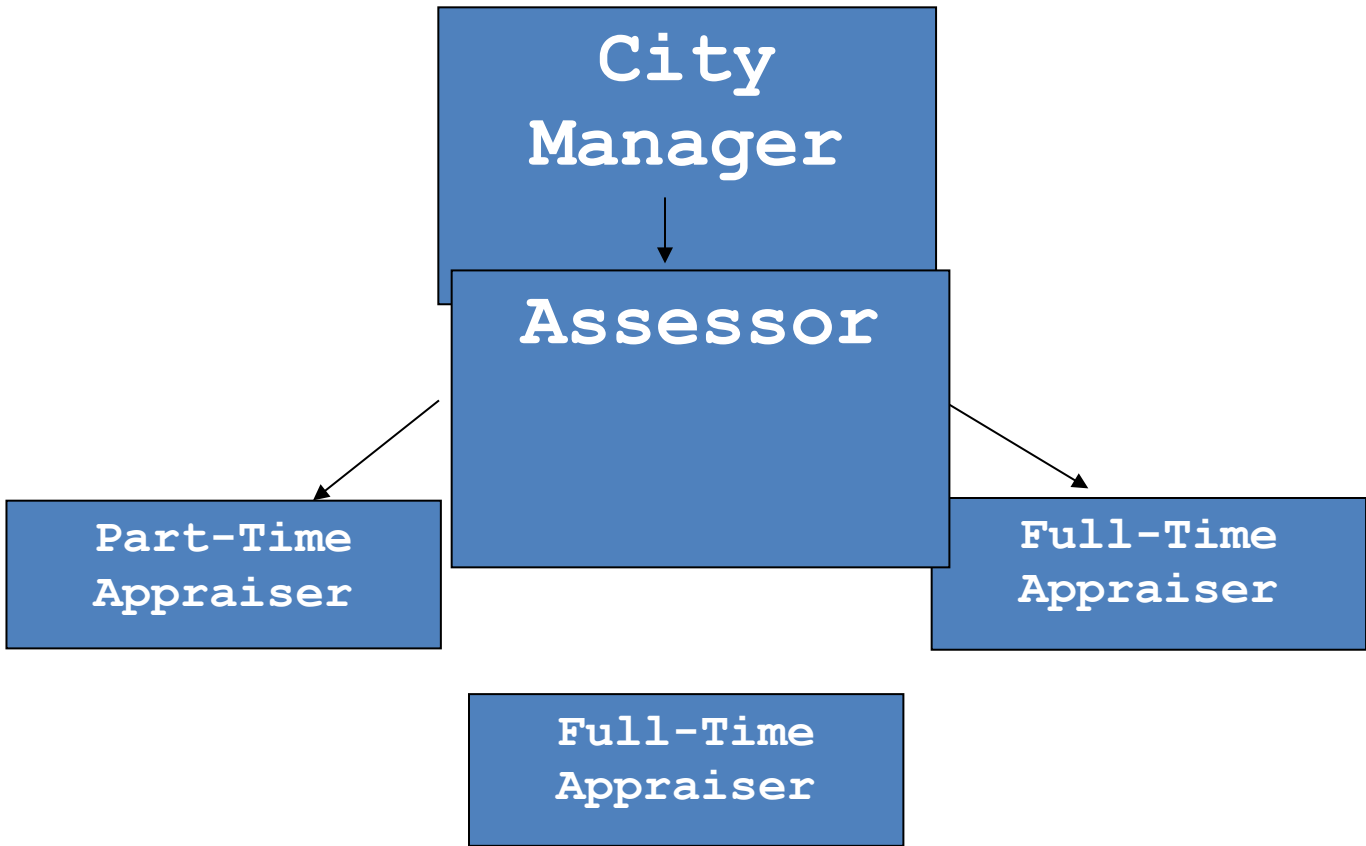
Likely in an effort to ensure that the State of Michigan receives all tax monies it is entitled to, the STC has been performing random 14-point reviews or mini-reviews of assessing practices throughout the state during recent years. The STC performed mini-reviews, and AMAR (Audit of Minimum Assessing 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 2022, approximately 1,045 field reviews/inspections were 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 2020	Actual 2021	Actual 2022	Projected 2023	Projected 2024
Residential sales	424	415	420	430	440
Commercial/industrial sales	39	30	23	30	30
Income/expense statements	0	330	0	330	0
Personal property statements	751	751	650	640	630
Small business affidavits	595	578	590	600	610
Eligible manufacturing personal property statements	33	33	28	28	28
Valuation notices	8,756	8,770	8,762	8,770	8770
Value-affected building permits	149	126	122	125	125
March BOR appeals	64	71	72	75	75
July BOR changes	59	51	27	35	35
December BOR changes	30	25	9	20	20
Tax court appeals pending	0	2	4	5	5
Tax court appeals decided	4	1	2	5	5
Property owner name changes	880	900	1004	900	900
Property ownership changes	474	475	487	500	500
Homestead exemption updates	409	350	365	375	375
Homestead exemption rescissions	325	290	350	300	300
Homestead exemption denials	10	13	37	20	20
Rolls	13	13	13	13	13
Special assessment rolls	0	0	1	1	1
Property splits	2	2	10	5	5
Property combinations	7	5	3	5	5
City property value estimates	1	2	2	2	2
Poverty exemption applications	12	12	9	12	12
Veteran's exemption applications	23	24	21	25	25
Field reviews/inspections	682	1514	1045	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**

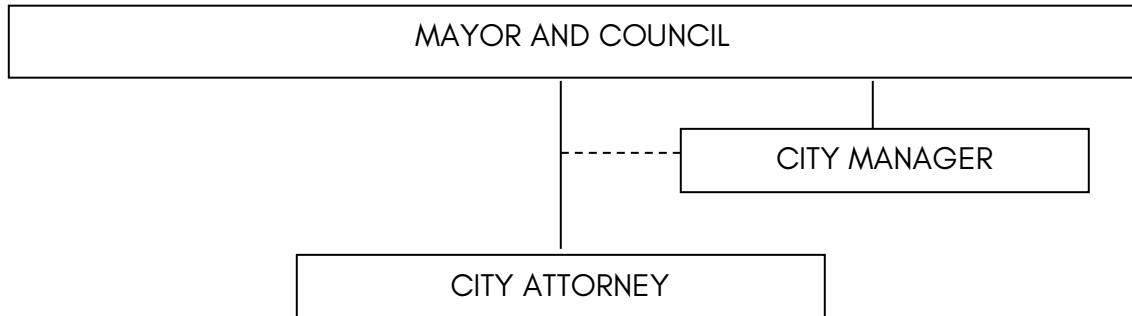
The Office of the City Attorney is currently serviced by two different contracts. The law firm of Mohr Budds Law, PLLC has been contracted to provide all legal services, except for the prosecution of violations of City ordinances and labor matters. The Monroe County Prosecuting Attorney has been contracted 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 2022 and 2023 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 2021 Comprehensive Annual Financial Report. The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year. The 2022 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 both of its payments under the American Rescue Plan Act (ARPA). The second payment was received in May 2022 in the approximate amount of \$5.7 million. The total amount received is \$11.4 million. 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 Leases. The standard changed the way we account for leases from both a lessor and lessee standpoint. With over 45 individual vehicle leases, it was a labor intensive process.

With the assistance of BS&A Software, the City chart of accounts system was converted to one that complies with requirements of the Michigan Department of Treasury in August 2022.

In early fall 2022, the employee performing the functions of payroll clerk retired. This employee had over 35 years of experience and had been doing the City's payroll for many of those years. With some training help from the retiring employee, we were able to successfully fill the position going forward.

The Finance Director worked with the Clerk/Treasurer to successfully implement on line payment options through PayPal and Venmo.

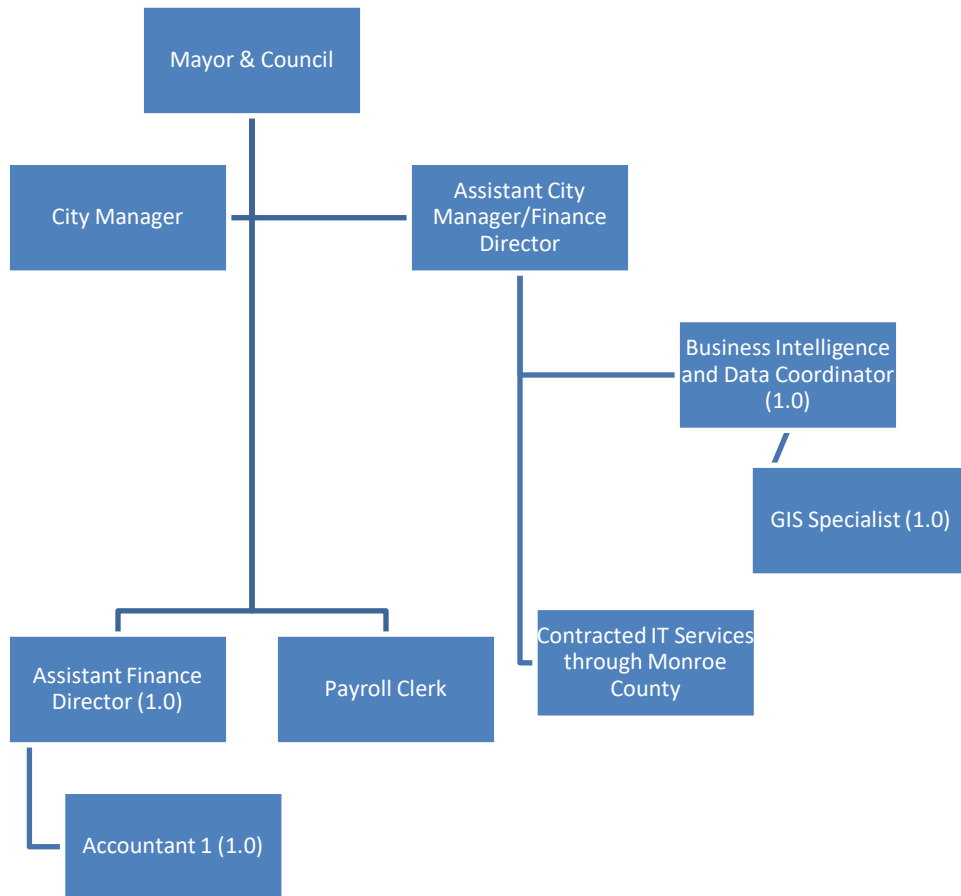
Implemented an electronic monthly budget report distribution to City Directors.

Amended the budget and reworked funding multiple times on large capital projects, such as Father Cairns Park and St. Mary's Garden's Storm Sewers, due to projects coming in over budget.

Department FY2024 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
- Continue training of the payroll clerk on fiscal year end items
- Provide overall financial support and guidance to City departments and projects
- Implement GASB statement 96 regarding Subscription Based IT Contracts for the June 30, 2023 fiscal year financial statements

## Department of Finance Organization Chart





# PERFORMANCE MEASURES

<b>Measure</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Actual</b>	<b>FY2020 Actual</b>	<b>FY2021 Actual</b>	<b>FY2022 Actual</b>	<b>FY2023 Estimate</b>	<b>FY2024 Estimate</b>
A/P Invoices Processed Monthly (Avg)	821	835	826	796	794	756	800	800
Credit Card Transactions Monthly (Avg)	536	559	549	426	414	398	425	450
Non-Payroll Checks Issued Monthly (Avg)	173	171	165	147	122	112	120	130
A/P Invoices Paid Electronically - Monthly (Avg)	n/a	12	18	30	124	125	130	135
A/P Invoices Paid via Virtual Credit Card - Total FY	n/a	n/a	n/a	30	102	79	80	80
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	0.17	0	0.17	0.08	0	0	0	0
Paid Overtime Hours	52.5	18	12.5	7	19.5	84.5	30	20
Budget Amendments Prepared	288	265	261	249	221	258	250	250
Staff Outside Training Sessions	6	8	5	6	0	3	3	5

# HUMAN RESOURCES

## **Our Mission:**

*Invest in those who serve, so they can invest in those they serve.*

## **Our Values:**

- Centering on our Community, Citizens, and Employees
- Modeling a Professional Learning Stance
- Upholding Integrity and Ethics
- Solving Problems through Collaboration and Research
- Communicating with Respect and Trust
- Seeking Inclusiveness and Diversity
- Nudging Innovation and Flexibility
- Caring for and Promoting the Entire City Team

## **Human Resources Department**

### **Organizational Chart**



## **Department Service 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, Blood borne 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. **Employee Wellness and Development** – Responsible for continuous assessment of employee needs and the development of programs, incentives, and learning opportunities aligned with organizational and workforce feedback.

## **Accomplishments for Fiscal Year 2022-2023**

- Successful completed contract negotiations with IAFF
- Audit of FMLA processes and procedures
- Successful coordination, implementation, and transfer of approximately 250 Medicare eligible retirees from BCBS to a Medicare Advantage Health Care Plan
- Successful recruitment, onboarding, and off boarding of employees
- Successful completion of the annual retiree cost-of-living adjustments
- Revised Healthcare Policy to initiate new employee healthcare coverage at the time of hire
- Completed several surveys in partnership with other municipalities as well as the annual MML salary/benefit survey
- Transitioned the City of Monroe to Creative Benefits Solutions as a Chief Benefit Advisory Resource
- Facilitated professional development in the areas of Customer Service, Team Building, Collective Goal Setting/Action Planning, and Leadership
- 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.
- Completed a market comparability study in collaboration of the Teamsters Bargaining Unit - January 2023
- Initiated market comparability studies on the remaining bargaining units
- Offered flu shot clinic to all active and retired employees
- Launched offering of retiree optical insurance beginning in Fall of 2022
- Automated Employee Accident and Incident Forms
- Automated Employee Performance Evaluations
- Submitted the City's RDS Medicare Subsidy Reimbursement application.
- Notified all eligible retirees of Medicare Part D/CMS timelines
- 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
- Automated 1095 completion and filing through Employee Navigator in February 2023
- Maintained the MERS Deferred Compensation 457 program as the sole provider of the City's 457 program and enrolled all eligible new employees

## **Goals and Initiatives for the Fiscal Year 2023-2024**

- Establish Employee Navigator as Active and Retiree Benefit Hub
- Launch and Close Open Enrollment of Benefits for Active and Retired Employees prior to November 15, 2023
- File and Mail 1095 Forms prior to February 14, 2024
- Revisit and Assess Spousal Coverage Calculation Policy
- Establish On-boarding and Off-boarding Documented Process Flow Lists
- Maintain Human Resources Tracker to Include Metrics being collected on Annual Budget Report – e.g. Track Vacancy Posting to Fill Timelines; Job Site Postings, etc
- Establish Employee Handbook for launch of FY 23-24
- 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
- Reconvene City Safety Committee for Quarterly Meeting
- Launch City Wellness Steering Committee for Quarterly Meetings
- 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
- Establish Annual Employee Perception Survey around factors impacting satisfaction
- 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
- Establish routines for metric collection and monitoring for Annual Budget Reporting

# Human Resources Performance Indicators

## Recruitment, Retention, Wellness, and Organizational Culture

Recruitment Metrics	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Estimated	Calculation Data Reference
Total Employees/Positions in the City	239	197	220	189	Payroll Records
Total Number of Vacant Positions	NC	NC	NC	NC	Employee Requisition Records
Internal Postings	28	19	11	10	HR Records
Internal Employee Promotions and Self- Initiated Career Transfers	NC	NC	NC	NC	PAF Records
Employment Site Postings	NC	NC	8	15	HR Records
New Employees Hired	38	47	24	15	PAF Records
Full Time	8	30	13		
Part Time	5	4	6		
Seasonal	13	6	0		
Temporary	12	7	5		
COME A 1	0	8	4		
COME A 2	0	0	0		
IAFF	2	2	2		
Non-Union/Confidential/Appointed	30	24	13		
POAM	2	5	0		
COAM	0	0	0		
TEAMSTER	4	10	5		
% Minorities in Workforce	1.7%	1%	1.6%	2%	
Average Time from Posting to Start Date	NC	NC	60 work days	45 work days	HR Records
City Employee Level of Education					HR Records
High School Diploma	NC	NC	NC	Baseline Year	
Associate's Degrees	NC	NC	NC		
Bachelor's Degrees	NC	NC	NC		
Master's Degrees and Higher	NC	NC	NC		
NC - Data Point was <b>Not</b> Collected for this time period.					

<b>Retention Metrics</b>	<b>FY 20/21 Actual</b>	<b>FY 21/22 Actual</b>	<b>FY 22/23 Actual</b>	<b>FY 23/24 Estimated</b>	<b>Calculation Data Reference</b>
City Attrition (# of employees)	26	73	37		PAF/Payroll Records
Retirements	9	21	4	5	
Exits	17	51	32	15	
Layoffs	0	1	1	0	
City Retention Rate	97.7%	93.0%	97.7%	98%	PAF/Payroll Records
City Employee Seniority (Years)					Payroll Records
0-5	NC	NC	41%		
6-10	NC	NC	30%		
11-15	NC	NC	8%		
16-20	NC	NC	6%		
21-25			10%		
26-30			5%		

NC - Data Point was **Not Collected** for this time period.

**Retention Metrics - Financial** (Employees who have maintained employment over fiscal year)

<b>Human Resources Service Unit/Group</b>	<b># Employees March 2023</b>	<b># Employees FY 23-24 (Estimated)</b>	<b>Average Annual Total Compensation of Members per W-2 Data*</b>	<b>Average Hours of Overtime Worked per Employee in 2022</b>	<b>Average Hours of Paid Time Off per Employee Acquired 2022</b>	<b>Average Years of Seniority of Group</b>
<b>COME A 1</b>	42	45	\$61,934	78.5	251	8.8
<b>COME A 2</b>	9	9	\$82,646	SALARY	288	16.9
<b>COAM</b>	7	7	\$112,914	268	504	17.3
<b>IAFF</b>	14	17	\$115,806	608	520	7.7
<b>POAM</b>	25	25	\$86,703	249	408	7.6
<b>Teamsters</b>	47	50	\$59,634	168	255	7.4
<b>Non-Union</b>	18	19	\$106,570	SALARY	330	12.1
<b>Part-Time</b>	24	24	\$20,242			3.87
<b>Seasonal</b>	2	12	Variable			
<b>Retirees</b>	294	294				

<b>Wellness Metrics</b>	<b>FY 20/21 Actual</b>	<b>FY 21/22 Actual</b>	<b>FY 22/23 Actual</b>	<b>FY 23/24 Estimated</b>	<b>Calculation Data Reference</b>
<b>Employee Benefit Packages</b>					
Employees Eligible for Medical as part of Employee Benefit Package	174	177	175	180	Employee Navigator/Payroll
PPO 80/20	12	13	12	12	Employee Navigator/Payroll
HSA - High Deductible	112	111	112	112	Employee Navigator/Payroll
PPO 90/10	4	4	4	4	Employee Navigator/Payroll
Employees Eligible for Employee Assistance Program (EAP) as part of Employee Benefit Package	239	197	220	190	EAP Vendor Records
EAP Sessions Held	NC	NC	10	7	EAP Vendor Records
Employees Eligible for Short Term Disability as part of Employee Benefit Package	NC	NC	186	189	HR Records
Employees Eligible for Long Term Disability as part of Employee Benefit Package	NC	NC	186	189	HR Records
<b>Initiatives and Professional Learning</b>					
Employee Wellness Steering Committee Meetings	NC	NC	NC	4	HR Records
Employee Sponsored Financial/Retirement Services	NC	NC	1	6	HR Records
Employee Sponsored Wellness/Preventative Services	1	1	1	4	HR Records
City Offered Professional Development Workshops and Training	2	0	5	12	HR Records
Safety Committee Meetings Held	1	1	1	4	HR Records
<b>Labor Relations</b>					
Memorandums of Understanding	2	3	22	10	HR Records
Labor Negotiations	6	5	1	0	HR Records
Personnel Policies New/Revised	3	4	4	3	HR Records
NC - Data Point was <b>Not Collected</b> for this time period.					



<b>Organizational Culture: Employee's Perception</b>	<b>5 Strongly Agree</b>	<b>4 Agree</b>	<b>3 Neutral</b>	<b>2 Disagree</b>	<b>1 Strongly Disagree</b>	<b># Responses</b>
<b>Employer Attractiveness</b>						
Future Indicator #1 Question TBA	Baseline Collection July, 2023					
Future Indicator #2 Question TBA						
Future Indicator #3 Question TBA						
Future Indicator #4 Question TBA						
<b>Employee Engagement</b>						
Future Indicator #1 Question TBA	Baseline Collection July, 2023					
Future Indicator #2 Question TBA						
Future Indicator #3 Question TBA						
Future Indicator #4 Question TBA						
<b>Employee Performance</b>						
Future Indicator #1 Question TBA	Baseline Collection July, 2023					
Future Indicator #2 Question TBA						
Future Indicator #3 Question TBA						
Future Indicator #4 Question TBA						

## **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 be said to be successful insofar as it is able to complete all funded projects within the time frame desired by the City Council. It should be recognized, however, that overall City funding constraints 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 two construction seasons 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 2022, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council, though the lingering effects of the COVID-19 pandemic continued to substantially impact the timing of some projects, largely from a supply chain perspective, but also due to a large amount of public funding spread across the same pool of contractors. The City also continued its street maintenance program in 2022, 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.

2022 saw the value of City construction contracts administered through the Engineering Department total \$6.546 million across 20 contracts, above the 2021 number of \$6.001 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 2022. In some cases, the smaller value contracts included only retainage due, not necessarily 2022 construction activity.

Contract Name	2022 Work
2022 Concrete Paving Program	\$ 1,815,862.07
Riverview Resurfacing - Maywood to Cole	\$ 792,435.27
La-Z-Boy Site Infrastructure - Phase 2	\$ 667,933.00
Corr. Action Plan Ph. 2 - Lateral Lining	\$ 437,137.00
2021 Sidewalk Replacement Program	\$ 394,051.98
La-Z-Boy Site Infrast. - Phase One	\$ 303,147.19
Corr. Action Plan Ph. 1 - San. Sewer Lining	\$ 291,817.80
Elevated Storage Tank Improvements	\$ 281,960.00
City Hall Space Reconfiguration	\$ 266,319.00
Dixie / Elm Microsurfacing	\$ 206,894.78
2019 Underground Utility & Resurfacing	\$ 191,450.00
2019 Bituminous Pavement Maintenance	\$ 160,368.35
US-24 Traffic Signal Replacement	\$ 156,895.40
2021 Water Main and Resurfacing Program	\$ 146,135.30
City of Monroe Street Tree Removal	\$ 144,400.00
2021 Concrete Paving Program	\$ 83,914.40
La-Z-Boy Boiler & Silo Demolition	\$ 73,000.00
2021 Pavement Marking Program	\$ 54,434.10
2018 Underground Utility Program	\$ 48,300.00
St. Mary's Gardens Subdivision Storm	\$ 29,300.00
<b>Totals</b>	<b>\$ 6,545,755.64</b>

The two (2) largest contracts, totaling over \$2.6 million, were entirely street reconstruction / resurfacing projects, with the Riverview project consisting largely of Federal Funds. In total, 2.11 miles of roadway in ten locations was completed under these contracts, along with reconstruction of three parking lots. In many cases, existing asphalt streets were converted to full depth concrete due to life cycle cost advantages, and nearly all included substantial curb replacement, along with the replacement of adjacent drive approaches and sidewalks. Both Dixie Highway and East Elm Avenue from Monroe to Dixie received microsurfacing through a Federal Aid contract, which is a very effective preventative maintenance strategy. Other roadway maintenance contracts were rolled over from previous years, including the Pavement Marking and Bituminous Pavement Maintenance Program, since the contractors agreed to hold pricing constant from past years. The same was true for our 2022 sidewalk replacement program contract, which included both the targeted program area and individual complaints that have been brought to our attention throughout the year.

Four (4) contracts with \$1.2 million in expenditures consisted of work on the former La-Z-Boy World Headquarters site, including completion of the phase one work, with the final activity to construct a right turn lane on US-24 having been contingent upon completing signal work at US-24 and Holiday that had been in turn delayed by utility relocations. More than \$1.0 million in work remains on the phase two contract, which will be completed in summer 2023 and when complete, all utilities and roadways to serve as the backbone for the site will be in place.

There was some general water main and sanitary sewer utility work in 2022, though for the most part projects were included in previously-bid contracts through change orders approved by the City Council. The Corrective Action Plan contracts included additional work for strategic lining of sanitary mains and service leads to prevent excessive infiltration in the system. Both the 2019 and 2021 water main / underground utility contracts were extended for 2022 work including short sections of water main replacement on the Monroe Street bridge and boring of a new water main under the CSX railroad tracks at Lorain Street extended, which was finally completed in March 2023 after multiple attempts and redesigns due to rock conditions. Stand-alone contracts were also employed for work on the City's three elevated water storage tanks, for comprehensive modifications to the City Hall first floor counters and doorways, and for removal of 101 large trees.

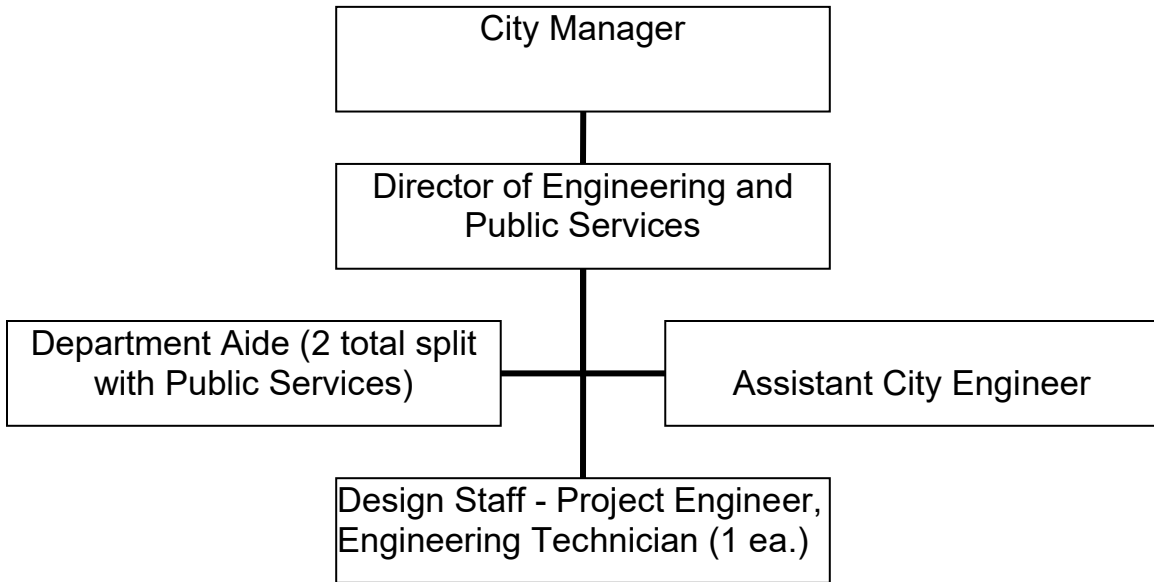
As noted above, some of the contracts on this list appear to be delayed work, but in some cases the original contract was rolled over to include 2022 work via a Council-approved change order, to take advantage of favorable bid pricing that was extended by the contractor. In other cases, smaller locations 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	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Estimate	2024 Estimate
Site Plan Reviews	43	119	66	82	75	75
Contracts Awarded	8	6	9	6	9	10
Contract Value (\$Millions)	\$11.597	\$6.615	\$6.001	\$6.546	\$10.000	\$7.000
Special Assessment Districts	0	0	0	0	0	0
Engineering & Inspection Fees	\$188,941	\$124,463	\$192,385	\$140,040	\$300,000	\$300,000
Private Developments Monitored	0	0	0	1	2	2
Miles of Streets Resurfaced	4.39	1.13	2.91	2.11	1.91	2.50
Miles of Streets Crack Sealed	6.12	2.29	3.62	9.98	5.00	5.00
Miles of Streets Spray Patched	0.93	3.13	1.80	0.66	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	-0.03	0.00	-0.07	0.00	0.09	0.00
Total City Street Mileage	82.69	82.69	82.62	82.62	82.71	82.71
Water Mains Replaced (miles)	2.00	0.26	0.94	0.11	0.90	2.00
New Water Mains Installed (miles)	0.00	0.55	0.00	0.00	1.00	1.00
Total City Water Mains (miles)	307.61	308.16	307.61	308.16	309.16	310.16
Sanitary Sewer Rehab. (miles)	0.05	0.68	1.71	0.89	2.10	2.00
New Sanitary Sewers (miles)	0.00	0.06	0.00	0.00	1.00	1.00
Total City Sanitary Sewers (miles)	260.84	260.90	260.84	260.90	261.90	262.90
Storm Sewers Replaced (miles)	0.05	0.06	0.01	0.03	0.10	0.10
Storm Sewers Installed (miles)	0.00	0.30	0.02	0.14	1.50	0.50
Total City Storm Sewers (miles)	73.52	73.82	73.54	73.96	75.46	75.96
Squ. Ft. of Sidewalk Replaced	34,624	13,668	38,899	53,528	40,000	40,000
Squ. Ft. of New Sidewalk	0	4,604	0	0	5,000	20,000
Mileage of all City Sidewalks	172.64	172.86	172.86	172.86	173.00	173.50

# 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.

# **MONROE PUBLIC SAFETY DEPARTMENT**

## **Division of Police and Fire**

### **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.

### **PUBLIC SAFETY ADMINISTRATION**

The Administration is currently fully staffed.

- 1 Director (Chief of Police/Chief of Fire)
- 1 Police Commander
- 1 Fire Commander
- 1 Administrative Commander
- 1 Police Clerk
- 1 Part-Time Fire Clerk

The Monroe Public Safety Department (MPSD) is comprised of both the Police and Fire Divisions and is overseen by the Director of Public Safety. The Director also serves as the Police Chief and Fire Chief. The Police Division has a Police Commander, who oversees all daily operations for the Road Patrol and the Detective Bureau. The Public Safety Department has an Administrative Commander, who oversees the Public Safety Records Department (police and fire), Professional Standards, Property Clerk and the Community Services Division. The Fire Division has a Fire Commander who oversees all daily operations for the Fire Division. The Director oversees all administrative functions for the Fire Department.

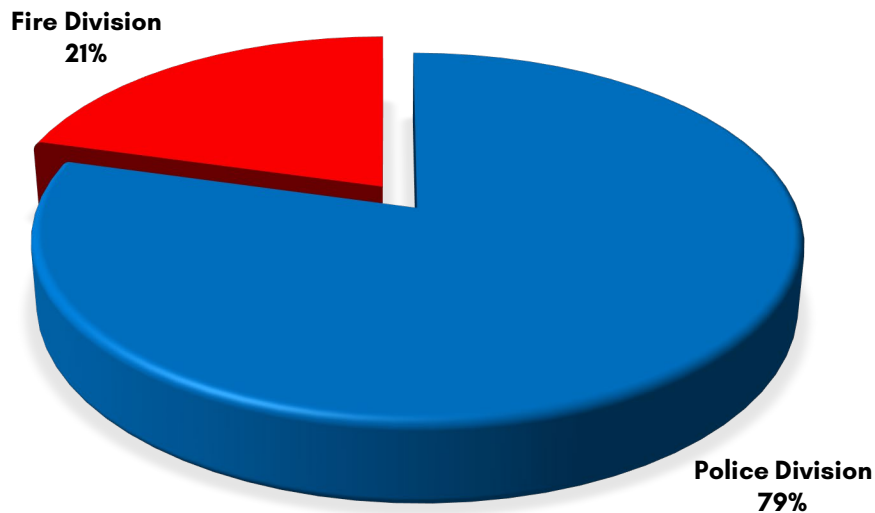
Administration for the MPSD is located within City Hall at 120 East First Street. This consolidation occurred in November of 2022.

### **PUBLIC SAFETY RECORDS BUREAU**

The Public Safety Records Bureau is comprised of 3 general fund civilian full-time employees, 1 Parking Enforcement Officer, and 3 part-time Cadets. The Records Bureau is located at 100 East Second St. The office hours are Monday through Friday from 8:00 AM to 4:30 PM.

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

2022 - 20,021 total Calls for Service (CFS) for Police and Fire



### DIVISION OF POLICE

#### MISSION STATEMENT

The mission of the City of Monroe Police 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 City of Monroe Police 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 CITY OF MONROE POLICE

The City of Monroe Police provides a 24/7 service to the City of Monroe residents. Sworn police 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 City of Monroe Fire.

The divisions within the police division are Administration, Road Patrol, and Special Services. Currently, 4 police officers are in Fire Fighter school and are scheduled to graduate in April of 2023. All cross-trained police officers are referred to as Public

Safety Officers (PSOs). The authorized positions within the police division are as follows. The City of Monroe Police has an authorized staff of 33 sworn officers.

- 1 Detective Captain
- 1 Professional Standards Captain / Community Services
- 5 Police Road Patrol Captains
- 20 Road Patrol Officers
- 6 Special Services Officers
  - 2 Detectives
  - 1 Juvenile Detective
  - 1 School Resource Officer
  - 1 Drug Unit Detective
  - 1 Community Officer (Vacant)

The department’s police 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 has a Polaris Ranger and specially equipped golf cart utilized for special events and border patrol functions. The Police 2 Sea-Doo Wake Pro 230 wave-runners for the Marine Unit. These too will be used in conjunction with border patrol functions.

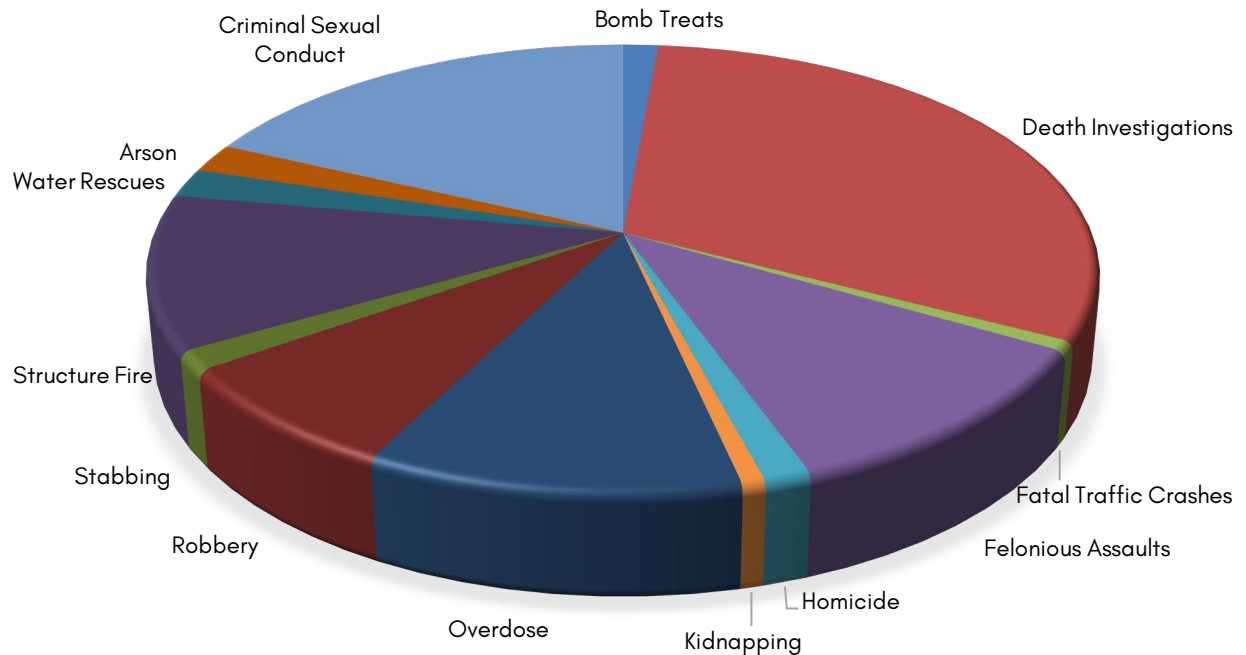
**POLICE - CALLS FOR SERVICE**

Listed below are total Calls for Service (CFS) for the police from the years 2019 through 2022. These stats are tracked by the calendar year. The graph below provides stat categories on what the City of Monroe Police responded to in 2022. The pie charts below breaks out some of the City of Monroe Police’s significant calls for service.

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022*</b>
<b>Police Division - CFS</b>	20,868	16,358	18,883	15,885

\* 2022 a new Records Management System (RMS) was utilized and stats that were previously tracked were lost.

## POLICE - SIGNIFICANT CALLS FOR SERVICE



Significant Calls for Service account for less than 1% of total Calls for Service

### ACCOMPLISHMENTS

A major accomplishment in FY 22/23 was the reorganization of training for both police and fire operations. As a department, we were behind in training and this fiscal year saw significant uptick in the training police officers received.

This fiscal year also brought about the full promotions of the Police, Fire and Administrative Commanders. The administrative offices had become operational in November, which combined all administration (Director, Commanders and supporting staff) into an office suite located on the third floor of City Hall.

Another significant increase was the utilization of the Community Officers and Community events in which the police were involved with. While the full-time community officer position is currently not filled due to staff shortages, it was utilized full-time over the 2023 summer with significant results in community relations.

## **FISCAL YEAR 2023/24 GOALS**

The goals for the upcoming fiscal year are to continue with the restructuring of the Public Safety Department. The structure laid out within the command ranks, produced a significant uptick in overtime ranks (91% increase in overtime). The reduction in overall sworn officers within the patrol ranks, also produced a significant increase in overtime (34% increase in OT). Fiscal year goal is to reduce these overtime costs to the department with the re-introduction of the rank of Sergeant, which will assist in the reduction of overtime. To reduced overtime within the patrol ranks, it was recommended that we hire additional patrol officers to assist with reducing overtime.

We will continue the with combining of services where appropriate, cooperation amongst first responders through thoughtful and deliberate training.

## **ACT 302 TRAINING FUNDS**

The 302 Training Funds thus far have been utilized for multiple types of police training in the 22/23 fiscal year and funds will be spent in a similar fashion in the 23/24 fiscal year budget. Training in the 22/23 fiscal year were spent on.

- De-Escalation
- Leadership Training
- School Resource Officer Training
- Evidence Technician training
- Chaplain / Wellness Officer Training

## **LIQUOR LAW ENFORCEMENT (LLE)**

LLE funds are spent in several different categories which include; Operating Supplies, Training & Travel, Community Promotion, and Rental-Vehicle. The Rental-Vehicle contains the largest percentage of the funds. The second largest portions are spent in Community Promotion and Training & Travel. Community Promotion funds most often are spent promoting the department and to bring awareness to the dangers of alcohol, drugs and criminal behavior. Training & Travel also consume a large percentage of these funds due to the ever-increasing demand for training and the costs of this training rising.

## **PARKING ENFORCEMENT**

Parking Enforcement with the City has changed over the last fiscal year with all meters being removed and much of the parking being switched over to 2-hour parking. Our full-time parking officer has been utilized in different capacities this last fiscal year and parking enforcement has been supplemented by our Public Safety Cadets. Another significant change is the Pay-Station that was installed for

the City Hall parking lot. The Pay-Station is expected to pay for itself with one year of being active.

We have begun to utilize a new system, Passport, for tracking tickets and fines. Passport provides monthly reports on tickets issued, fines and collections. Parking tickets saw a significant spike in April of 2022 after not having a dedicated parking enforcement officer for much of the previous fiscal year. Citations collected month to month, appear to have leveled off but funds collected are not significant enough to support this position in and of itself.

## **DRUG FORFEITURE FUND**

The Drug Forfeiture funds have been used to make payment on a contract with TASER which comes due in June of each. For the 23/24 fiscal year, funds from this account will be utilized to purchase \$22,000 worth of Accident Investigation Equipment.

## **DIVISION OF FIRE**

### **MISSION STATEMENT**

The City of Monroe Fire 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 CITY OF MONROE FIRE**

The City of Monroe Fire Division provides a 24/7 service to the City of Monroe residents. The Fire Division operates out of two Fire Stations. Station 1 - Central Fire Station, is located at 911 East Third Street. Station 2 - West Side Fire Station, is located at 1755 North Custer Avenue. The majority of the records service provided by Fire, has been relocated to the Law Enforcement Center (100 East Second St Monroe, MI 48161).

The Fire Division currently has an authorized staff of 16 Fire Fighter / Paramedic.

- 1 Fire Marshal
- 3 Fire Captains
- 3 Fire Lieutenants
- 3 Fire Fighter / Paramedic / Mechanics
- 6 Fire Fighter / Paramedic

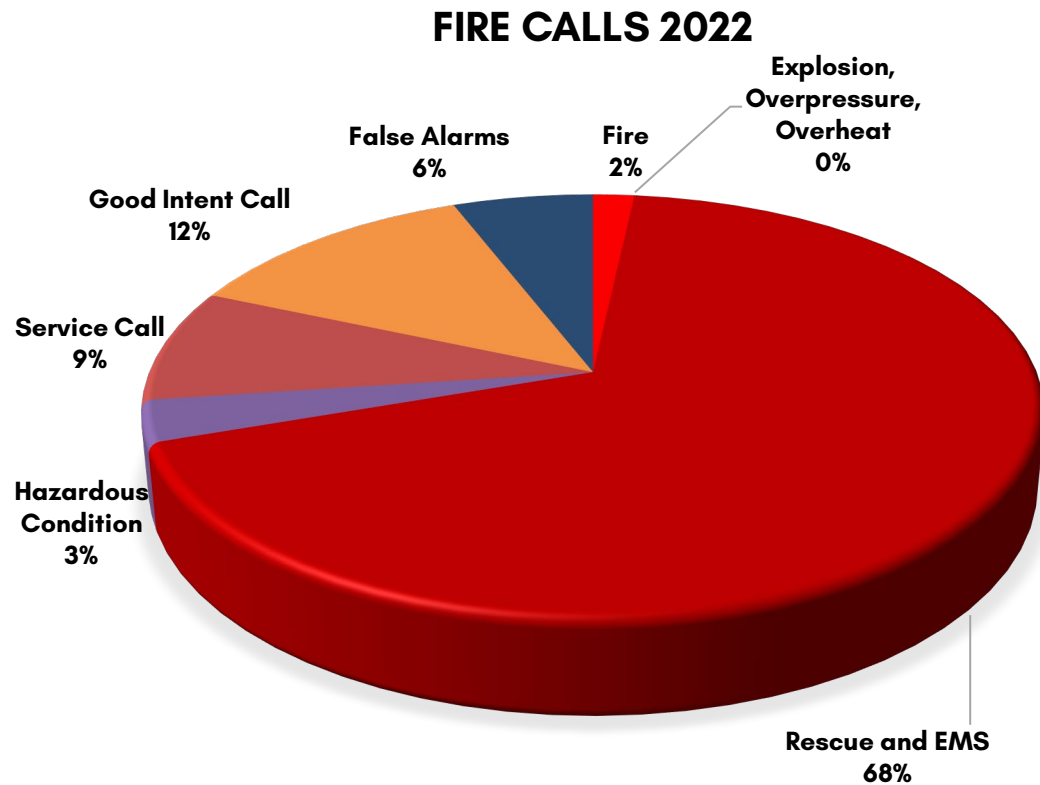
The Fire Division is supplemented by Public Safety Officers for fire related calls and also has mutual aid agreements with surrounding Fire Departments.

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.

**FIRE DEPARTMENT CALLS FOR SERVICE**

Listed below are total CFS for the fire from the years 2019 through 2022. 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.

	2019	2020	2021	2022
<b>Fire Division - CFS</b>	3986	3750	4000	4136



**ACCOMPLISHMENTS:**

While the progression of fire training for both firefighters and PSOs is still in need of improvement, it has progressed significantly this past year. The training was non-existent and stagnate. PSOs were not being required to attend and thus unprepared. With training being promoted and required, the readiness of the MPSD has increased.



The fire department has three shifts which were almost operating independently of one another and lacked consistency. Working with the Fire Commander, consistency as begun within the Fire Division.

The hiring of qualified firefighters has been an obstacle but working with the IAFF Union, we were able to hire four firefighters this past fiscal year. The Fire Marshal position will also be filled during this fiscal year.

We have updated much of the outdated Personnel Protection Equipment (PPE) which was a goal this past fiscal year. We have also ordered new Self-Contained Breathing Apparatus (SCBA) and ordered a new Fire Engine both of which were nearing "end-of-life" and were also goals of the previous fiscal years.

### **FISCAL YEAR 2023/24 GOALS**

With the re-establishment of a Fire Marshal. This Fire Marshals job will 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.

## **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 is generally responsible for handling the majority of City-wide issues posted to this system in a given year.

Other budgeted funds that include DPS duties and functions are Major Street Fund, Local Street Fund, Refuse Fund, Airport Fund, and Equipment & Motor Pool 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 when time allows.

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. DPS mechanics also outfit all police vehicles with after-market components in-house. 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 vast majority of lawn maintenance on City-owned parks and other properties, including mowing, string trimming around objects, and leaf collection, has been contracted to a local vendor since 2008, though City staff still handles a small portion of the work ourselves, 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 2023-24 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. This overall staffing level has remained relatively constant for the last few years, though we have been challenged in recent years in hiring qualified employees given the present job market. The 2023-24 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. These employees, which often include recent DPS retirees, are also assigned to address a variety of other 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**

Over the past 10-20 years, the primary accomplishment of DPS is that there has not been a noticeable decrease in core service activities or response time to the citizenry at large, despite a reduction in overall personnel from roughly 40 total employees to the present staffing level. The Department has used 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 to modernize the Department, and serve as a model for leaner government, which will be even more necessary in the coming years.

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 and 2022, the Department also suffered from the inability to hire qualified candidates despite constant efforts, though recent adjustments to Teamster pay in particular have alleviated this for now. Ever-changing 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-limbing operations. Several recent large storms that have felled dozens of large trees each, predominantly silver maples, are requiring the acceleration of overall forestry efforts. 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. We are also considering the purchase of an automated forestry log loader / grapple saw combination in 2023-24 to open up this work to a greater number of employees without having to operate from an aerial platform.

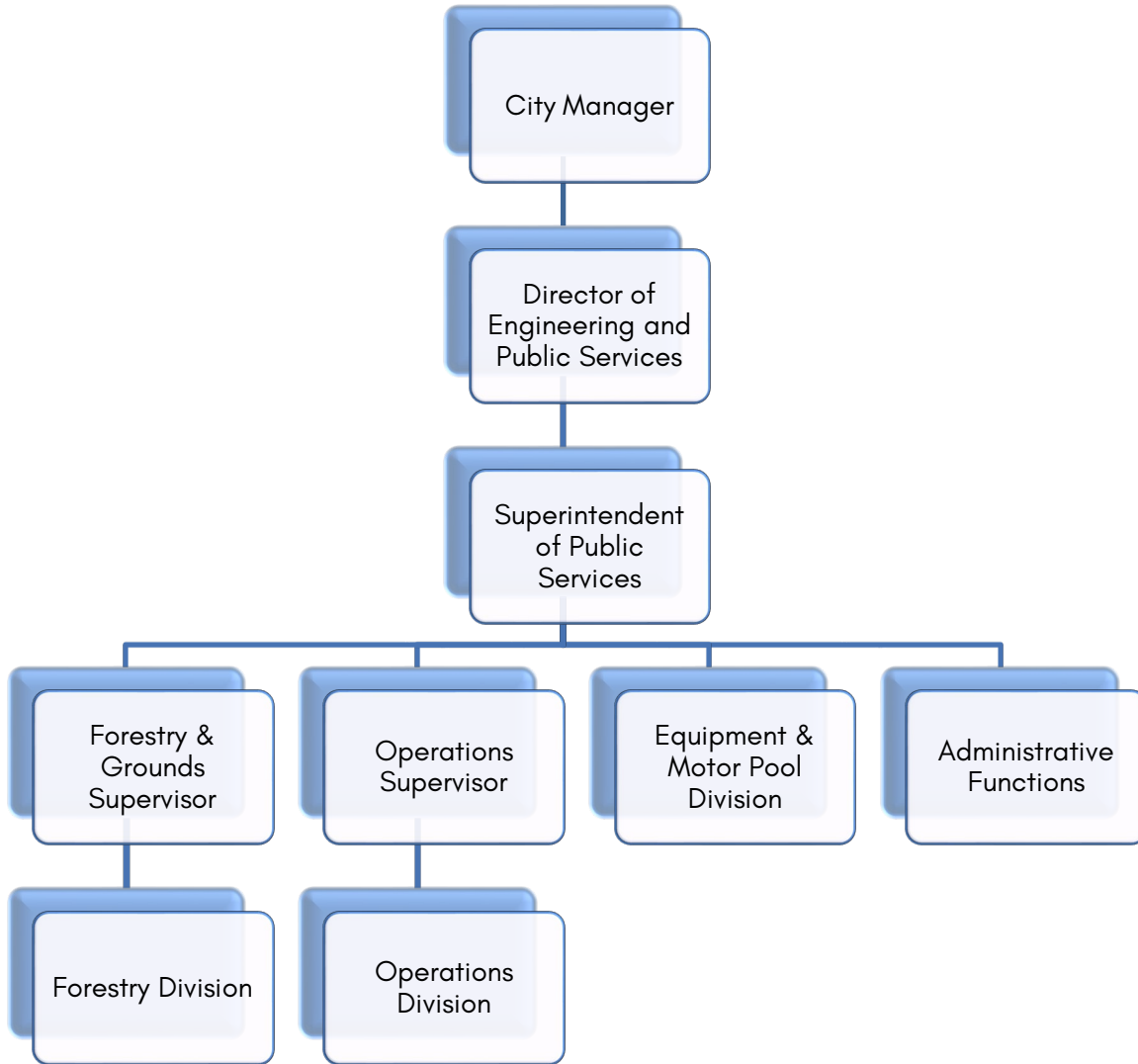
DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Est.	2024 Est.
Trees Trimmed	729	352	323	579	600	600
Trees Removed	316	185	265	302	250	250
Trees Planted	246	309	128	294	325	325
Sweeping Curb Miles	2,408	1,300	1,300	1,300	1,300	1,300
Miles of Storm Sewers Cleaned	5	1	4	3	5	5
City Property Mowing (Person hours)	130	140	200	245	250	250
Lineal Feet of Alleyways Graded	74,050	74,050	74,050	74,050	74,050	74,050
Forestry Action Line Online Requests Completed	407	247	432	387	400	400
Pothole / Road Hazard Online Requests Completed	184	119	153	267	200	200
Other Online Requests Completed	165	135	176	152	150	150

## Department of Public Services Functional Organization Chart

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

# DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART





## 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.

## **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 • Parks and Recreation 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 neighborhoods and properties 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, and Director of Water/wastewater 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 is included in 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 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 2023-2024**

### **Facilities Maintenance**

1. The Building Division staff continues to provide support and manpower to all departments with regard to daily maintenance and repair projects throughout City Hall and related City owned properties. Staff is currently working on upgrades to systems located within the various facilities.
2. Administers a detailed maintenance schedule for the city owned properties. The schedule will assist the Building Division to monitor ongoing projects, provide annual maintenance, and inspections of municipal buildings and facilities. This schedule will also ensure 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. 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 Responsibilities**

The Building Division is responsible for monitoring and re-implementing the sanitization plan for the City Hall facility, if and where required. Building Services continues to monitor and update 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 be adding to its staff, a second, full time Property Maintenance/Blight inspector and also a temporary seasonal Grass/Blight inspector for a sixteen week period starting on May 1 and ending on August 31, 2023.
2. The Division will continue the certification of the Property 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 43 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**

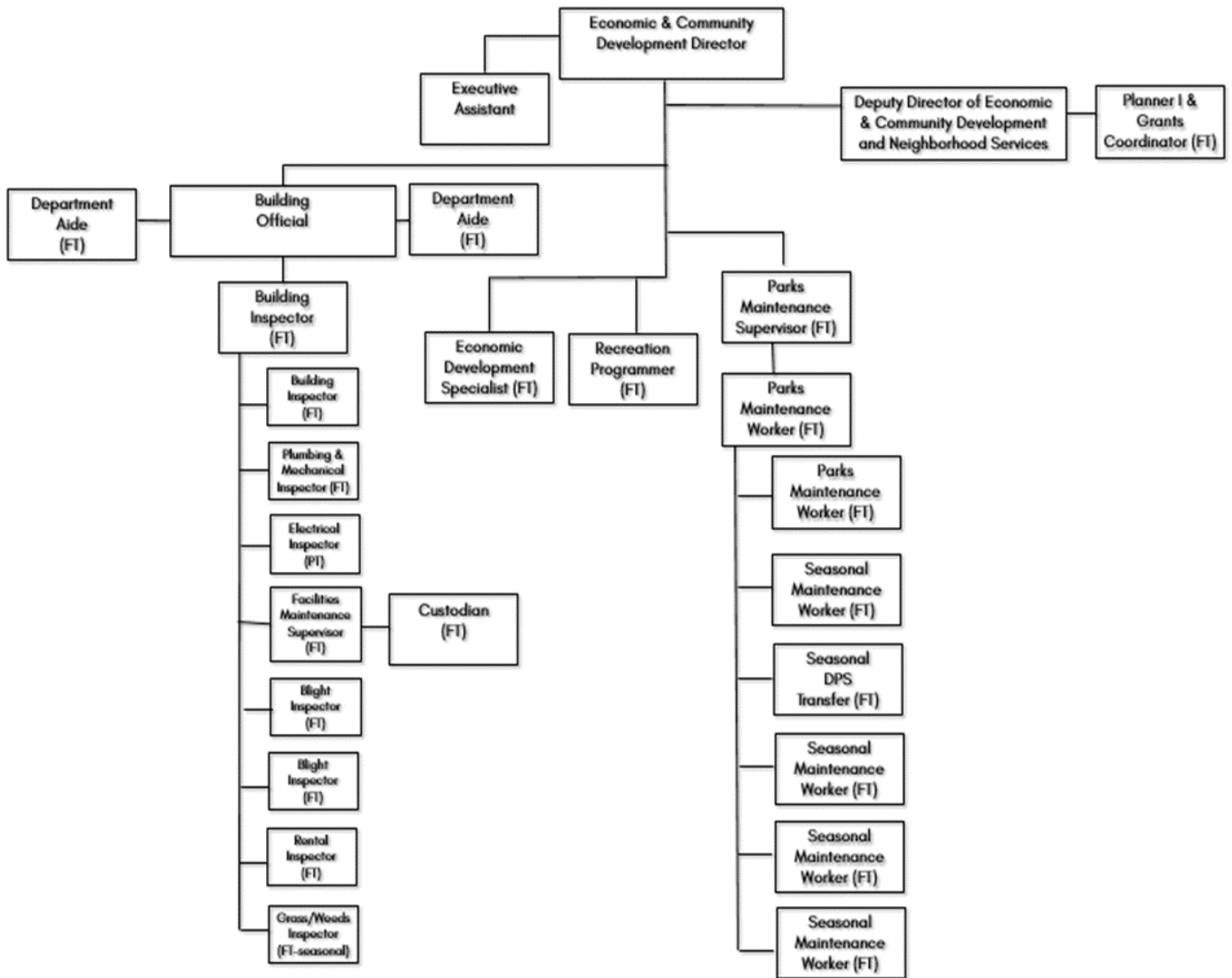
Continue to reduce the number of city contracted grass cuttings by posting courtesy door hangers to notify property owners of tall grass violations. Although not required by city ordinance, these notifications provide property owners the opportunity to correct violations prior to grass cutting by the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

## Rental

Continue to track, evaluate and review the Rental Inspection program process, forms and ordinance. Update forms to clarify the information needed for rental certifications; establish consistent timelines for inspections, certification and notifications of violations. Refine the current process of tracking rental affidavits in the database for annual renewal, and to identify, capture, and certify unregistered rental properties.

### PERFORMANCE MEASURES

ITEM	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Blight Complaints	40	106	105	108	109
Blight Inspections –Includes Grass	1179	1250	1032	1414	899
Blight Follow-up Includes Grass	2230	2740	2141	3401	2136
Zoning Inspections	118	170	140	153	151
Zoning Permits	20	36	27	33	24
Zoning Board of Appeals	3	4	1	3	2
Special Use Permits	2	4	3	3	3
Special Event permits	41	28	10	46	73



## **ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT**

### **Planning Division • Building Division • Economic Development Division • Parks and Recreation 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 I position. 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 Deputy Director of Economic & Community Development/Neighborhood Services Coordinator who collaborates with two full time blight inspectors, a seasonal high grass/weeds inspector and a shared administrative support position with the Building Division.

#### Planning Division

The Planning Division staff has been restructured to include a Planner I - Grants 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 division contracts with MKSK, a professional planning services firm, to assist with various professional planning assignments where specific areas of expertise are necessary, such as more complicated site plan reviews and ordinance amendments.

The Planner I - Grants Coordinator and Director coordinating administration of the City's Community Development Block Grant (CDBG) funds as well as researching, applying for and administering other grant funding for housing rehabilitation, economic development and related incentives, and recreation opportunities. 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 department.

## **INITIATIVES AND OPPORTUNITIES FOR FY 2023-2024**

### 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

Two subarea master plan projects were completed in the FY23 fiscal year, including a comprehensive update to the 2013 River Raisin Heritage Corridor Master Plan and the development of a master plan for the Orchard East neighborhood. In this fiscal year, the focus will be directed toward the development of a residential housing strategy to guide efforts related to new and rehabilitated housing development. Based on an updated market analysis, the strategy will provide the basis for seeking out developers with whom the City can partner on housing ranging from downtown residential lofts, Missing Middle housing options and single family housing, including the Mason Run neighborhood and Hy property.

## **COMMUNITY REVITALIZATION**

Neighborhood Revitalization- This year's budget includes a new position for the Department: Deputy Director of Economic & Community Development/Neighborhood Services Coordinator. 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 new programs and incentives passed by the state legislature in FY23 to assist in residential development, as well as revising the program guidelines, application and award processes related to the FIX program, NEZ and Down Payment Assistance Program.

Historic Preservation Projects - In addition to staffing the Historic District Commission, the division 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 has had a long history of involvement with the River Raisin National Battlefield Park and the historic city-owned Woodland Cemetery. 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 led the effort to conduct an update of the River Raisin Heritage Corridor-East Master Plan completed in FY23.

In FY24, historic preservation efforts will focus more significantly on collaborating with the Mayor's Office on rehabilitation projects in Woodland Cemetery, as well as digitizing cemetery records in the City's GIS systems.

## **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 Planning Division 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 Division 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 planning-related 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.

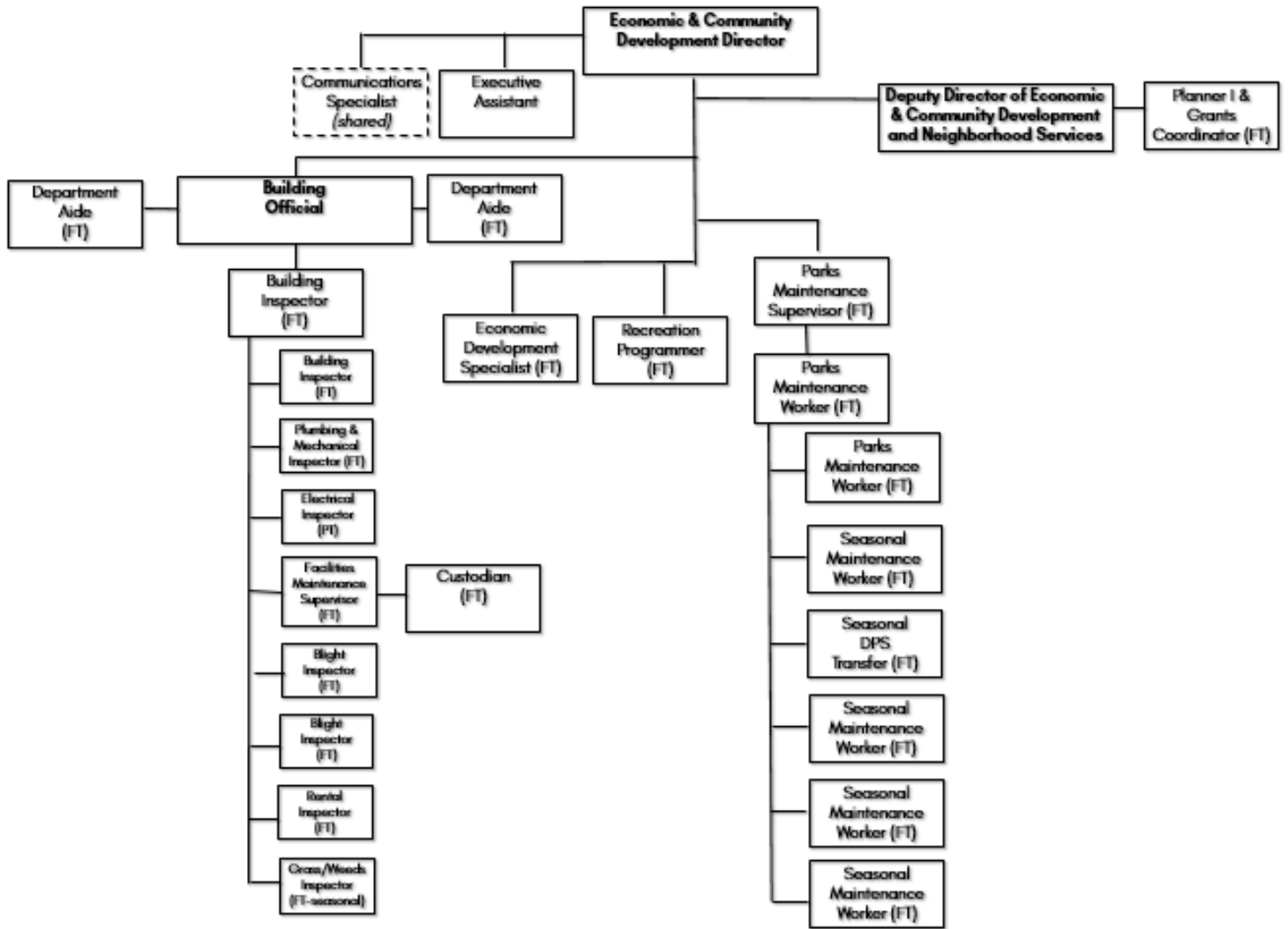
## **Other Services**

Comprehensive Planning - The Division 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 and former Central Fire Station sites.

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 22-23 Actual	FY 23-24 Estimate	FY 24-25 Estimate	FY 25-26 Estimate
CPC Meetings	8	12	12	12
CPC Reviews	4	10	15	
Minor / Sign	12	10	10	
Admin Site Plan Review	9	12	12	12
Planning Projects/ Workshops	0	6	6	6
HDC Meetings	0	4	4	4
HDC Reviews	0	12	12	12
HDC Projects/ Workshops	0	2	2	2
Grant Applications	2	6	6	6
Grant Awards Received	1	2	3	4
IFT Applications	0	1	1	1
OPT Applications	1	3	3	3
Brownfield Plans	0	0	1	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

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 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.

#### **2022-23 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.

- Led efforts to secure a \$7.8 million state appropriation grant to implement the recommendations of the 2021 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 funding is to go toward construction and renovation of the Community Center and Library.
- 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 2023-2024**

- 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, 212 East Front Street, site of the former Central Fire Station and the former Duffy Towing properties.
- 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.

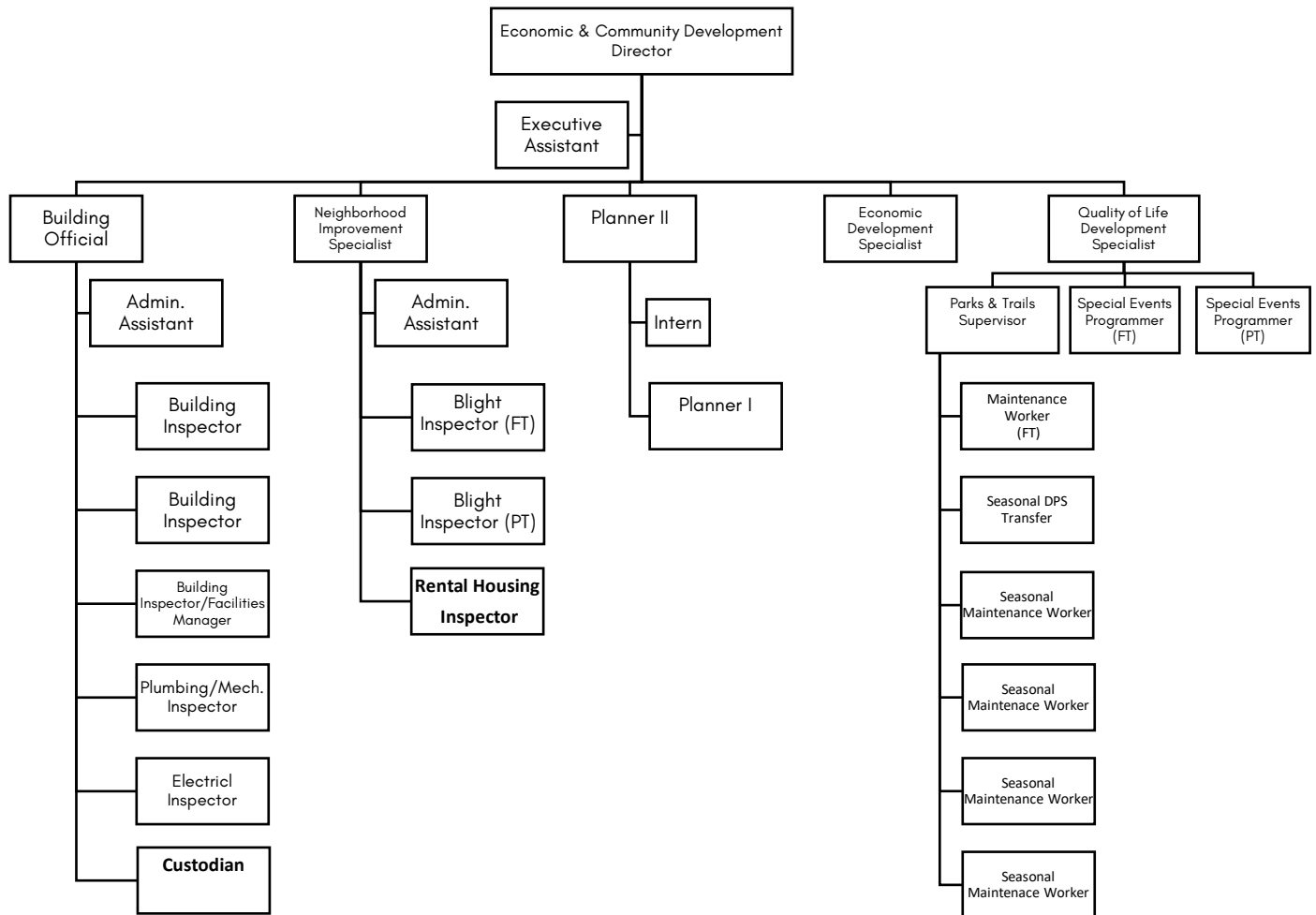
In this fiscal year, Economic Development Division staff will be working with the EDRC to review or develop matrices to guide the recommendation and approval processes of various economic development incentives available through the City.

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.



## ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

### Planning Division • Building Division • Economic Development Division • Parks and Recreation 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.

**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. Since 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 three full time workers: one Parks Maintenance Supervisor and two maintenance workers. 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:** In FY2023, the Parks and Recreation Advisory Commission was eliminated by the City Council due to its membership having no active appointees and minimal function due to the outsourcing of community recreation leagues to community partners. Furthermore, all park improvement site plans are required to be reviewed and approved by the Citizens Planning Commission (CPC). In the future, all regulatory reviews, such as park rules amendments, will be presented for approval by the City Council.

### **Parks and Recreation Master Plan 2023-2027**

In FY23, the City of Monroe adopted an update to its five-year Parks and Recreation Master Plan. This new Master Plan also incorporates a comprehensive plan including non-motorized and pedestrian trailways throughout the City connecting to the regional trail networks. 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, recreation and trail development goals and objectives with an action plan.

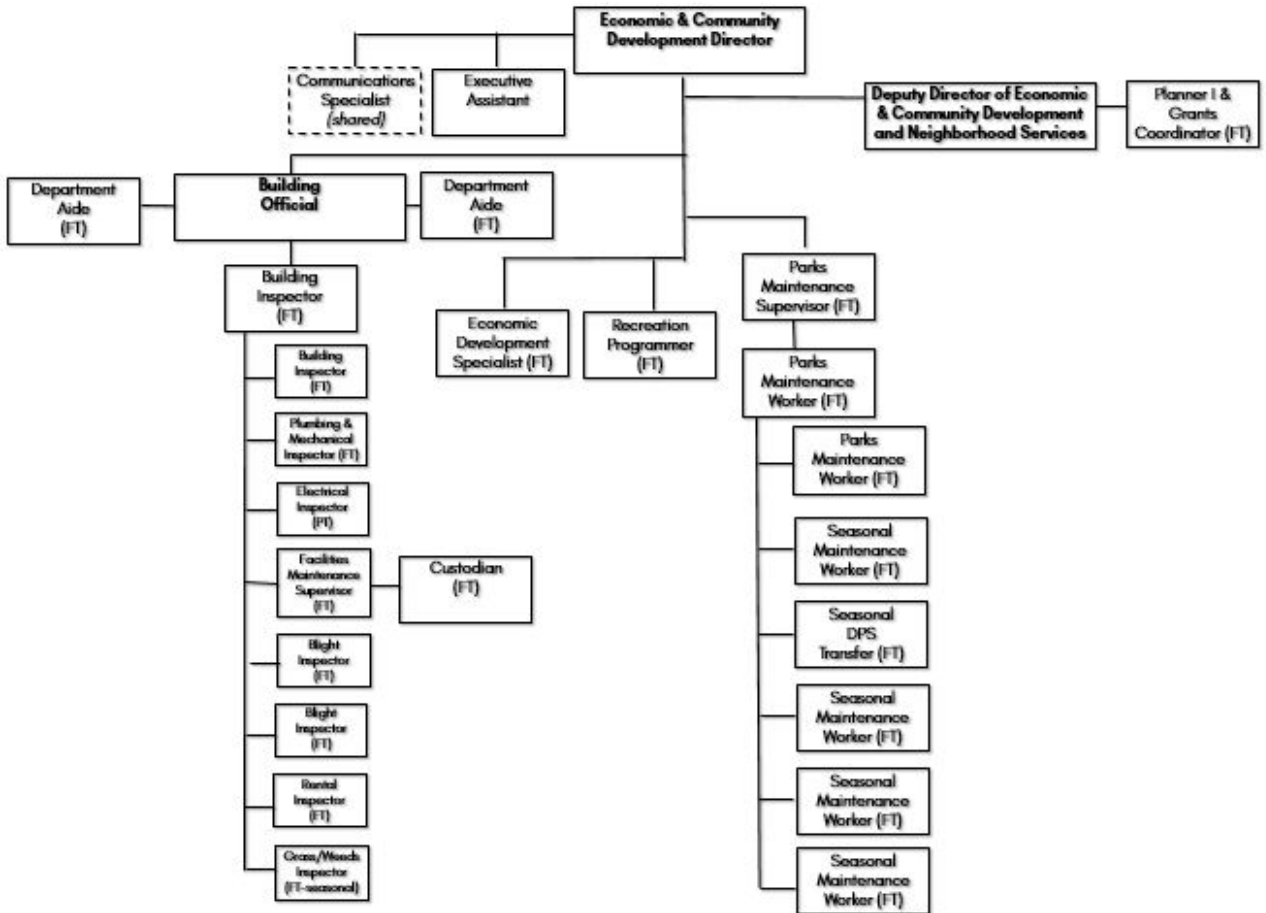
### **Monroe Public Schools**

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 division, 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 Total	2021 Residents	2021 Non-Residents	2021 Total (Covid)	2022 Total	Projected 2023	Projected 2024	Projected 2025	
Local Tournaments				2020 Statistics Inadequate due to COVID-19 pandemic								
Number of Adult Spring Softball Teams								28	30	30	30	
Spring Adult Softball Individual Participants								480	480	480	480	
Number of Adult Summer Softball Teams			53					24	32	32	32	32
Summer Adult Softball Individual Participants	204	667	871			74	338	412	640	640	640	640
Number of Fall Adult Softball Teams			13					16	21	20	20	20
Fall Adult Softball Individual Participants	40	163	203			22	218	240	300	300	300	300
Number of Adult Indoor Volleyball Teams			8									
Adult Volleyball Individual Participants	22	57	79									
Summer Youth Ball	200	181	381			86	106	192	272	350	400	400
Fall Youth Ball									130	140	150	150
Daddy Daughter Dance	186	267	453						447	460	460	460
Garden Plots	9	8	17			6	6	12	24	17	19	19
Mother Son Bowling	28	76	104						109	110	110	110
Family Story Time w/ Monroe County Library			23									
Adult Sand Volleyball Teams			4						0	4	4	4
Adult Sand Volleyball	9	26	35						0	35	35	35
Tennis									20	25	25	25
Track	10	7	17									
Park Rentals	79	30	109			29	22	51	133	135	140	140
Tot Lot			2123					2175	2200	2200	2200	
Monday Fun/Manor Park	43	33	76									
Concerts in the Park			18,748					3,362	38,281	34,000	34,000	
Historic Monroe	80	113	193									
Line Dances			135					55	267	175	185	

Program	2019 Residents	2019 Non-Residents	2019 Total	2020 Total	2021 Residents	2021 Non-Residents	2021 Total (Covid)	2022 Total	Projected 2023	Projected 2024	Projected 2025	
Adult Yoga	255	579	834	2020 Statistics Inadequate due to COVID-19 pandemic				131	150	150	150	
Kids Free Yoga	12	15	27									
Family Dance Party									175	175	175	175
Scavenger Hunt									31	40	40	40
Bark in the Park									160	168	177	186
Canine Classes	9	6	15									
Preschool Football									5	10	15	22
Pickle ball												
Aerobic Exercise in the Park									149	164	180	198
Tai Chi in the Park	30	28	58									
Court Dance			462					161	481	500	500	500
Women's Self Defense	19	33	52									
Adult Soccer Spring	14	53	67						49	49	49	49
Adult Soccer Spring Teams			5						4	4	4	4
Adult Soccer Summer Teams			4					4	3	3	3	3
Adult Soccer Summer	13	36	49			10	38	48	34	34	34	34
Adult Soccer Fall Teams			4					6	0	4	4	4
Adult Soccer Fall	12	40	52			12	59	71	0	48	48	48
Adaptive Tee Ball									50	50	50	50
Total Participants	1,247	2,418	25,274					4604	44,543	40,455	40,562	40,606
Stewardship Monroe Program Hours			78 people 96 hours					26 people 98 hours	17 people 93 hours			
Stewardship Monroe Park Hours			92 people				None Utilized	162 people				
			229 hours					650 hours				

## **LIBRARY**

There are two libraries operating within the City of Monroe under the management of the Monroe County Library System (MCLS). The Dorsch Memorial Library is located in the downtown area a block away from City Hall on 1<sup>st</sup> Street. The Navarre Library is located in the same building as the Opportunity Center at ALCC. The MCLS funds the operations of the libraries and the City of Monroe is responsible for the maintenance and operation of the library buildings. The current cost to the City budget is \$65,000 per year.

## **OPPORUNITY CENTER AT ALCC**

The Opportunity Center at ALCC is a community center building owned by the City that is leased to the Monroe County Opportunity Program (MCOP) for the operation of the community center. Separate funding and operating agreements are in place with MCOP. Many recreational and supportive programs are offered at the center. The annual cost to the City budget is \$207,000. The funding amount includes operation of the City's tot lot program and programming and maintenance of Labor Park next to the community center.

## **MONROE PUBLIC ACCESS CABLE TELEVISION**

Monroe Public Access Cable Television (MPACT) is a non-profit organization that operates a public access cable television system. MPACT also produces and broadcasts the City Council's meetings via the public access stations. The City and MPACT have entered into an agreement for the funding of these operations. The agreement allocates 50% of the franchise fees received from cable television operators to MPACT and sends 100% of the public, education, and government (PEG) franchise fees to MPACT. In addition, to the services previously mentioned, in exchange for receiving all of the PEG fees, MPACT has agreed to operate and maintain the City of Monroe's governmental bandwidth and/or channels and programming, including replacement of equipment as necessary.

## **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**

## 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Ending Fund Balance</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>

## **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 Equipment and Vehicle 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. 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, the City receives an annual share of Federal roadway funds for use in resurfacing or reconstruction of arterial and collector roadways. These funds are approximately \$260,000 for fiscal year 23-24, and they funnel through the Major Street fund as well. Our 2022 funds and our advanced baseline 2023 funds were used for the resurfacing of Riverview Avenue from Maywood to Cole in summer 2022. Fortunately, we also will be receiving an additional \$540,000 in one-time funds for 2023, and these will be used to resurface North Macomb Street from Grove to the City Line. Due to the time lag in bidding, it is possible this project will occur either in fall 2023 or spring 2024.

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 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 FY 2023-24 CAPITAL PROJECTS**

East Fifth Street Resurfacing - Monroe to Scott\*  
East First Street Reconstruction - Washington to Macomb\*  
East First Street Resurfacing - Macomb to Winchester (design only)  
North Macomb Street Resurfacing - Grove to City Limit  
Mast Arm Traffic Signal Upgrades - 4 locations

\*Additional funding provided to earlier projects to complete 2023 construction.

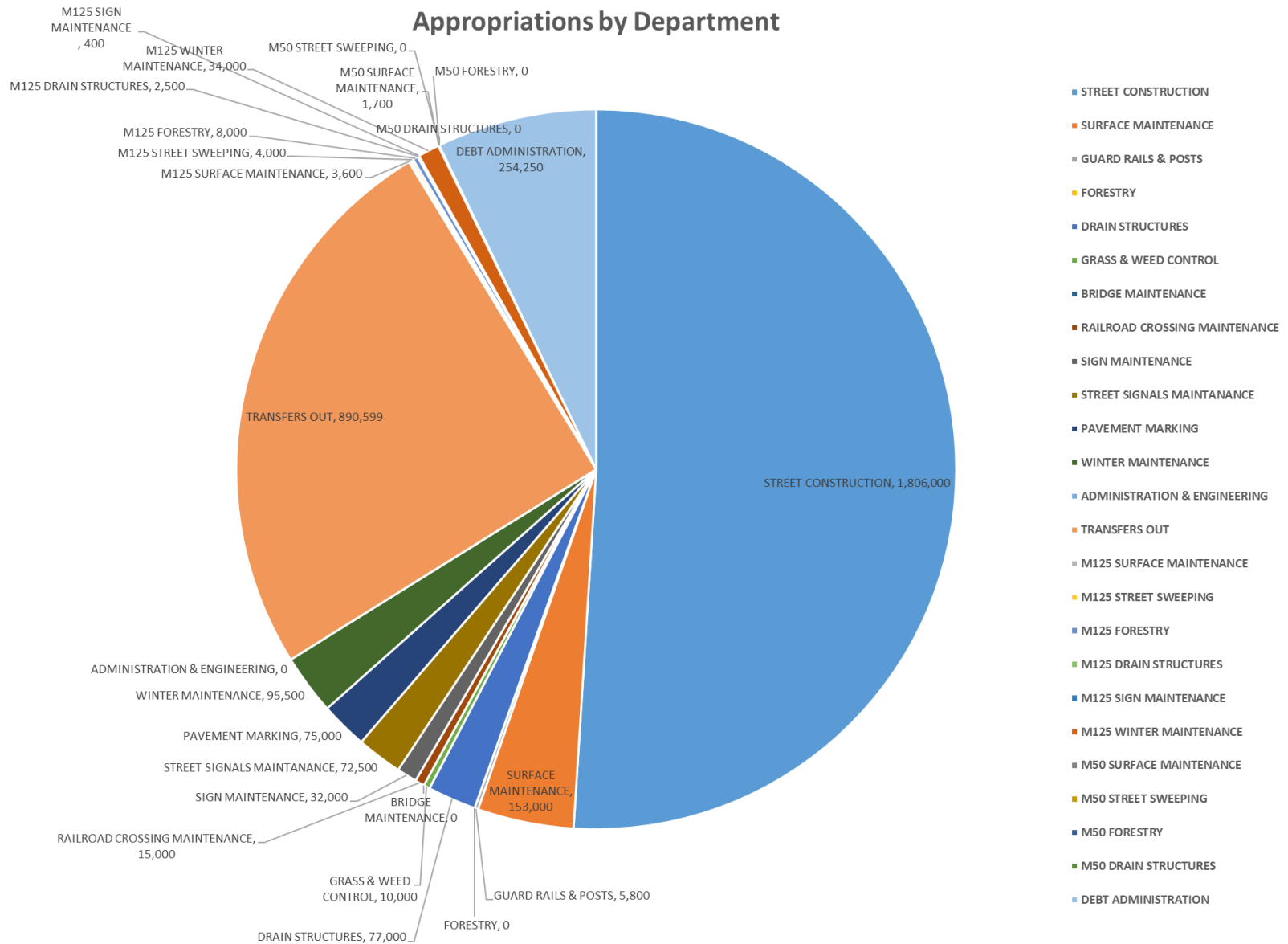
**MAJOR STREET FUND  
FUND BALANCE TREND**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 11,691	\$ 1,200	\$ 49,058	\$ 30,200	\$ 20,200	\$ 20,200
Public Works	1,963,648	2,014,500	2,012,739	2,052,994	2,094,054	2,135,935
Program Services Revenue						
Public Works	74,525	54,200	28,700	54,200	54,200	54,200
Capital Grants						
Public Works	744,000	810,000	836,989	540,000	300,000	300,000
<b>Total Revenue</b>	<b>2,793,864</b>	<b>2,879,900</b>	<b>2,927,486</b>	<b>2,677,394</b>	<b>2,468,454</b>	<b>2,510,335</b>
<b>Total Expenditures</b>	<b>2,332,144</b>	<b>3,372,612</b>	<b>2,895,974</b>	<b>3,540,849</b>	<b>2,537,911</b>	<b>2,544,387</b>
Excess (Deficiency) of Revenues over Expenditures	461,720	(492,712)	31,512	(863,455)	(69,457)	(34,052)
<b>Beginning Fund Balance</b>	<b>912,632</b>	<b>1,374,352</b>	<b>1,374,352</b>	<b>1,405,864</b>	<b>542,409</b>	<b>472,952</b>
<b>Ending Fund Balance</b>	<b>\$ 1,374,352</b>	<b>\$ 881,640</b>	<b>\$ 1,405,864</b>	<b>\$ 542,409</b>	<b>\$ 472,952</b>	<b>\$ 438,900</b>

**MAJOR STREET FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Major Street Operations</b>						
Construction	\$ 1,437,553	\$ 1,958,993	\$ 1,579,226	\$ 1,806,000	\$ 1,507,000	\$ 1,507,000
Surface Maintenance	120,396	141,000	145,000	153,000	159,100	165,200
Guard Rails & Posts	4,405	800	800	5,800	5,800	5,800
Forestry	23,200	-	-	-	-	-
Drain Structures	38,951	72,000	51,500	77,000	79,100	81,200
Grass & Weed Control	8,411	12,000	6,500	10,000	10,300	10,600
Bridge Maintenance	-	10,000	9,240	-	12,000	-
RR Crossing Maintenance	13,894	15,000	15,000	15,000	15,000	15,000
Sign Maintenance	9,509	34,500	40,500	32,000	30,600	29,200
Signal Maintenance	60,791	50,400	52,500	72,500	74,000	75,500
Pavement Marking	26,716	101,211	80,000	75,000	75,000	75,000
Winter Maintenance	75,671	95,500	60,000	95,500	97,000	98,500
Administration	3,586	-	-	-	-	-
Transfers Out	197,500	576,450	576,450	890,599	418,811	427,187
<b>Major St Operations Total</b>	<b>2,020,583</b>	<b>3,067,854</b>	<b>2,616,716</b>	<b>3,232,399</b>	<b>2,483,711</b>	<b>2,490,187</b>
<b>M-125</b>						
Surface Maintenance	\$ 26,261	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
Sweeping	-	4,000	4,000	4,000	4,000	4,000
Forestry	6,158	8,000	8,000	8,000	8,000	8,000
Drain Structures	477	2,500	2,500	2,500	2,500	2,500
Sign Maintenance	87	400	400	400	400	400
Winter Maintenance	28,531	34,000	8,500	34,000	34,000	34,000
<b>M-125 Total</b>	<b>61,514</b>	<b>52,500</b>	<b>27,000</b>	<b>52,500</b>	<b>52,500</b>	<b>52,500</b>
<b>M-50</b>						
Surface Maintenance	\$ 1,072	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700
<b>M-50 Total</b>	<b>1,072</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>
<b>DEBT ADMINISTRATION</b>						
Principal and Interest	248,975	250,558	250,558	254,250	-	-
<b>Major Street Fund Total</b>	<b>\$ 2,332,144</b>	<b>\$ 3,372,612</b>	<b>\$ 2,895,974</b>	<b>\$ 3,540,849</b>	<b>\$ 2,537,911</b>	<b>\$ 2,544,387</b>

# 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 Equipment and Vehicle 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. 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 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 FY 2023-24 CAPITAL PROJECTS**

- Arbor Avenue Reconstruction - Linwood to Orchard
- East Seventh Street Reconstruction - Monroe to Washington
- Washington Street Resurfacing - Eighth to Third
- East Willow Street Reconstruction - Monroe to Tremont\*

\*Additional funding provided to earlier projects to complete 2023 construction.

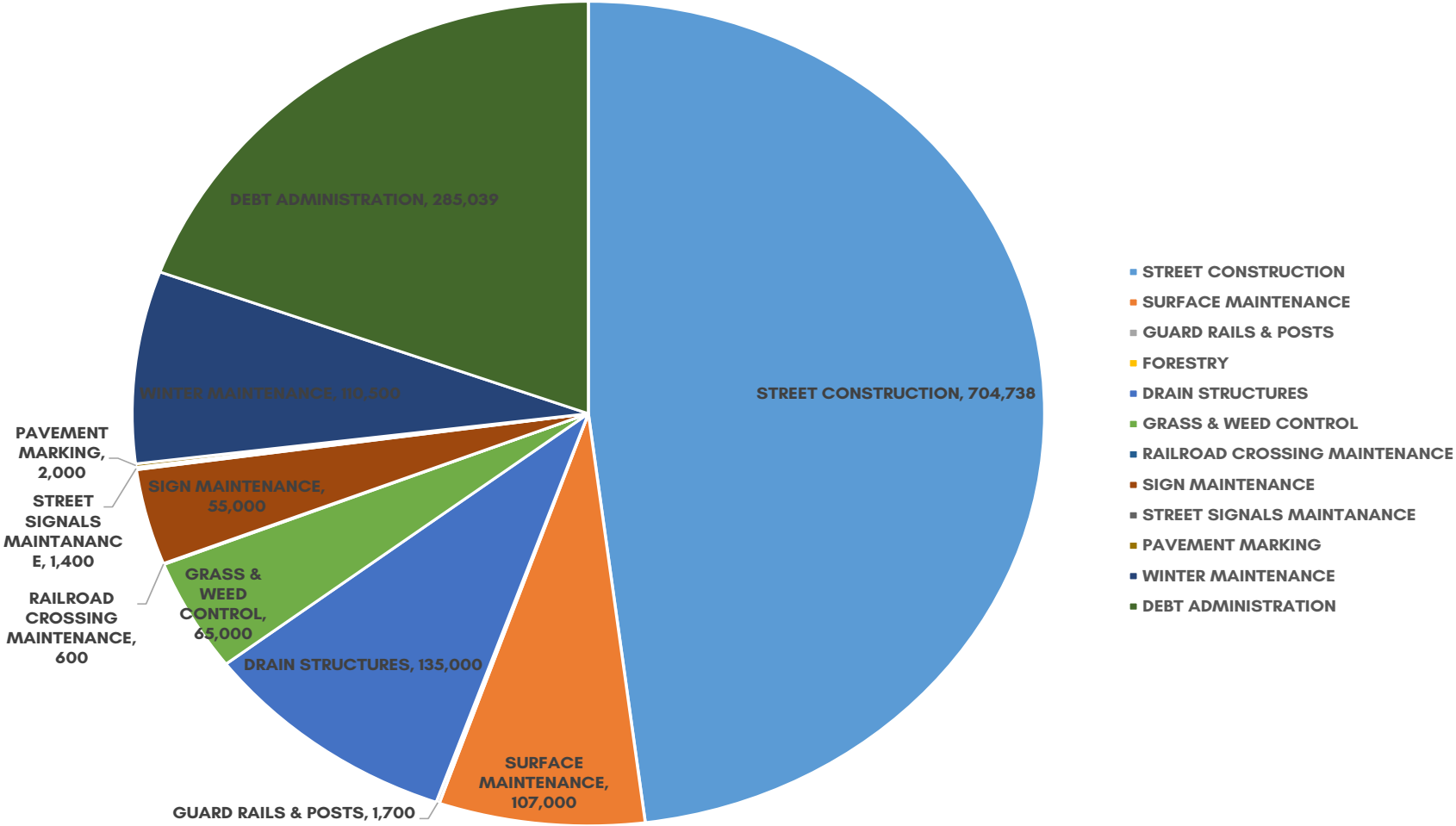
## LOCAL STREET FUND FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 945	\$ 1,000	\$ 11,377	\$ 7,500	\$ 5,500	\$ 5,500
Public Works	853,012	1,239,450	1,245,072	1,092,593	1,114,445	1,136,734
Capital Grants						
Public Works	393,337	572,346	572,346	480,000		
<b>Total Revenue</b>	<b>1,247,294</b>	<b>1,812,796</b>	<b>1,828,795</b>	<b>1,580,093</b>	<b>1,119,945</b>	<b>1,142,234</b>
<b>Total Expenditures</b>	<b>2,011,758</b>	<b>2,193,222</b>	<b>2,068,658</b>	<b>1,467,977</b>	<b>1,201,725</b>	<b>1,208,550</b>
Excess (Deficiency of Revenues) over Expenditures	(764,464)	(380,426)	(239,863)	112,116	(81,780)	(66,316)
<b>Beginning Fund Balance</b>	<b>1,139,234</b>	<b>374,770</b>	<b>374,770</b>	<b>134,907</b>	<b>247,023</b>	<b>165,243</b>
<b>Ending Fund Balance</b>	<b>\$ 374,770</b>	<b>\$ (5,656)</b>	<b>\$ 134,907</b>	<b>\$ 247,023</b>	<b>\$ 165,243</b>	<b>\$ 98,927</b>

## LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Local Street Operations</b>						
Construction	\$ 1,209,303	\$ 1,547,772	\$ 1,408,628	\$ 704,738	\$ 343,200	\$ 343,200
Surface Maintenance	89,007	92,028	75,000	107,000	111,500	116,000
Guard Rails & Posts	-	1,700	1,700	1,700	1,700	1,700
Forestry	118,000	-	-	-	-	-
Drain Structures	120,002	100,000	125,000	135,000	138,500	142,000
Grass & Weed Control	57,055	16,000	65,000	65,000	68,000	71,000
Railroad Crossing Maintenance	520	600	520	600	600	600
Sign Maintenance	27,673	50,000	55,000	55,000	54,200	53,400
Signal Maintenance	284	1,400	1,400	1,400	1,400	1,400
Pavement Marking	-	2,000	-	2,000	2,000	2,000
Winter Maintenance	108,472	100,312	55,000	110,500	110,500	110,500
Debt Administration	281,442	281,410	281,410	285,039	370,125	366,750
<b>Local Street Fund Total</b>	<b>\$ 2,011,758</b>	<b>\$ 2,193,222</b>	<b>\$ 2,068,658</b>	<b>\$ 1,467,977</b>	<b>\$ 1,201,725</b>	<b>\$ 1,208,550</b>

# 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 60,281	\$ 1,000	\$ 50,000	\$ 40,000	\$ 20,000	\$ 10,000
Public Works	1,888,175	1,905,953	1,986,711	1,994,431	2,000,061	2,027,823
Capital Grants						
Public Works	168,806	26,394	537	-	-	-
<b>Total Revenue</b>	<b>2,117,262</b>	<b>1,933,347</b>	<b>2,037,248</b>	<b>2,034,431</b>	<b>2,020,061</b>	<b>2,037,823</b>
<b>Total Expenditures</b>	<b>1,883,469</b>	<b>1,342,871</b>	<b>2,058,972</b>	<b>2,073,500</b>	<b>1,850,000</b>	<b>1,850,000</b>
Excess (Deficiency of Revenues) over Expenditures	233,793	590,476	(21,724)	(39,069)	170,061	187,823
<b>Beginning Fund Balance</b>	<b>13</b>	<b>233,806</b>	<b>233,806</b>	<b>212,082</b>	<b>173,013</b>	<b>343,074</b>
<b>Ending Fund Balance</b>	<b>\$ 233,806</b>	<b>\$ 824,282</b>	<b>\$ 212,082</b>	<b>\$ 173,013</b>	<b>\$ 343,074</b>	<b>\$ 530,897</b>

### MUNICIPAL STREET FUND EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Local Street Operations</b>						
Construction	\$ 697,333	\$ 1,060,931	\$ 1,669,771	\$ 1,428,500	\$ 1,650,000	\$ 1,650,000
Sidewalks/Trails	265,305	281,940	389,201	645,000	200,000	200,000
Transfers Out	920,831	-	-	-	-	-
<b>Local Street Fund Total</b>	<b>\$ 1,883,469</b>	<b>\$ 1,342,871</b>	<b>\$ 2,058,972</b>	<b>\$ 2,073,500</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>

## REFUSE FUND

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

A refuse millage, specifically authorized by Michigan Public Act 298 of 1917, is the primary source of funding for the Refuse Fund. The millage rate is recommended to be set at 1.9831 mills for fiscal year 2023-24. The current curbside collection contract expires on June 30, 2023, and a new five-year contract has been awarded with a different vendor that begins on July 1. This new contract will primarily involve curbside collection with 96-gallon carts on wheels for both refuse and recycling, with bags limited largely to individuals with disabilities and other special circumstances. Price escalation for each year of the contract is roughly 3 percent each year.

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 as supplies last. These have proven to be a popular item among residents, and free distribution likely helps to limit the number 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.

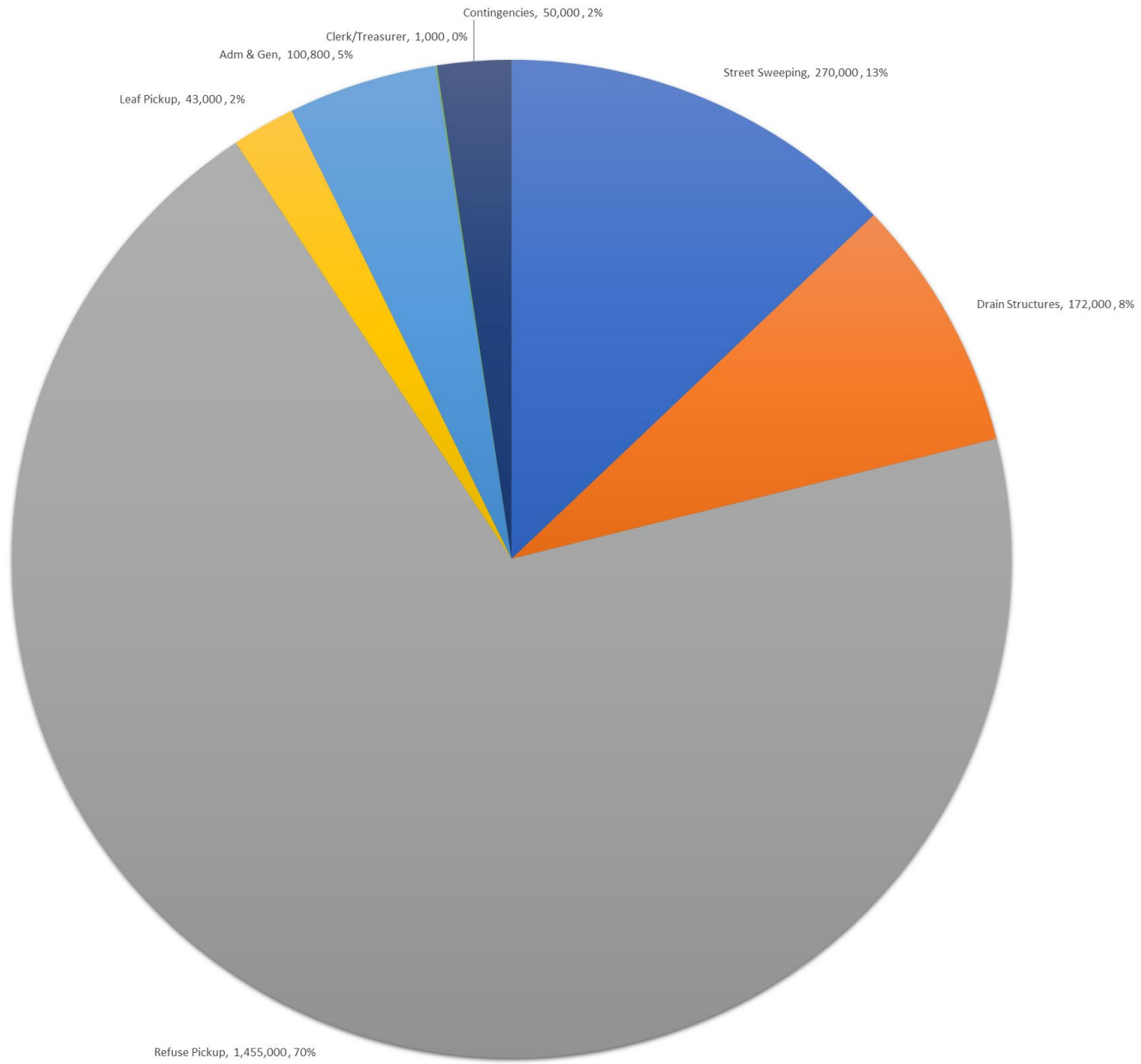
One initiative that City staff began in fiscal 2020-21 is a trial program to replace curbside collection in the core central business district area with common dumpsters, which are then collected by the City's dumpster contractor. In such a fashion, assuming this program is successful, downtown businesses 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 staff is attempting to implement it prior to July 1, 2023 for the entire downtown area bounded by Harrison, First, and Macomb Streets and the River Raisin. The Refuse Fund is expected to fund the construction of the necessary enclosures for these dumpsters as well as they are installed.

**REFUSE FUND  
FUND BALANCE TREND**

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 1,980,726	\$ 1,999,389	\$ 2,062,038	\$ 2,026,919	\$ 2,117,622	\$ 2,208,323
Program Service Revenue:						
Public Works	445	500	500	65,500	65,500	65,500
<b>Total Revenue</b>	<b>1,981,171</b>	<b>1,999,889</b>	<b>2,062,538</b>	<b>2,092,419</b>	<b>2,183,122</b>	<b>2,273,823</b>
<b>Total Expenditures</b>	<b>1,762,349</b>	<b>2,152,838</b>	<b>2,102,146</b>	<b>2,091,800</b>	<b>2,182,700</b>	<b>2,273,700</b>
Excess (Deficiency of Revenues) over Expenditures	218,822	(152,949)	(39,608)	619	422	123
<b>Beginning Fund Balance</b>	<b>193,918</b>	<b>412,741</b>	<b>412,741</b>	<b>373,133</b>	<b>373,752</b>	<b>374,174</b>
<b>Ending Fund Balance</b>	<b>\$ 412,740</b>	<b>\$ 259,792</b>	<b>\$ 373,133</b>	<b>\$ 373,752</b>	<b>\$ 374,174</b>	<b>\$ 374,297</b>

**REFUSE FUND  
EXPENDITURE SUMMARY**

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>APPROPRIATIONS</b>						
STREET SWEEPING	\$ 261,738	\$ 280,000	\$ 240,000	\$ 270,000	\$ 276,000	\$ 282,000
DRAIN STRUCTURES	64,033	172,000	110,000	172,000	172,000	172,000
ADMINISTRATION & GENERAL	96,109	96,440	96,440	100,800	104,600	108,500
REFUSE PICK-UP	1,333,737	1,467,438	1,526,402	1,455,000	1,535,000	1,615,000
LEAF PICKUP PROGRAM	6,732	85,960	78,304	43,000	44,100	45,200
CLERK/TREASURER	-	1,000	1,000	1,000	1,000	1,000
CONTINGENCIES	-	50,000	50,000	50,000	50,000	50,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,762,349</b>	<b>\$ 2,152,838</b>	<b>\$ 2,102,146</b>	<b>\$ 2,091,800</b>	<b>\$ 2,182,700</b>	<b>\$ 2,273,700</b>



## ECONOMIC DEVELOPMENT FUND

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

For Fiscal Years 2018 through 2024, 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 39	\$ 200	\$ 1,000	\$ 1,000	\$ 500	\$ 200
Community Development	38,000	-	-	-	-	-
<b>Total Revenue</b>	<b>38,039</b>	<b>200</b>	<b>1,000</b>	<b>1,000</b>	<b>500</b>	<b>200</b>
<b>Total Expenditures</b>	<b>62,056</b>	<b>9,484</b>	<b>10,250</b>			
Excess (Deficiency) of Revenues over Expenditures	(24,017)	(9,284)	(9,250)	1,000	500	200
<b>Beginning Fund Balance</b>	<b>33,540</b>	<b>9,523</b>	<b>9,523</b>	<b>273</b>	<b>1,273</b>	<b>1,773</b>
<b>Ending Fund Balance</b>	<b>\$ 9,523</b>	<b>\$ 239</b>	<b>\$ 273</b>	<b>\$ 1,273</b>	<b>\$ 1,773</b>	<b>\$ 1,973</b>



	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Community Development Dept.</b>						
<b>Battlefield Property Acquisition-Non Grant Funded Costs</b>						
Other Operating	62,056	9,484	10,250			
<b>Total Rail Grant</b>	<b>62,056</b>	<b>9,484</b>	<b>10,250</b>	-	-	-
<b>Total Economic Dev. Fund</b>	<b>\$ 62,056</b>	<b>\$ 9,484</b>	<b>\$ 10,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT**  
**Planning Division • Building Division • Economic Development Division •**  
**Parks & Recreation Division**

**BUILDING SAFETY FUND**

The Building Division is responsible for the administration and enforcement of Michigan Building, Plumbing, Mechanical, and Electrical Codes within the City of Monroe. The purpose of the codes are to safeguard the public safety, health, and general welfare of homeowners, tenants, and the general public. This is accomplished by ensuring that buildings are 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 third-party 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 Residential, Commercial, Industrial, and agricultural 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 those with immediate threats to life and safety. As identified, buildings, structures and other property hazards are prioritized and ordered to be demolished or corrected by virtue of the corresponding section of the 2015 Property Maintenance code and/or the Michigan Residential Building code

**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. The Building/ Economic and Community Development Departments are current working to revise and redevelop the outdated sign ordinance to provide the community with an updated version, more consistent with needs and technologies.

**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. The Building Division also collaborates with other departments to review and clarify current editions of the City of Monroe Zoning Code.

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

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

## **GOALS AND OBJECTIVES FY 2023-24**

### **Building Division**

1. Increased use 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, planning, and zoning 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 aware of their responsibilities, as well as those in the Building Division.
3. Monitor and adjust staffing levels to compensate for the annual seasonal workload of all employees so as to ensure acceptable compliance and exceptional customer service.
4. Utilization of the existing Construction Board of Appeals as the Demolition Board of Appeals for hearings on properties identified as substandard or dangerous or found to be in violation of the 2015 International property maintenance code
5. Collaborate with legal counsel to provide expeditious and accurate resolutions to ongoing blight, dangerous building, and rental certification issues.

## City Website

1. Continue to 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.
3. Provide tenants and landlords with accurate information for property registration and certification. Increase the number of registered rentals to a respectable, life sustaining level.

## Building Division Fees

1. Continuously review and compare current, rental certification, mechanical, electrical, and plumbing permit fees. Communicate fee patterns with directors.

## Permits

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

## Performance Indicators

Type of Permit / Inspection	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Building Permits	800	649	723	754	698
Mechanical Permits	269	241	197	248	253
Plumbing Permits	99	84	82	80	80
Electrical Permits	156	151	122	156	156
Sign Permits	15	20	8	22	19
<b>Total Permits Issued</b>	<b>1339</b>	<b>1145</b>	<b>1132</b>	<b>1230</b>	<b>1206</b>
Building Inspections	2503	2074	1818	1795	2084
Mechanical Inspections	262	293	246	320	329
Plumbing Inspections	228	160	191	131	147
Electrical Inspections	279	264	227	219	275
Sign Inspections	23	19	14	23	25
Rental Inspections	1028	1051	603	1232	1833
<b>Total Inspections</b>	<b>4323</b>	<b>3861</b>	<b>3099</b>	<b>3720</b>	<b>4668</b>
Building Licenses	82	138	139	158	151
Mechanical Licenses	0	47	42	35	42

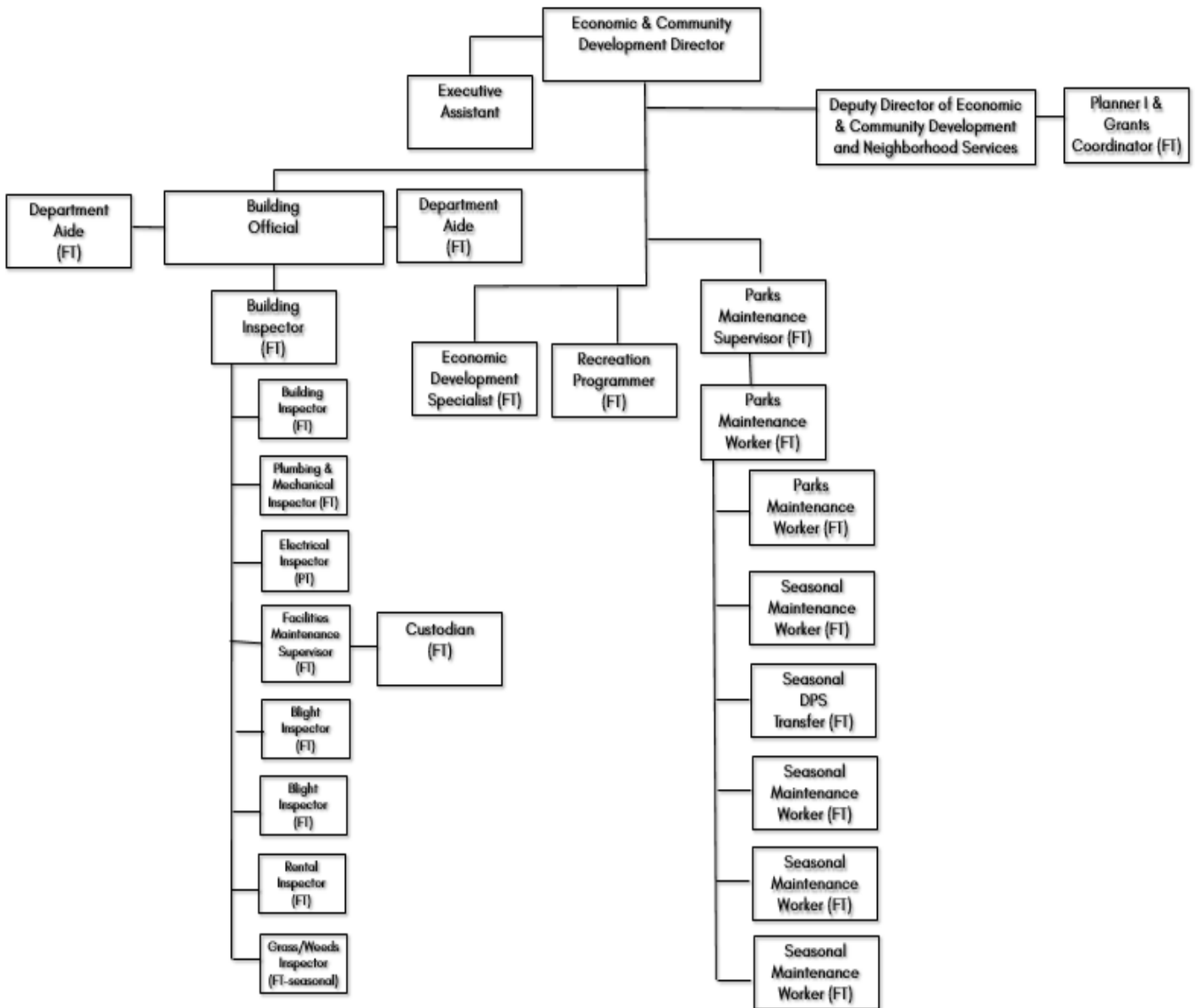
Plumbing Licenses	20	22	32	23	30
Electrical Licenses	37	54	55	56	63
Sign License	0	10	8	6	12
<b>Total Licenses</b>	<b>139</b>	<b>271</b>	<b>276</b>	<b>278</b>	<b>298</b>

### FUNDING LEVEL SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Personnel Services</b>	\$ 401,806	\$ 463,348	\$ 445,211	\$ 517,895	\$ 541,074	\$ 564,600
<b>Supplies</b>	6,515	10,425	11,425	11,625	11,825	12,050
<b>Other Operating</b>	115,767	147,351	135,176	120,227	123,652	123,409
<b>Debt Service</b>	52,965	52,922	52,922	52,902	52,919	52,980
<b>Subtotal</b>	<b>\$ 577,053</b>	<b>\$ 674,046</b>	<b>\$ 644,734</b>	<b>\$ 702,649</b>	<b>\$ 729,470</b>	<b>\$ 753,039</b>
<b>Capital Outlay</b>	7,268	-	-	-	-	-
<b>Total</b>	<b>\$ 584,321</b>	<b>\$ 674,046</b>	<b>\$ 644,734</b>	<b>\$ 702,649</b>	<b>\$ 729,470</b>	<b>\$ 753,039</b>

### FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 3,742	\$ 300	\$ 2,500	\$ 1,500	\$ 1,000	\$ 500
Program Services Revenue						
Public Safety	574,525	623,650	643,650	717,650	758,650	779,650
<b>Total Revenue</b>	<b>578,267</b>	<b>623,950</b>	<b>646,150</b>	<b>719,150</b>	<b>759,650</b>	<b>780,150</b>
<b>Total Expenditures</b>	<b>584,321</b>	<b>674,046</b>	<b>644,734</b>	<b>702,649</b>	<b>729,470</b>	<b>753,039</b>
Excess (Deficiency of Revenues) over Expenditures	(6,054)	(50,096)	1,416	16,501	30,180	27,111
<b>Beginning Fund Balance</b>	97,661	91,607	91,607	93,023	109,524	139,704
<b>Ending Fund Balance</b>	<b>\$ 91,607</b>	<b>\$ 41,511</b>	<b>\$ 93,023</b>	<b>\$ 109,524</b>	<b>\$ 139,704</b>	<b>\$ 166,815</b>



## 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 23	\$ 100	\$ 700	\$ 500	\$ 500	\$ 500
Community Development	7,548	8,700	18,670	36,000	38,800	41,600
<b>Total Revenue</b>	<b>7,571</b>	<b>8,800</b>	<b>19,370</b>	<b>36,500</b>	<b>39,300</b>	<b>42,100</b>
<b>Total Expenditures</b>	-	3,000	3,000	8,000	8,000	8,000
Excess (Deficiency of Revenues) over Expenditures	7,571	5,800	16,370	28,500	31,300	34,100
<b>Beginning Fund Balance</b>	3,165	10,736	10,736	27,106	55,606	86,906
<b>Ending Fund Balance</b>	<b>\$ 10,736</b>	<b>\$ 16,536</b>	<b>\$ 27,106</b>	<b>\$ 55,606</b>	<b>\$ 86,906</b>	<b>\$ 121,006</b>

**CORRIDOR IMPROVEMENT AUTHORITY FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Community Development Department</b>						
<b>Downtown Development</b>						
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating	-	3,000	3,000	8,000	8,000	8,000
<b>Downtown Development Total</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>
 <b>DDA FUND TOTAL</b>	 <b>\$ -</b>	 <b>\$ 3,000</b>	 <b>\$ 3,000</b>	 <b>\$ 8,000</b>	 <b>\$ 8,000</b>	 <b>\$ 8,000</b>



## DRUG FORFEITURE FUND

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

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

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

### FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 154	\$ 500	\$ 2,000	\$ 1,500	\$ 1,000	\$ 500
Program Services Revenue:						
Public Safety	1,511	5,000	-	-	-	-
Capital Grants Revenue:						
Public Safety	-	-	-	-	-	-
<b>Total Revenue</b>	<b>1,665</b>	<b>5,500</b>	<b>2,000</b>	<b>1,500</b>	<b>1,000</b>	<b>500</b>
<b>Total Expenditures</b>	<b>7,275</b>	<b>10,058</b>	<b>32,058</b>	<b>10,058</b>	<b>10,058</b>	<b>10,058</b>
Excess (Deficiency) of Revenues over Expenditures	(5,610)	(4,558)	(30,058)	(8,558)	(9,058)	(9,558)
<b>Beginning Fund Balance</b>	<b>72,076</b>	<b>66,466</b>	<b>66,466</b>	<b>36,408</b>	<b>27,850</b>	<b>18,792</b>
<b>Ending Fund Balance</b>	<b>\$ 66,466</b>	<b>\$ 61,908</b>	<b>\$ 36,408</b>	<b>\$ 27,850</b>	<b>\$ 18,792</b>	<b>\$ 9,234</b>

**DRUG FORFEITURE FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Police Department</b>						
<b>Police Operations</b>						
Supplies	\$ -	\$ 275	\$ 275	\$ 275	\$ 275	\$ 275
Other Operating	-	7,283	7,283	7,283	7,283	7,283
Capital Outlay	7,275	2,500	24,500	2,500	2,500	2,500
<b>Drug Forfeiture Fund Total</b>	<b>\$ 7,275</b>	<b>\$ 10,058</b>	<b>\$ 32,058</b>	<b>\$ 10,058</b>	<b>\$ 10,058</b>	<b>\$ 10,058</b>

## GRANT FUND

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

### FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 48,603	\$ 200	\$ 2,000	\$ 500	\$ 500	\$ 500
Capital and Operating Grants						
Community Development	199,178	1,132,675	1,132,675	500,000	500,000	500,000
<b>Total Revenue</b>	<b>247,781</b>	<b>1,132,875</b>	<b>1,134,675</b>	<b>500,500</b>	<b>500,500</b>	<b>500,500</b>
<b>Total Expenditures</b>	<b>285,737</b>	<b>1,132,675</b>	<b>1,132,675</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
Excess (Deficiency of Revenues) over Expenditures	(37,956)	200	2,000	500	500	500
<b>Beginning Fund Balance</b>	<b>138,705</b>	<b>100,749</b>	<b>100,749</b>	<b>102,749</b>	<b>103,249</b>	<b>103,749</b>
<b>Ending Fund Balance</b>	<b>\$ 100,749</b>	<b>\$ 100,949</b>	<b>\$ 102,749</b>	<b>\$ 103,249</b>	<b>\$ 103,749</b>	<b>\$ 104,249</b>

### EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Dept. of Comm. Dev. &amp; Planning</b>						
<b>Comm. Development Block Grant</b>						
Other Operating	87,338	346,754	342,647	300,000	300,000	300,000
Operating Transfer	-	695,893	700,000	200,000	200,000	200,000
<b>Comm. Dev. Block Grant Total</b>	<b>87,338</b>	<b>1,042,647</b>	<b>1,042,647</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Comm. Development Block Grant-CARES Act</b>						
Other Operating	160,399	90,028	90,028	-	-	-
<b>CDBG-CARES Act Total</b>	<b>160,399</b>	<b>90,028</b>	<b>90,028</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Out</b>						
Operating Transfer	38,000	-	-	-	-	-
<b>Target Mkt Analysis Grant Total</b>	<b>38,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grant Fund Total</b>	<b>\$ 285,737</b>	<b>\$ 1,132,675</b>	<b>\$ 1,132,675</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

## 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 COVID-19 pandemic. The City 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

The funding has been officially allocated by the City Council. 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 regular and overtime wages for sworn police officers and firefighters. By using the federal funding in this way, City funds are freed up to fund other capital projects, such as park improvements, cyber security 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 160,187	\$ 10,892,711	\$ 10,889,629	\$ 564,764	\$ 118,624	\$ 118,624
<b>Total Revenue</b>	<b>160,187</b>	<b>10,892,711</b>	<b>10,889,629</b>	<b>564,764</b>	<b>118,624</b>	<b>118,624</b>
<b>Total Expenditures</b>	<b>143,882</b>	<b>10,905,180</b>	<b>10,907,422</b>	<b>464,764</b>	<b>113,624</b>	<b>113,624</b>
Excess (Deficiency of Revenues) over Expenditures	16,305	(12,469)	(17,793)	100,000	5,000	5,000
<b>Beginning Fund Balance</b>	<b>165</b>	<b>16,470</b>	<b>16,470</b>	<b>(1,323)</b>	<b>98,677</b>	<b>103,677</b>
<b>Ending Fund Balance</b>	<b>\$ 16,470</b>	<b>\$ 4,001</b>	<b>\$ (1,323)</b>	<b>\$ 98,677</b>	<b>\$ 103,677</b>	<b>\$ 108,677</b>

## EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>American Rescue Plan Act</b>						
<b>Information Technology</b>						
Capital Outlay	41,390	-	-	-	-	-
<b>Information Technology Total</b>	<b>41,390</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Safety</b>						
Personnel	101,276	4,645,845	4,648,087	464,764	113,624	113,624
<b>Public Safety Total</b>	<b>101,276</b>	<b>4,645,845</b>	<b>4,648,087</b>	<b>464,764</b>	<b>113,624</b>	<b>113,624</b>
<b>Public Works</b>						
Capital Outlay	1,216	5,923,784	5,923,784	-	-	-
<b>Public Works Total</b>	<b>1,216</b>	<b>5,923,784</b>	<b>5,923,784</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers Out</b>						
Transfers Out to Capital Projects Fund	-	335,551	335,551	-	-	-
<b>Transfers Out Total</b>	<b>-</b>	<b>335,551</b>	<b>335,551</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grant Fund Total</b>	<b>\$ 143,882</b>	<b>\$ 10,905,180</b>	<b>\$ 10,907,422</b>	<b>\$ 464,764</b>	<b>\$ 113,624</b>	<b>\$ 113,624</b>

## AIRPORT FUND

The City of Monroe owns and is responsible for the operation of Custer Airport, located west of Munson Park. This 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 “tee” hangars for smaller aircraft, and available apron space for outside aircraft tie-downs. Though the airport lacks a large-scale fixed base tenant, Custer Airport is home to many recreational tenants, and nearly all of the hangars are rented year-round. However, regular usage of most of the hangered aircraft is limited.

The present structure of the on-site Airport staff consists of a part-time 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. The Department of Public Services is responsible for administration of maintenance activities such as snow removal, facility maintenance and grass cutting at the airport, and the Assistant City Engineer coordinates most of the airport-related administrative tasks at present. 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. In anticipation of resurfacing projects for the taxiway and runway within a 5-year period, the City has not used its entitlement funding since 2018, and the taxiway project had been tentatively planned for 2023 but is being postponed.

Two recent developments have led to an ongoing wholesale re-evaluation of airport services at the present time. First, the Airport Manager will be retiring shortly, and there are no apparent internal candidates to replace him. Second, as a part of the geometric analysis for the taxiway project, a review of airport operations (i.e. takeoffs and landings) and critical aircraft sizing was undertaken, and this review indicated very low numbers of daily operations. The Department of Public Services is still determining how best to staff the airport in the coming years, based on declining usage. While the exact staffing and “on call” services model has yet to be finalized, the fiscal year 2023-24 budget provides for only sporadic staffing of the airport office, with the City Hall clerical staff likely to field calls and DPS maintenance staff responding to other service requests. Since there are no based aircraft requiring Jet fuel, which must be pumped by City personnel, and usage is low, the budget also includes funding to close this underground tank. Standard low lead aviation fuel (Avgas) will still be sold on a self-service basis from the above-ground tank.

**AIRPORT FUND  
EXPENDITURE SUMMARY**

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Department of Public Service</b>						
<b>Airport Operations</b>						
Personnel	\$ 71,183	\$ 77,084	\$ 77,084	\$ 52,002	\$ 52,516	\$ 53,031
Supplies	1,072	1,800	1,800	1,800	1,800	1,800
Other Operating	216,559	206,866	241,910	369,600	185,400	187,200
Capital Outlay	-	8,034	-	-	-	-
<b>Airport Fund Total</b>	<b>\$ 288,814</b>	<b>\$ 293,784</b>	<b>\$ 320,794</b>	<b>\$ 423,402</b>	<b>\$ 239,716</b>	<b>\$ 242,031</b>

<b>AIRPORT FUND FUND BALANCE TREND</b>						
	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 47,109	\$ 53,100	\$ 57,000	\$ 17,000	\$ 17,000	\$ 17,000
Program Services Revenue:						
Public Works	289,123	254,700	285,700	234,700	245,000	245,000
Program Revenue:						
Operating Grant	-	-	13,000	-	-	-
<b>Total Revenue</b>	<b>336,232</b>	<b>307,800</b>	<b>355,700</b>	<b>251,700</b>	<b>262,000</b>	<b>262,000</b>
<b>Total Expenditures</b>	<b>288,814</b>	<b>293,784</b>	<b>320,794</b>	<b>423,402</b>	<b>239,716</b>	<b>242,031</b>
Excess (Deficiency of Revenues)						
over Expenditures	47,418	14,016	34,906	(171,702)	22,284	19,969
<b>Beginning Fund Balance</b>	<b>119,396</b>	<b>166,814</b>	<b>166,814</b>	<b>201,720</b>	<b>30,018</b>	<b>52,302</b>
<b>Ending Fund Balance</b>	<b>\$ 166,814</b>	<b>\$ 180,830</b>	<b>\$ 201,720</b>	<b>\$ 30,018</b>	<b>\$ 52,302</b>	<b>\$ 72,271</b>

## EXPENDABLE TRUST FUND

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

### EXPENDABLE TRUST FUND EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Expendable Trust Fund</b>						
Millenium Committee	\$ -	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -
CEWQ-Public Education	75	564	564	-	-	-
River Raisin Cleanup 2020	1,594	144	144	-	-	-
River Raisin Cleanup 2022	1,007	1,993	1,734	-	-	-
RR AOC Support Grant -2020-22	39,898	28,220	28,220	-	-	-
RR & MR Drain Invasive Species	-	5,000	5,000	-	-	-
Parks Handicap Accessible Donation	-	3,110	9,705	-	-	-
Engineering Escrow	129	5,386	5,386	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	-	-	-
Custer Monument Maint. & Cons.	-	9,200	9,200	-	-	-
Sawyer House Trust	-	23,175	18,175	5,000	5,000	5,000
Children's Concert Donations	-	374	374	-	-	-
PEG Cable Support	30,450	33,878	33,878	32,000	31,000	30,000
<b>Fund Total</b>	<b>\$ 73,152</b>	<b>\$ 129,671</b>	<b>\$ 131,007</b>	<b>\$ 40,000</b>	<b>\$ 39,000</b>	<b>\$ 38,000</b>



<b>EXPENDABLE TRUST FUND</b>						
<b>FUND BALANCE TREND</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 30,450	\$ 38,000	\$ 33,000	\$ 37,000	\$ 36,000	\$ 35,000
Public Safety	3,316	3,000	3,000	3,000	3,000	3,000
Community Development	-	9,200	9,200	-	-	-
Operating Grant Revenue:						
Public Works	\$ 4,200	\$ 4,000	\$ 3,741	\$ -	\$ -	\$ -
Economic Development	37,690	30,428	30,428	-	-	-
Recreation and Culture	3,110	-	6,595	-	-	-
<b>Total Revenue</b>	<b>78,766</b>	<b>84,628</b>	<b>85,964</b>	<b>40,000</b>	<b>39,000</b>	<b>38,000</b>
<b>Total Expenditures</b>	<b>73,153</b>	<b>129,670</b>	<b>131,007</b>	<b>40,000</b>	<b>39,000</b>	<b>38,000</b>
Excess (Deficiency of Revenues) over Expenditures	<b>5,613</b>	<b>(45,042)</b>	<b>(45,043)</b>	-	-	-
<b>Beginning Fund Balance</b>	<b>45,043</b>	<b>50,656</b>	<b>50,656</b>	<b>5,613</b>	<b>5,613</b>	<b>5,613</b>
<b>Ending Fund Balance</b>	<b>\$ 50,656</b>	<b>\$ 5,614</b>	<b>\$ 5,613</b>	<b>\$ 5,613</b>	<b>\$ 5,613</b>	<b>\$ 5,613</b>



**DEBT SERVICE FUNDS**

## DEBT SERVICE FUND

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

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

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

## **DEBT MANAGEMENT POLICY**

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

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

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

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

### FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 515,703	\$ 521,766	\$ 553,629	\$ 543,899	\$ 535,531	\$ 537,911
Other Financing Sources						
Transfers from other funds	190,013	193,373	193,373	207,993	211,743	226,300
<b>Total Revenue</b>	<b>705,716</b>	<b>715,139</b>	<b>747,002</b>	<b>751,892</b>	<b>747,274</b>	<b>764,211</b>
<b>Total Expenditures</b>	<b>689,369</b>	<b>696,296</b>	<b>696,296</b>	<b>710,646</b>	<b>717,897</b>	<b>729,718</b>
Excess (Deficiency of Revenues) over Expenditures	16,347	18,843	50,706	41,246	29,377	34,493
<b>Beginning Fund Balance</b>	<b>550,420</b>	<b>566,767</b>	<b>566,767</b>	<b>617,473</b>	<b>658,719</b>	<b>688,096</b>
<b>Ending Fund Balance</b>	<b>\$ 566,767</b>	<b>\$ 585,610</b>	<b>\$ 617,473</b>	<b>\$ 658,719</b>	<b>\$ 688,096</b>	<b>\$ 722,589</b>

### EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Finance Department</b>						
<b>Debt Service</b>						
Debt Service - Bridge Bond	\$ 498,055	\$ 499,610	\$ 499,610	\$ 499,340	\$ 502,840	\$ 500,105
Debt Service - City Hall	69,513	68,313	68,313	77,053	70,544	79,060
Debt Service - DDA	120,500	125,060	125,060	130,940	141,200	147,240
Fiscal Agent Fee	1,301	1,313	1,313	1,313	1,313	1,313
<b>Dept Service Total</b>	<b>689,369</b>	<b>694,296</b>	<b>694,296</b>	<b>708,646</b>	<b>715,897</b>	<b>727,718</b>
<b>Clerk/Treasurer</b>						
Other Operating	-	2,000	2,000	2,000	2,000	2,000
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Debt Service Fund Total</b>	<b>\$ 689,369</b>	<b>\$ 696,296</b>	<b>\$ 696,296</b>	<b>\$ 710,646</b>	<b>\$ 717,897</b>	<b>\$ 729,718</b>

## DEBT SERVICE FUND FIRE STATION 1 BOND

This Debt Service Fund is used to account for the current principal and interest payments of the City's general obligation debt that was issued to finance the construction and equipping of Fire Station 1 that 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:

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

### FUND BALANCE TREND

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 467,514	\$ 472,475	\$ 510,247	\$ 500,426	\$ 486,885	\$ 488,537
<b>Total Revenue</b>	<b>467,514</b>	<b>472,475</b>	<b>510,247</b>	<b>500,426</b>	<b>486,885</b>	<b>488,537</b>
<b>Total Expenditures</b>	<b>418,325</b>	<b>422,275</b>	<b>422,275</b>	<b>424,925</b>	<b>432,275</b>	<b>434,175</b>
Excess (Deficiency of Revenues) over Expenditures	49,189	50,200	87,972	75,501	54,610	54,362
<b>Beginning Fund Balance</b>	<b>709,915</b>	<b>759,104</b>	<b>759,104</b>	<b>847,076</b>	<b>922,577</b>	<b>977,187</b>
<b>Ending Fund Balance</b>	<b>\$ 759,104</b>	<b>\$ 809,304</b>	<b>\$ 847,076</b>	<b>\$ 922,577</b>	<b>\$ 977,187</b>	<b>\$ 1,031,549</b>

## EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Finance Department</b>						
<b>Debt Service</b>						
Debt Service - Fire Station 1	\$ 417,825	\$ 420,775	\$ 420,775	\$ 423,425	\$ 430,775	\$ 432,675
Fiscal Agent Fee	500	500	500	500	500	500
<b>Dept Service Total</b>	<b>418,325</b>	<b>421,275</b>	<b>421,275</b>	<b>423,925</b>	<b>431,275</b>	<b>433,175</b>
<b>Clerk/Treasurer</b>						
Other Operating	-	1,000	1,000	1,000	1,000	1,000
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Debt Service Fund Total</b>	<b>\$ 418,325</b>	<b>\$ 422,275</b>	<b>\$ 422,275</b>	<b>\$ 424,925</b>	<b>\$ 432,275</b>	<b>\$ 434,175</b>



**CAPITAL PROJECT FUND**



## **CAPITAL PROJECT FUND**

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

With the exception of special assessments, projects are usually funded by contributions from other funds, bond issue proceeds, or grants. General Fund support of capital projects has been targeted at approximately one mill of property tax revenue, but this amount has been reduced in future projections due to funding available from other sources for capital projects.

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 summary CIP budget is available at the end of this budget document.

## CAPITAL PROJECT FUND EXPENDITURE SUMMARY

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Capital Projects by Department</b>						
City Manager	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -
Community Promotions	22,651	52,346	52,346	-	-	-
Assessor	18,369	1,670	1,670	-	-	-
Building Services	375,673	519,648	522,742	615,000	-	-
Human Resources	-	-	-	16,000	-	-
Police	97,006	24,861	24,861	22,000	-	-
Parking Enforcement	-	11,155	11,155	-	-	-
Fire	77,981	915,057	902,247	32,000	-	-
Public Safety Division	5,935	-	-	-	-	-
Public Services	-	355,500	354,620	115,000	-	-
Engineering	148,080	2,254,666	2,254,666	938,029	500,000	500,000
Cemetery	-	-	-	65,000	-	-
Airport	-	8,034	-	-	-	-
Community Development	1,124,421	1,159,158	1,632,209	341,949	-	-
Economic Development	1,538	-	-	-	-	-
Parks and Recreation	251,877	4,109,921	4,077,021	762,024	-	-
Battlefield Visitor Center	-	3,962,746	3,962,746	25,000	25,000	25,000
Opporunity Center at ALCC	-	95,000	7,895,000	-	-	-
Information Systems	-	60,000	60,000	-	-	-
<b>Capital Project Fund Total</b>	<b>\$ 2,123,531</b>	<b>\$ 13,529,762</b>	<b>\$ 21,751,283</b>	<b>\$ 2,944,002</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>

**CAPITAL PROJECT FUND  
FUND BALANCE TREND**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 859,512	\$ 1,283,433	\$ 1,371,438	\$ 52,100	\$ 527,100	\$ 512,100
Community Development	81,000	-	-	175,949	-	-
<b>Program Services Revenue</b>						
Public Works	14,147	12,000	12,000	11,000	10,000	10,000
<b>Capital Grants Revenue:</b>						
General Government	190,547	378,130	384,096	453,546	-	-
Public Safety	-	86,000	86,000	249,467	-	-
Public Works	891,540	2,289,135	2,275,135	1,082,029	-	-
Community Development	403,520	1,346,605	1,819,656	166,000	-	-
Recreation & Culture	56,703	5,272,231	13,072,231	387,024	-	-
<b>Total Revenue</b>	<b>2,496,969</b>	<b>10,667,534</b>	<b>19,020,556</b>	<b>2,577,115</b>	<b>537,100</b>	<b>522,100</b>
<b>Total Expenditures</b>	<b>2,123,531</b>	<b>13,529,762</b>	<b>21,751,283</b>	<b>2,944,002</b>	<b>525,000</b>	<b>525,000</b>
Excess (Deficiency of Revenues) over Expenditures	373,438	(2,862,228)	(2,730,727)	(366,887)	12,100	(2,900)
<b>Beginning Fund Balance</b>	<b>3,088,053</b>	<b>3,461,491</b>	<b>3,461,491</b>	<b>730,764</b>	<b>363,877</b>	<b>375,977</b>
<b>Ending Fund Balance</b>	<b>\$ 3,461,491</b>	<b>\$ 599,263</b>	<b>\$ 730,764</b>	<b>\$ 363,877</b>	<b>\$ 375,977</b>	<b>\$ 373,077</b>



**ENTERPRISE FUNDS**

## WASTEWATER DEPARTMENT FY 2023-2024

**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 National Pollutant Discharge Elimination System Permit (NPDES). Our 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 further details on the Corrective Action Plan (CAP). An application for a new permit is due April 4, 2024, our current permit expires October 1, 2024. 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 3 improvement work will be done by the end of the fiscal year (rehabilitating sewer under Mason Run Drain)

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 2023-2024 staffing full time equivalents (FTE) is 26.1.

Capital Improvement Projects that are scheduled to begin after July 1, 2023 are: Sanitary Sewer System Rehabilitation / Replacement (6 locations-2.24 miles) including CAP work, Emergency Backup Generator Replacements at the Sunset and Detroit Beach Pump Stations, Effluent Water Filter and Wastewater System Improvements – SRF Loan Project Plan. Other Capital Improvement Program projects that have been completed or will be completed are: UV System Rehabilitation, Emergency Backup Generator Replacements at the Sunset and Detroit Beach Pump Stations, Valve Replacement (Secondary Side & Splitter Box), Building Repair (Soffit Replacement & Concrete Repairs) and Sanitary Sewer System Replacement / Rehabilitation (6 locations-0.82 miles).

**Administrative (536):** 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 to keep pace with our Asset Management Plan 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 January 31, 2023 Control Board meeting at 4.17% for FY 2023-2024 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 (549) / Pump Station (550):**

In 2022, our Collection System transported approximately 3.6 billion gallons of wastewater to the treatment facility for processing. Approximately 261 miles of sanitary sewer mains (~92 miles City of Monroe, ~102 miles Frenchtown Twp, 63 miles Monroe Twp, & 4 miles Raisinville Twp), 5,680 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 2023 - 2024 including rehabilitating approximately 2.24 miles of collection system pipe and CAP Year 4 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**

<b><u>Size</u></b>	<b><u>FY 23-24 Meter Reading Charge per Read</u></b>	<b><u>FY 23-24 Bond Recovery Charge per Read</u></b>	<b><u>FY 23-24 Total Meter Reading &amp; Bond Recovery Cost per Read</u></b>
5/8"	\$6.36	\$14.64	\$21.00
3/4"	\$9.54	\$21.96	\$31.50
1"	\$15.90	\$36.60	\$52.50
1-1/4"	\$22.26	\$51.24	\$73.50
1-1/2"	\$31.80	\$73.20	\$105.00
2"	\$50.88	\$117.12	\$168.00
2-1/2"	\$69.96	\$161.04	\$231.00
3"	\$95.40	\$219.60	\$315.00
4"	\$159.00	\$366.00	\$525.00
6"	\$318.00	\$732.00	\$1,050.00
8"	\$508.80	\$1,171.20	\$1,680.00
10"	\$731.40	\$1,683.60	\$2,415.00
12"	\$1,367.40	\$3,147.60	\$4,515.00

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

<b><u>Size</u></b>	<b><u>FY 23-24 Meter Reading Charge per Read</u></b>	<b><u>FY 23-24 Bond Recovery Charge per Read</u></b>	<b><u>FY 23-24 Total Meter Reading &amp; Bond Recovery Cost per Read</u></b>
5/8"	\$2.12	\$4.88	\$7.00
3/4"	\$3.18	\$7.32	\$10.50
1"	\$5.30	\$12.20	\$17.50
1-1/4"	\$7.42	\$17.08	\$24.50
1-1/2"	\$10.60	\$24.40	\$35.00
2"	\$16.96	\$39.04	\$56.00
2-1/2"	\$23.32	\$53.68	\$77.00
3"	\$31.80	\$73.20	\$105.00
4"	\$53.00	\$122.00	\$175.00
6"	\$106.00	\$244.00	\$350.00
8"	\$169.60	\$390.40	\$560.00
10"	\$243.80	\$561.20	\$805.00
12"	\$455.80	\$1,049.20	\$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.

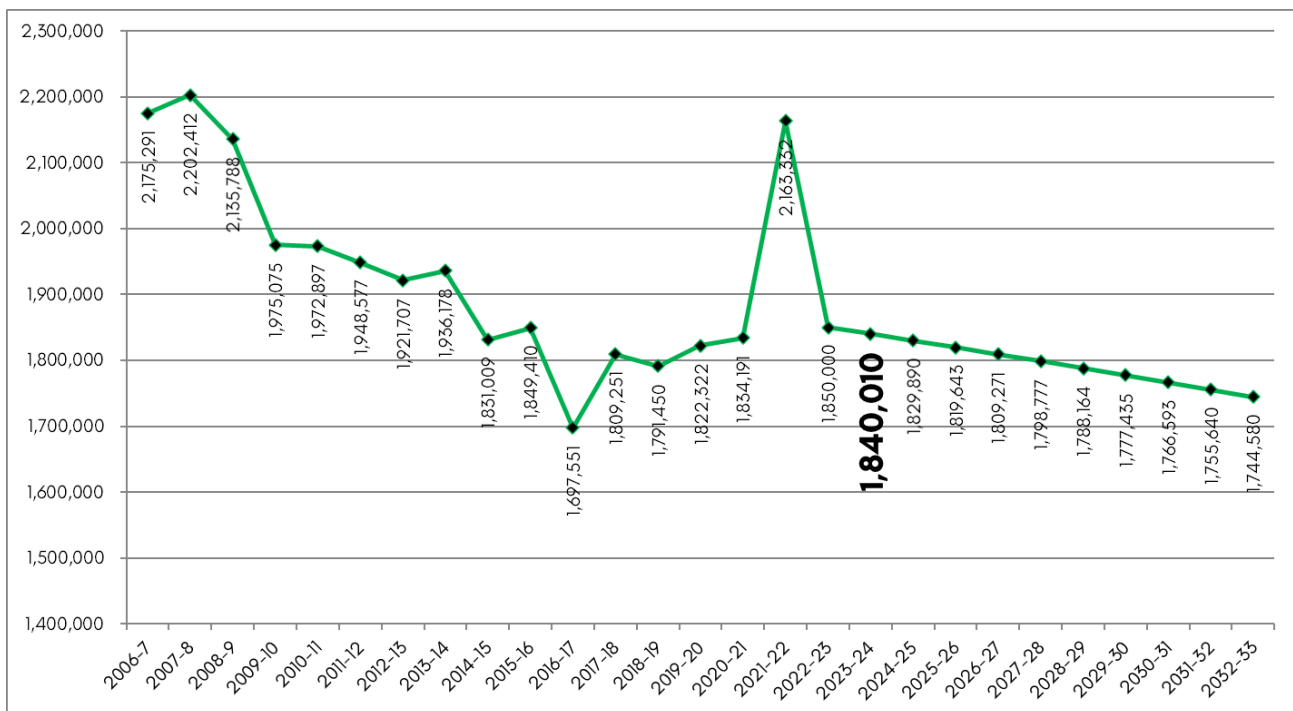


**Commodity Charge:** This budget we are recommending to increase the commodity charge to \$4.63 per CCF. Sewer usage is determined by water meters based on water consumption readings in units of one hundred cubic feet (CCF) and are multiplied by the Commodity Charge. The Commodity Charge provides funds for all remaining administrative, debt service, collection system, treatment, and pump station operation related expenses.

**Treated Effluent Charge:** This budget we are recommending to increase the Wastewater Treatment Plant Effluent charge to \$0.52 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 3.2% 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 overall with the exception of a few years 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 labor, insurances, retiree healthcare, chemicals, contractual, sludge handling, 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		
<b>July 2023</b>	<b>\$4.63</b>	<b>\$21.00</b>		
July 2024	\$4.82	\$21.00		
July 2025	\$5.01	\$21.00		
July 2026	\$5.16	\$21.00		
July 2027	\$5.21	\$21.00		
July 2028	\$5.21	\$21.00		
July 2029	\$5.21	\$21.00		
July 2030	\$5.21	\$21.00		
July 2031	\$5.21	\$21.00		
<b>**5/8" Meter</b>				
COST TO AVERAGE CONSUMER				
*Based on Residential / 18 CCF per bill	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$101.10	\$104.34	\$3.24	3.2%
Annual Cost	\$404.40	\$417.36	\$12.96	3.2%
Annual Sewer Flat (18 CCF/Qtr)	\$404.40	\$417.36	\$12.96	3.2%
SEWAGE RATE COMPARISON*				
LOCATION	ANNUAL COST	\$/CCF	READ COSTS	
Village of Maybee	\$240	-	\$60.00	
London Township	\$273	-	\$68.25	
YUCA - Township	\$312	\$2.88	\$26.21	
City of Wyandotte	\$329	\$3.20	\$24.74	
City of Petersburg	\$360	-	\$90.00	
City of Woodhaven	\$365	\$3.35	\$39.93	
City of Tecumseh	\$414	\$4.64	\$20.04	
<b>Monroe Metropolitan</b>	<b>\$417</b>	<b>\$4.63</b>	<b>\$21.00</b>	
City of Adrian	\$419	\$3.62	\$39.63	
City of Howell	\$441	\$4.04	\$37.50	
Ida / Raisinville Twps	\$480	-	\$120.00	
City of Ann Arbor	\$520	\$6.33	\$15.96	
Berlin Township	\$523	\$5.59	\$30.00	
Bedford Township	\$530	\$4.85	\$45.18	
City of Flat Rock	\$546	\$5.38	\$39.80	
City of Milan	\$588	\$6.34	\$33.03	
Ash Township (Village of Carleton)	\$611	\$6.55	\$35.00	
Village of Dundee	\$715	\$7.15	\$49.94	
Village of South Rockwood	\$732	\$4.14	\$108.48	
City of Dexter	\$852	\$10.02	\$32.67	
City of Saline	\$887	\$9.61	\$48.83	
LaSalle Township	\$930	\$7.61	\$95.62	
Village of Blissfield	\$976	\$4.62	\$160.68	
*Based on Residential / 18 CCF per bill				

## WASTEWATER FUND NET ASSET TREND

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Revenue:</b>						
General Revenue						
General Government	\$ (23,924)	\$ 10,000	\$ 170,000	\$ 150,000	\$ 75,000	\$ 35,000
Program Services Revenue						
Public Works	11,343,795	11,388,187	11,609,954	11,956,870	12,290,468	12,618,445
<b>Total Revenue</b>	<b>11,319,871</b>	<b>11,398,187</b>	<b>11,779,954</b>	<b>12,106,870</b>	<b>12,365,468</b>	<b>12,653,445</b>
<b>Total Expenditures</b>	9,194,699	9,000,590	9,011,127	9,415,987	9,718,449	9,770,746
Excess (Deficiency of Revenues) over Expenditures	2,125,172	2,397,597	2,768,827	2,690,883	2,647,019	2,882,699
<b>Beg. Net Assets</b>	33,112,403	35,237,577	35,237,577	38,006,404	40,697,287	43,344,306
<b>End. Net Assets</b>	<b>\$ 35,237,575</b>	<b>\$ 37,635,174</b>	<b>\$ 38,006,404</b>	<b>\$ 40,697,287</b>	<b>\$ 43,344,306</b>	<b>\$ 46,227,005</b>

<b>PERFORMANCE</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
<b>INDICATORS</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Requested</b>
Commodity Charge (\$/ccf)	\$3.62	\$3.81	\$4.00	\$4.19	\$4.36	\$4.36	\$4.45	\$4.63
Plant Flow (Billion Gallons)	4.5	4.6	4.9	4.9	3.6	5.2	4	4.5
Wet Weather Flows (MG)	0	1.75	0	0	0	0	0	0
Major Storm	3	4	4	4	5	10	4	5
Major Industrial Customers- IPP	6	6	6	6	6	6	6	6
In House Laboratory Tests	11,843	11,842	13,171	13,103	13,108	13,070	13,150	13,150
Wet Tons of Sludge	9,581	9,794	9,616	9,301	8,537	7,472	9,648	9,648
<b>Collection System (miles)</b>	261	261	261	261	261	261	261	261
Mini-Camera Jobs	18	20	15	12	19	20	16	15
Root Treatment (LFT)	7,750	10,600	11,000	7,750	7,300	7,360	6,900	7070
Manhole Inspections	114	49	181	396	428	510	500	600
Sewer Investigations (call- outs)	89	102	153	179	133	175	120	120
Sewer Mains Jetted (LFT)	141,950	121,850	90,977	83,817	96,042	95,780	110,000	125,000
Sewer Mains TV'd (LFT)	33,220	25,215	49,124	40,464	40,601	38,739	42,000	80,000
Miss Digs	2,604	2,945	3,495	3,183	3,513	3,296	3,400	3,200
Work for Other (jobs)	2	2	2	2	2	2	2	2
<b>Pump Stations (#)</b>	36	36	36	36	36	36	36	36
Pump Station Investigations/Yr	1626	1614	1619	1706	1635	1544	1625	1625
Major Repair Hours	1,972.50	1,710	1,117	848.5	558.5	337	350	750
In House CIP Project Hours	0	50	32	75	0	50	250	500

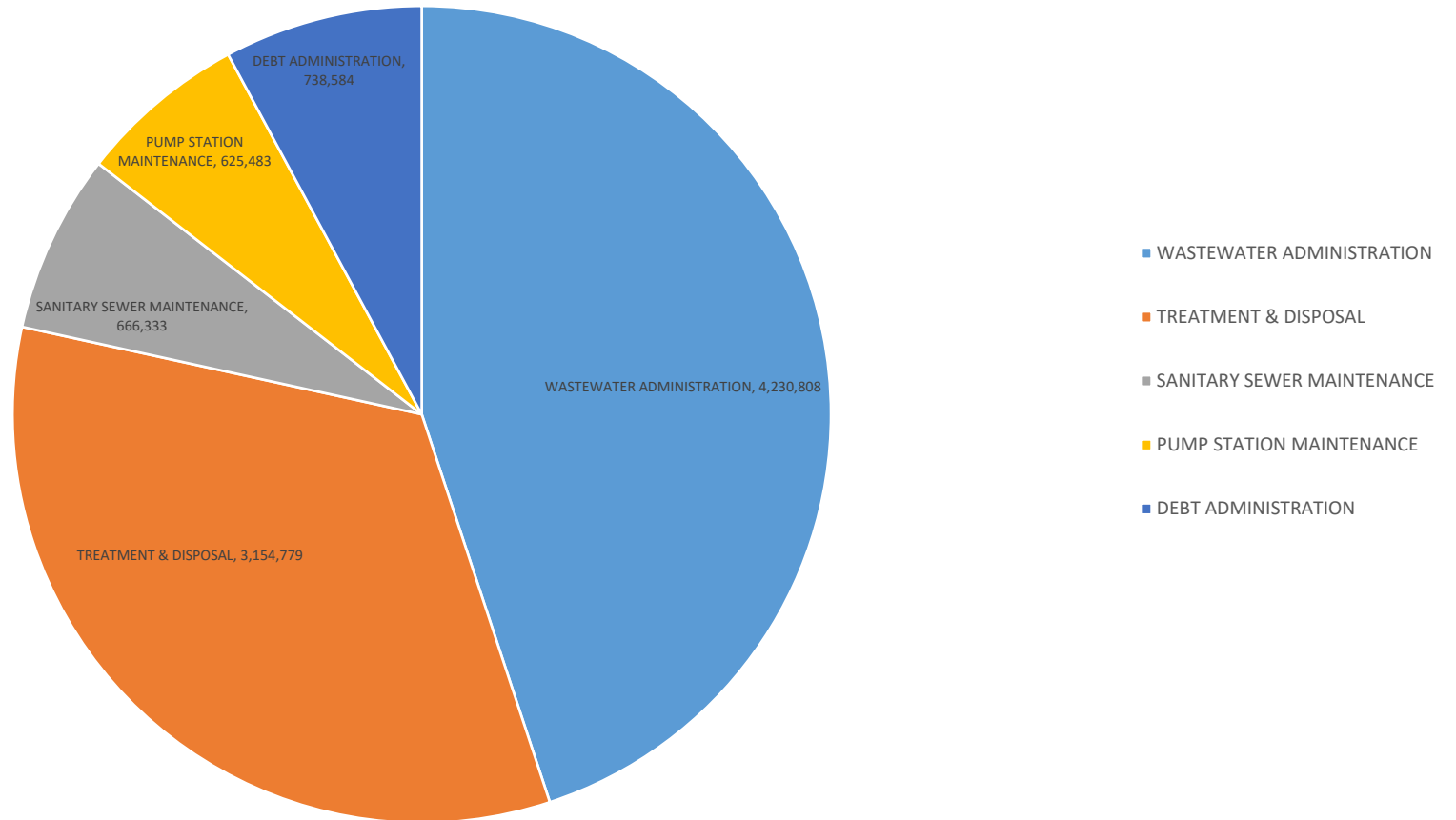
## Wastewater Fund Capital Project Detail

Project	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
San. Sewer Rehab-W 5th-Adams to West	\$ 90	\$ 78,310	\$ 78,500	\$ -	\$ -	\$ -
Former La-z-boy Site Infrastructure	-	6,600	6,600	-	-	-
San. Sewer Rehab-W Noble, Borgess to Monroe	44	41,456	41,000	-	-	-
San. Sewer Rehab-St. Mary's Gardens Svc Area	-	934,000	934,000	-	-	-
San. Sewer Rehab-Harrison/City line to W 7th	26,903	17,397	17,000	-	-	-
San. Sewer Rehab-W 6th/Union to Adams	349	101,651	101,000	-	-	-
Sanitary Sewer Lining-Stony Point Subdivision	-	66,309	-	-	-	-
WWTP SCADA Upgrade	1,155	-	-	-	-	-
San. Sewer Rehab-Washington to Macomb	203	91,997	92,000	-	-	-
San. Sewer Rehab-Riverview-Elm to Scottwood	59,436	52,564	51,000	-	-	-
San. Sewer Rehab-W 4th -Adams to Hubble	14,889	8,811	8,500	-	-	-
San. Sewer Rehab-Palmwood-Telegraph to line	41,954	44,046	43,500	-	-	-
San. Sewer Rehab-Lincoln-Elm to Noble	43,594	35,406	34,500	-	-	-
San. Sewer Rehab-Stony Point Laterals	412,306	125,762	80,735	-	-	-
UV Rehabilitation	255,360	77,500	77,500	-	-	-
Valve Replacement-Secondary Sys./Splitter Box	-	164,934	164,934	-	-	-
Tuckpointing & Soffit Replacement	-	97,786	97,786	-	-	-
Portable Generator	51,691	-	-	-	-	-
Bolles Harbor Pump Station Rehab	-	50,000	50,000	-	-	-
Generator Replacement-Sunset/Det Beach	-	550,000	550,000	500,000	-	-
San Sewer Rehab-McCormick/Lavender	-	118,000	117,000	-	-	-
San Sewer Rehab - Riverview/Maywood	-	71,000	71,000	-	-	-
San Sewer Rehab-E Willow/Monroe to Macomb	-	153,000	153,000	-	-	-
San Sewer Rehab-Orchard/Macomb to R'View	-	85,000	85,000	-	-	-
San Sewer Rehab-E 2nd/Macomb to Scott	-	127,000	127,000	-	-	-
San Sewer Rehab-Stoney Pointe/MR Lateral	-	260,000	260,000	-	-	-
Plant Aeration System Upgrade	-	47,574	47,574	-	-	-
San Sewer Rehab-W. Willow/Borges to Monroe	-	90,000	90,500	-	-	-
San Sewer Rehab-Vivian/Hurd to Nadeau	-	79,000	79,500	-	-	-
Sludge Mixing System Replacement	-	60,000	60,000	-	-	-
SCADA Network Upgrades	-	14,995	14,995	-	-	-
Settled Waste Pump Rehab	-	50,000	50,000	-	-	-
AED Replacement - City Facilities	-	1,549	1,549	-	-	-
San Sewer Rehab-Sunset Phase 1	-	-	-	370,000	-	-
San Sewer Rehab-Washington/7th to 8th	-	-	-	70,000	-	-
San Sewer Rehab-E 7th/Monroe to Washington	-	-	-	32,150	-	-
San Sewer Rehab-N Macomb/Lemerand to CL	-	-	-	136,900	-	-
San Sewer Rehab-Vivian N. of Fix	-	-	-	311,250	-	-
San Sewer Rehab-Ruff/S of Benson to DE	-	-	-	149,700	-	-
WW System Improvements - SRF	-	-	-	100,000	-	-
Plant Effluent Filter-Equipment Building	-	-	-	40,000	-	-
Other Miscellaneous Capital Costs	54,820	45,272	66,600	62,000	14,000	-
Future Planned Projects	-	-	-	-	969,000	450,000
<b>Capital Project Total</b>	<b>\$ 962,794</b>	<b>\$ 3,746,920</b>	<b>\$ 3,652,273</b>	<b>\$ 1,772,000</b>	<b>\$ 983,000</b>	<b>\$ 450,000</b>

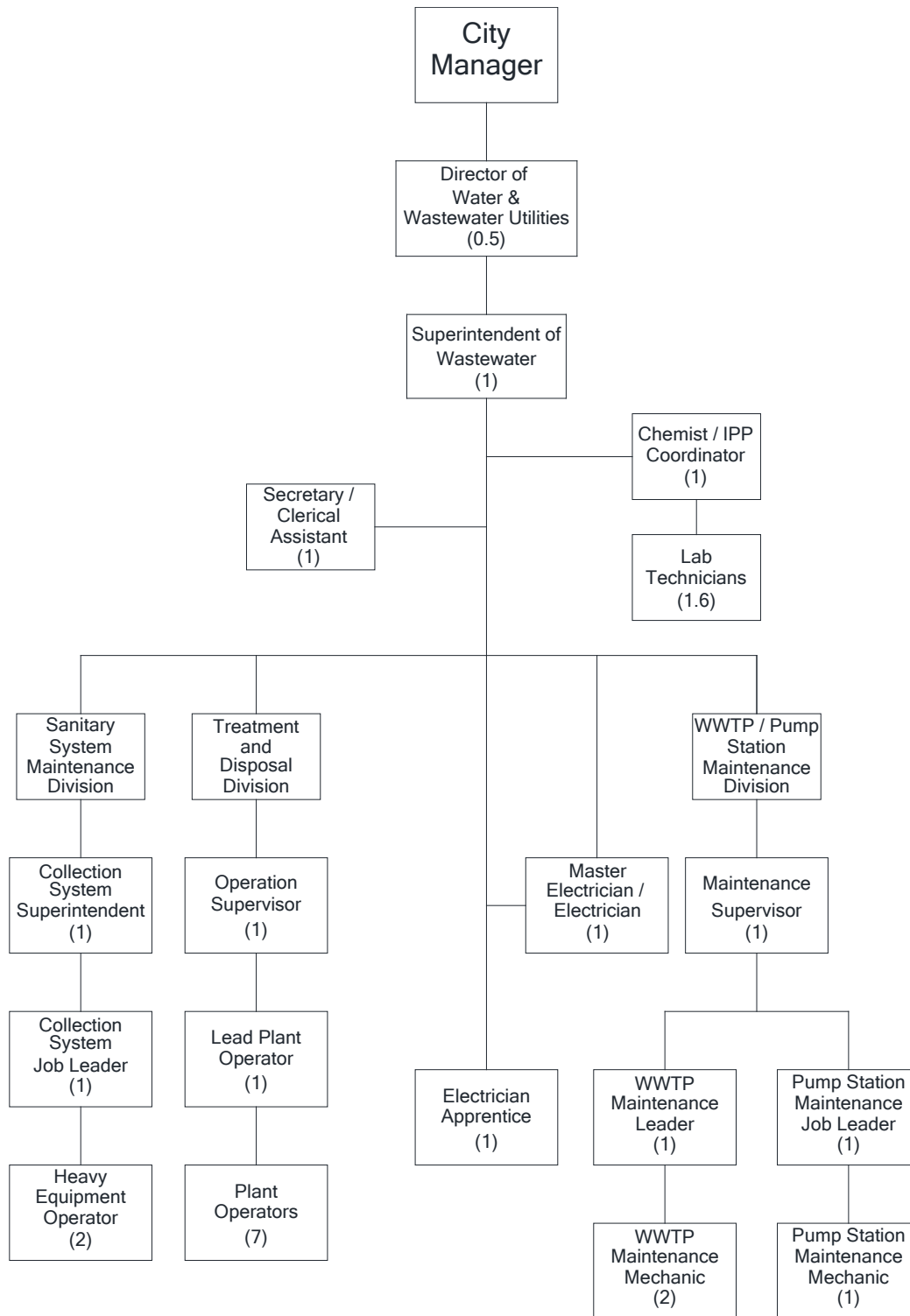
## WASTEWATER FUND EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>General Administration</b>						
Personnel Services	\$ 360,079	\$ 300,155	\$ 299,453	\$ 310,632	\$ 320,816	\$ 328,323
Supplies	41,442	47,333	63,800	45,700	48,000	50,100
Other Operating	3,580,464	3,666,884	3,661,658	3,874,476	3,957,905	4,018,047
<b>General Admin. Total</b>	<b>3,981,985</b>	<b>4,014,372</b>	<b>4,024,911</b>	<b>4,230,808</b>	<b>4,326,721</b>	<b>4,396,470</b>
<b>Treatment &amp; Disposal</b>						
Personnel Services	1,717,186	1,489,029	1,475,508	1,554,344	1,616,278	1,674,803
Supplies	35,205	31,900	35,700	36,300	36,300	36,300
Other Operating	1,360,831	1,516,302	1,563,375	1,564,135	1,575,575	1,555,800
<b>Treatment &amp; Dpsl. Total</b>	<b>3,113,222</b>	<b>3,037,231</b>	<b>3,074,583</b>	<b>3,154,779</b>	<b>3,228,153</b>	<b>3,266,903</b>
<b>Maint.-Sanitary Sewers</b>						
Personnel Services	382,713	368,062	366,728	445,133	446,870	457,254
Supplies	5,278	7,900	7,300	7,300	7,300	7,300
Other Operating	358,506	201,677	187,539	213,900	223,850	224,250
<b>Maint.- Sntry. Swrs. Total</b>	<b>746,497</b>	<b>577,639</b>	<b>561,567</b>	<b>666,333</b>	<b>678,020</b>	<b>688,804</b>
<b>Maint.-Pump Stations</b>						
Personnel Services	316,655	352,746	322,219	394,233	405,559	415,344
OPEB/Pension Cost Recovery	-	-	-	-	-	-
Supplies	9,612	15,600	18,200	22,950	20,450	19,450
Other Operating	181,282	206,240	212,885	208,300	213,100	208,100
<b>Maint.- Pump Stns. Total</b>	<b>507,549</b>	<b>574,586</b>	<b>553,304</b>	<b>625,483</b>	<b>639,109</b>	<b>642,894</b>
<b>Debt Administration</b>						
Interest	845,446	796,762	796,762	738,584	846,446	775,675
<b>Debt Administration Total</b>	<b>845,446</b>	<b>796,762</b>	<b>796,762</b>	<b>738,584</b>	<b>846,446</b>	<b>775,675</b>
<b>Wastewater Fund Total</b>	<b>\$ 9,194,699</b>	<b>\$ 9,000,590</b>	<b>\$ 9,011,127</b>	<b>\$ 9,415,987</b>	<b>\$ 9,718,449</b>	<b>\$ 9,770,746</b>

## Appropriations By Department







Wastewater Department FY 23-24 FTE Total = 26.1

FY 19-20 ~ 22-23 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 2023-2024

**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 and No Changes are recommended for the administration charge, debt service charge for all meter sizes, pump surcharge, and fire line charge, 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					
\$2.37 / CCF of Water Plus Charge Below By Meter Size		\$4.74 / CCF of Water Plus Charge Below By Meter Size		\$4.92 / 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
1¼"	\$43.05	1¼"	\$78.10	1¼"	\$78.10
1½"	\$58.05	1½"	\$108.10	1½"	\$108.10
2"	\$88.10	2"	\$168.20	2"	\$168.20
2 ½"	\$133.14	2 ½"	\$258.28	2 ½"	\$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 \$2.55 / CCF of Water Plus **1.0X** Charge By Meter Size  
**1.2X** City of Petersburg \$3.06 / 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)	
\$2.37 / CCF of Water Plus Charge Below By Meter Size		\$4.74 / CCF of Water Plus Charge Below By Meter Size		\$4.92 / 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 \$2.55 / CCF of Water Plus **1.0X** Charge By Meter Size  
**1.2X** City of Petersburg \$3.06 / 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)

<i>INSIDE</i> the City Limits		<i>OUTSIDE</i> the City Limits	
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	\$182	\$2.12	\$7.36	
City of Wyandotte	\$196	\$1.35	\$24.74	
<b>City of Monroe</b>	<b>\$243</b>	<b>\$2.37</b>	<b>\$18.00</b>	<b>5.3%</b>
City of Milan	\$278	\$3.06	\$14.50	
Frenchtown Township	\$285	\$3.26	\$12.45	
City of Ann Arbor	\$319	\$2.95	\$26.74	
Village of Dundee	\$322	\$3.92	\$10.00	
Ash Township	\$326	\$4.08	\$62.50	
City of Dexter	\$340	\$3.16	\$28.14	
YUCA-Township	\$361	\$3.62	\$25.10	
City of Saline	\$377	\$3.74	\$26.94	
City of Adrian	\$379	\$3.01	\$40.65	
Berlin Charter Township	\$387	\$3.70	\$30.00	
City of Howell	\$438	\$4.23	\$33.38	
<b>Monroe &amp; LaSalle Township-Monroe System</b>	<b>\$453</b>	<b>\$4.74</b>	<b>\$28.00</b>	<b>5.7%</b>
<b>Raisinville, Ida, London, Exeter Townships &amp; Village of Maybee - Monroe System</b>	<b>\$466</b>	<b>\$4.92</b>	<b>\$28.00</b>	<b>5.5%</b>
City of Woodhaven	\$516	\$5.81	\$39.93	
City of Flat Rock	\$546	\$5.38	\$39.80	
Village of South Rockwood	\$553	\$3.09	\$82.65	
City of Petersburg	\$699	\$8.23	\$26.61	
South County Water	\$708	\$6.90	\$52.77	
Village of Blissfield	\$938	\$4.59	\$151.98	
<i>* Annual cost based 72 CCF</i>				
<b>Dundee-Wholesale (6") 1.0X</b>	<b>\$741,652</b>	<b>\$2.55</b>	<b>\$633.70</b>	<b>7.1%</b>
<b>Petersburg-Wholesale (2~4") 1.2X</b>	<b>\$157,337</b>	<b>\$3.06</b>	<b>\$740.00</b>	<b>6.9%</b>

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 4 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 2023-2024

- 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 master 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 a 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 15,972 active water meters, 3,407 fire hydrants, 3,145 valves, and three elevated storage tanks. Currently there are 1,589 service lines that are partial or full lead, galvanized or unknown, 511 are unknown & require field verification. The *Service Section* employs a Meter Shop Coordinator, ½ Distribution Technician and three Water Service Workers who install, repair, maintain, inspect facilities for any possible cross-connections 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 Billing Supervisor and Meter Reader whose job is to read / coordinate all meters & billing with division staff for our customers. 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 2022 billed water consumption in the Monroe Water System increased 19.3% from CY 2021 uninterrupted supply of high quality water, primarily due to the drought conditions observed. 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 25<sup>th</sup> 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 2022-2023 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. 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. Quarterly UCMR5 sampling starts in July 2023 and ends in April 2024.
- Expanded customer base with the installation of 45 new water services (up to 2"); 91 service renewals (contractor and staff lead & galvanized), an increase due to the LCR as a response to the Flint Water situation. Per the LCR, reviewing our records and field verifying approximately 1,589 services that are lead, galvanized, or unknown will need to be replaced over a 20-year period starting in 2021 or approximately 80 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 8 distribution system valves and 23 fire hydrants. 124 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. 1,428 hydrants were operated / flushed, 35 autoflushers flush daily, and 5 hydrants were flow tested.
- Replaced / installed 2,569 meters and 2,570 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: East reservoir crack repairs; allocated additional funds for an additional L.S. pump, SCBS station upgrade Phase 2, water plant driveway replacement, and the H.S. Pump/Motor/Drive/Discharge pipe replacement.



Allocated funds for the following projects; Water Plant roof replacements, Ozone Generator #1 replacement, and PLC 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, E. Willow Ave, and E First St; Roessler & Ida Elevated Tank Improvements, and a Distribution Service Truck Replacement; Completing the survey & design of main replacements on Washington St, E. Seventh St, Arbor Ave, and the 10.83 mile water system replacement and looping bond project./

The Transmission and Distribution Division installed 45 new water services and completed 91 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 80 renewals per year (5% on avg). 23 fire hydrants were repaired / replaced / installed, 1,428 hydrants were operated / flushed, 36 water main breaks were repaired, 66 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 8 valves were repaired or replaced with minimal inconvenience to our customers. 3,635 MISS DIG tickets were received which required 3,456 tickets to be responded to during the year. The Service Section completed 5,826 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. 4,148 delinquent notices were mailed out which ultimately required 2,221 final notices to be mailed. They collected 780 system bacteriological samples and were called out 102 times. The meter readers read approximately 10,521 meters on a quarterly basis and approximately 5,451 meters on a monthly basis. The Meter Shop Coordinator enforces regulations to insure against contamination of the water. During CY 2022, Non-Residential customers 820 of 1,121 were inspected, 651 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. 2,778 sites have been inspected out of 14,270 residential customers by City staff, 2,573 sites are compliant, 205 are not compliant and are in the process of correcting issues or waiting for a re-inspection.

Water Service Workers installed / replaced 2,569 meters and 2,700 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 2022-2023 includes Year 4 (Cycles 5 & 6 Residential Customers 2,940 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**

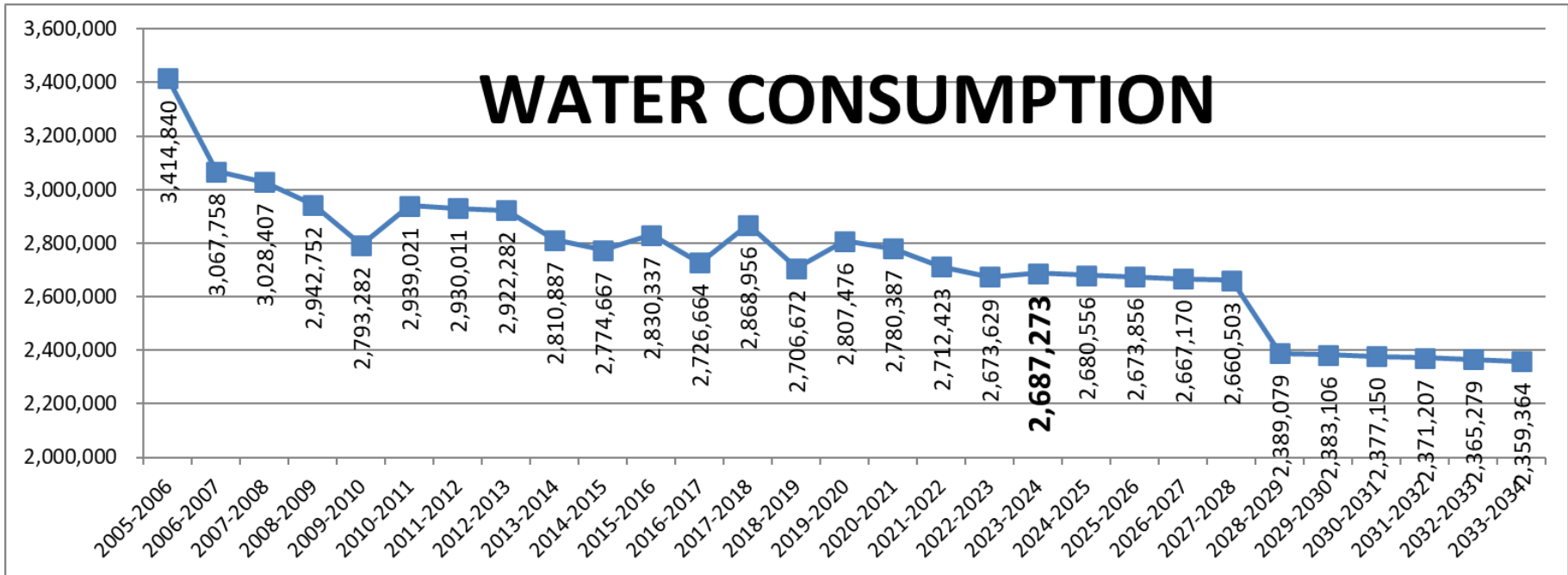
The Water Department Divisions set the following goals:

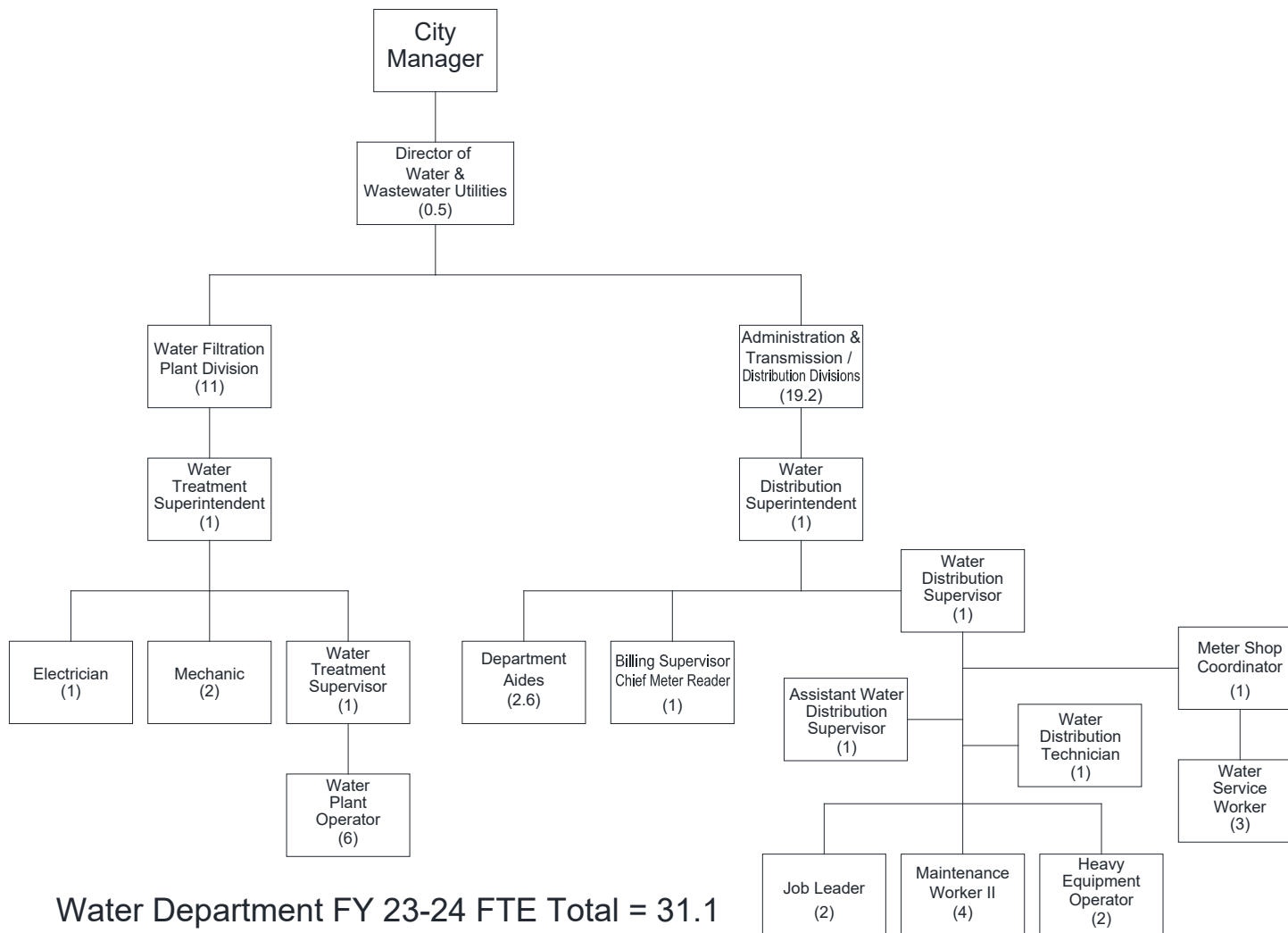
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will challenge some of the facilities antiquated components abilities. See list below:
  - PFAS legislation was signed into law August 3, 2020, these regulations establish 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 1,589 services that are partial or fully lead, galvanized, or unknown. The law requires replacement of these over a 20 year period or with our Asset Management Plan schedule (by 2025 per EGLE) starting in January 2021; this results in approximately 80 service renewals per year (5% on avg). There are 372 services that have been field verified per EGLE (3 points of the service line, 2 exterior, 1 interior) with final CDSMI 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 2022 billed water consumption was **19.3% higher** than CY 2021, primarily due to drought conditions.
- 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 2023-2024 FTE is proposed to be 31.1 FTE, converting the part-time Water Service Worker to full-time as part of increased meter changes, cross connections, etc.
- 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 2023-2024, convert the Year 5 (cycles 7 & 8 - 2,477 meters total) meter reading system to a Cellular Based Meter Reading System using Badger Meter Beacon Advanced Metering Analytics (AMA), the remaining 3 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: pump/motor vibration and temperature equipment for the WTP and PAP stations; allocate additional funds for an additional L.S. pump, PAP pump, motor and rehabilitation, with VFD upgrades, WTP roof replacements, and SCBS service area upgrades, phase 2.
- 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

	<b>CY2019</b>	<b>CY2020</b>	<b>CY2021</b>	<b>CY2022</b>	<b>CY2023</b>	<b>CY2024</b>
<b>Performance Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Request</b>
Customers Invoiced	66,500	67,005	77,001	111,644	120,000	127,560
Work Orders Completed	3,800	3,993	3,460	5,826	5,800	5,800
Final Notices Sent	1,760	99	1,831	2,221	1,800	1,800
Water Treated (mg)	2,583	2,696	2,612	2,783	2,800	2,850
Routine Bacti Samples/Positive	847/0	800/0	781 / 1	780 / 0	800/0	800/0
Turbidity Samples/Violations	2190/0	5508/0	8760/0	8760/0	8760/0	8760/0
New Services	64	67	56	45	67	65
Repair / Replace Valves	5	7	19	8	10	10
Service Renewals	170	63	159	91	80	80
Repair Main Breaks	37	34	34	36	35	35
Read Meters	64,300	67,000	76,950	108,610	120,000	127,000
Inspect/Test Cross Connections	1,859	2,200	2,381	2,778	2,900	3,100
Repair / Replace Hydrants	21	8	16	23	25	25





Water Department FY 23-24 FTE Total = 31.1  
 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

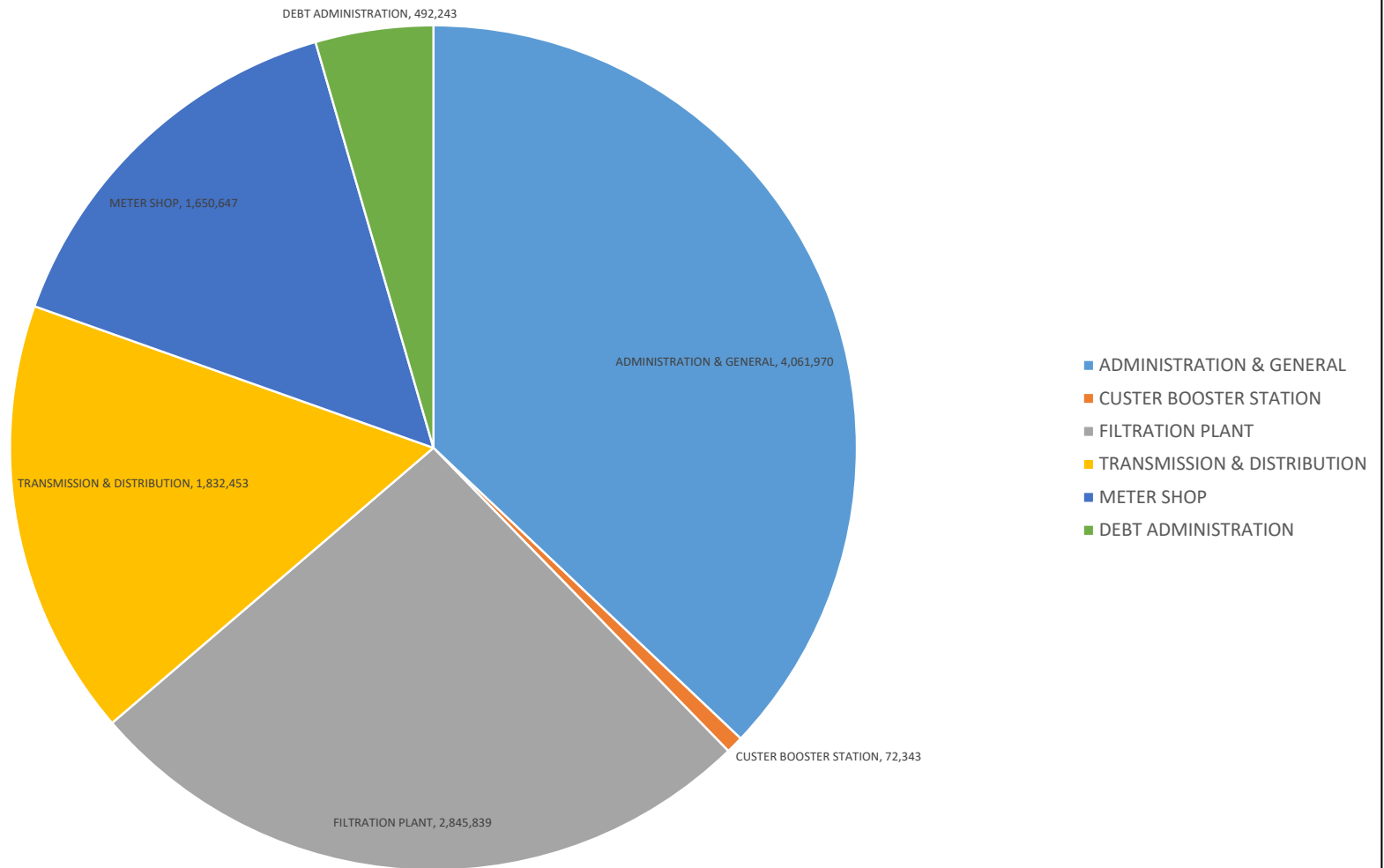
## WATER FUND NET ASSETS TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue						
General Government	\$ (37,544)	\$ 10,000	\$ 213,000	\$ 200,000	\$ 100,000	\$ 50,000
Program Services Revenue						
Public Works	11,091,369	11,327,331	11,388,607	11,854,267	12,703,520	13,321,486
Capital Grants						
Public Works	29,161	-	-	-	-	-
<b>Total Revenue</b>	<b>11,082,986</b>	<b>11,337,331</b>	<b>11,601,607</b>	<b>12,054,267</b>	<b>12,803,520</b>	<b>13,371,486</b>
<b>Total Expenditures</b>	<b>9,113,729</b>	<b>10,784,485</b>	<b>10,933,293</b>	<b>10,955,495</b>	<b>12,034,404</b>	<b>12,245,665</b>
Excess (Deficiency of Revenues) over Expenditures	1,969,257	552,846	668,314	1,098,772	769,116	1,125,821
<b>Beginning Net Assets</b>	<b>86,648,672</b>	<b>88,617,929</b>	<b>88,617,929</b>	<b>89,286,243</b>	<b>90,385,015</b>	<b>91,154,131</b>
<b>Ending Net Assets</b>	<b>\$ 88,617,929</b>	<b>\$ 89,170,775</b>	<b>\$ 89,286,243</b>	<b>\$ 90,385,015</b>	<b>\$ 91,154,131</b>	<b>\$ 92,279,952</b>

## WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>General Administration</b>						
Personnel Services	\$ 424,354	\$ 379,077	\$ 393,581	\$ 487,434	\$ 504,348	\$ 520,819
Supplies	23,214	28,625	28,400	36,100	41,500	46,400
Other Operating	3,370,958	3,531,458	3,462,566	3,538,436	3,660,217	3,763,048
<b>General Admin. Total</b>	<b>3,818,526</b>	<b>3,939,160</b>	<b>3,884,547</b>	<b>4,061,970</b>	<b>4,206,065</b>	<b>4,330,267</b>
<b>W. High Service Pump Station</b>						
Personnel	7,218	6,602	10,770	9,837	10,034	10,234
Other Operating	51,928	56,745	57,208	62,506	58,239	58,970
<b>Custer Booster Stn. Total</b>	<b>59,146</b>	<b>63,347</b>	<b>67,978</b>	<b>72,343</b>	<b>68,273</b>	<b>69,204</b>
<b>Filtration Plant</b>						
Personnel Services	1,093,137	981,802	1,010,000	1,056,227	1,086,951	1,113,825
Supplies	40,875	51,503	56,250	51,840	51,790	51,390
Other Operating	1,279,025	1,650,071	1,698,762	1,737,772	1,748,223	1,801,510
<b>Filtration Plant Total</b>	<b>2,413,037</b>	<b>2,683,376</b>	<b>2,765,012</b>	<b>2,845,839</b>	<b>2,886,964</b>	<b>2,966,725</b>
<b>Transmission &amp; Distribution</b>						
Personnel Services	808,591	903,056	963,131	994,694	1,000,114	1,008,525
Supplies	44,869	193,201	171,700	192,900	194,700	200,700
Other Operating	165,742	704,973	616,918	644,859	768,450	685,950
<b>Trans. &amp; Distrib. Total</b>	<b>1,019,202</b>	<b>1,801,230</b>	<b>1,751,749</b>	<b>1,832,453</b>	<b>1,963,264</b>	<b>1,895,175</b>
<b>Meter Shop</b>						
Personnel Services	568,189	518,240	509,010	524,879	544,501	562,173
Supplies	21,042	25,625	24,800	27,400	27,300	27,800
Other Operating	748,266	1,217,196	1,393,886	1,098,368	958,912	1,090,803
<b>Meter Shop Total</b>	<b>1,337,497</b>	<b>1,761,061</b>	<b>1,927,696</b>	<b>1,650,647</b>	<b>1,530,713</b>	<b>1,680,776</b>
<b>Debt Administration</b>						
Interest	466,321	536,311	536,311	492,243	1,379,125	1,303,518
<b>Debt Administration Total</b>	<b>466,321</b>	<b>536,311</b>	<b>536,311</b>	<b>492,243</b>	<b>1,379,125</b>	<b>1,303,518</b>
<b>Water Fund Total</b>	<b>\$ 9,113,729</b>	<b>\$ 10,784,485</b>	<b>\$ 10,933,293</b>	<b>\$ 10,955,495</b>	<b>\$ 12,034,404</b>	<b>\$ 12,245,665</b>

## Appropriations By Department





### Capital Project Detail

Project	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
SCBS Service Area Upgrades	\$ 56,277	\$ 855,204	\$ 855,204	\$ 1,047,028	\$ -	\$ -
East Reservoir Joint & Crack Repair	-	42,000	42,000	-	-	-
High SVC Pump/Motor/Drive/Dis. Pipe	13,105	211,018	211,018	-	-	-
La-Z-boy Former Site Infrastructure	-	6,870	6,870	-	-	-
Raisin St (Exeter Twp) Water Main Loop	20,195	-	-	-	-	-
Water Main - W Noble/Godfroy to N. Monroe	251,766	71,411	-	-	-	-
Water Main - W Lorain/Huber to E. of Lavender	83,114	262,152	262,653	-	-	-
Water Trencher & Trailer Replacement	86,921	-	-	-	-	-
WTP Main Boiler Replacement	94,082	-	-	-	-	-
Chlorine Analyzer Replacement	33,157	-	-	-	-	-
Water Main-Monroe Street Bridge	191,450	10,000	-	-	-	-
Water Main-Riverview-Elm to Scottwood	776,480	23,480	178	-	-	-
Water Main-E 2nd-Washington to Macomb	54,662	2,773	45	-	-	-
Roessler Water Tower Improvements	11,700	323,300	323,300	-	-	-
Ida Water Tower Improvements	99,896	190,304	190,304	-	-	-
Service Truck Replacement	-	84,100	84,100	-	-	-
West Reservoir Crack Repair	16,240	-	-	-	-	-
Clarifier #3 Dome Roof Recoat and Paint	33,555	5,445	-	-	-	-
WTP Driveway Replacement	-	100,000	100,000	-	-	-
Clarifier Rapid Mix Upgrades	68,643	21,357	13,707	-	-	-
Water Main-Davis Swale-S. Dixie Highway	15,732	-	-	-	-	-
Water Main-Willow St-Monroe to Macomb	1,423	262,477	328,500	-	-	-
Water Main-E. 1st-Washington to Macomb	-	150,800	220,000	-	-	-
WTP-PLC Upgrades	-	20,000	20,000	-	-	-
WTP-Ozone Generator #1 Replacement	-	245,000	245,000	-	-	-
WTP-Pump Room Roof Replacement	-	25,000	25,000	-	-	-
Water Main-Washington/6th to 4th	-	-	2,459	-	-	-
AED Replacement-City Facilities	-	1,549	1,549	-	-	-
Water Main-E 7th/Monroe to Washington	-	-	80,000	-	-	-
Water Main-Arbor/Linwood to Orchard	-	-	505,000	-	-	-
Water Main-W 5th/Harrison to Monroe	-	-	5,000	25,000	-	-
Water System Replacement & Looping	-	-	-	375,000	-	-
WTP Pump/Motor Vibration/Temp Monitor	-	-	-	20,000	-	-
Subtotal	\$ 1,908,397	\$ 2,203,241	\$ 3,521,887	\$ 1,467,028	\$ -	\$ -

### Capital Project Detail

Project	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
Water Plant Roof Replacements	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Water Main-Washington/7th to 4th	-	-	100,000	147,541	-	-
Miscellaneous Capital Projects	8,843	49,000	10,798	31,000	2,664,800	1,480,700
Subtotal	\$ 8,843	\$ 49,000	\$ 110,798	\$ 228,541	\$ 2,664,800	\$ 1,480,700
Page 1 Subtotal	\$ 1,908,397	\$ 2,914,241	\$ 3,521,887	\$ 1,467,028	\$ -	\$ -
Total	\$ 1,917,240	\$ 2,963,241	\$ 3,632,685	\$ 1,695,569	\$ 2,664,800	\$ 1,480,700

## RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. Capital projects at the facility that are funded from the capital reserves fund include: Allocating funds for L.S. pump / motor vibration, temperature, monitoring equipment, rehabilitation, motor and VFD upgrades and 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 60,706	\$ 189,270	\$ 248,991	\$ 45,000	\$ 22,000	\$ 15,000
Operating Grant Revenue						
Public Works	427,085	517,581	527,744	515,791	509,696	517,703
<b>Total Revenue</b>	<b>487,791</b>	<b>706,851</b>	<b>776,735</b>	<b>560,791</b>	<b>531,696</b>	<b>532,703</b>
<b>Total Expenditures</b>	<b>519,656</b>	<b>558,133</b>	<b>575,584</b>	<b>515,791</b>	<b>509,696</b>	<b>517,703</b>
Excess (Deficiency of Revenues) over Expenditures	(31,865)	148,718	201,151	45,000	22,000	15,000
<b>Beginning Net Assets</b>	<b>5,630,473</b>	<b>5,598,608</b>	<b>5,598,608</b>	<b>5,799,759</b>	<b>5,844,759</b>	<b>5,866,759</b>
<b>Ending Net Assets</b>	<b>\$ 5,598,608</b>	<b>\$ 5,747,326</b>	<b>\$ 5,799,759</b>	<b>\$ 5,844,759</b>	<b>\$ 5,866,759</b>	<b>\$ 5,881,759</b>

**RAW WATER PARTNERSHIP  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Water Department</b>						
<b>Administration</b>						
Personnel	\$ 36,760	\$ 41,846	\$ 54,208	\$ 63,337	\$ 64,604	\$ 65,896
Supplies	19,078	15,200	25,200	25,200	15,200	15,200
Other Operating	463,818	501,087	496,176	427,254	429,892	436,607
<b>Administration Total</b>	<b>519,656</b>	<b>558,133</b>	<b>575,584</b>	<b>515,791</b>	<b>509,696</b>	<b>517,703</b>
<b>Raw Water Partnership</b>						
<b>Fund Total</b>	<b>\$ 519,656</b>	<b>\$ 558,133</b>	<b>\$ 575,584</b>	<b>\$ 515,791</b>	<b>\$ 509,696</b>	<b>\$ 517,703</b>

**Raw Water Partnership  
Capital Project Detail**

<b>Project</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
PAP: Addition of Raw Water Pump	\$ 6,670	\$ 944,322	\$ 944,322	\$ 88,000	\$ -	\$ -
PAP: Motor and VFP Upgrades	6,444	331,512	331,512	35,000	-	-
Chlorine Analyzer Replacement	15,924	-	-	-	-	-
PAP: TOC Analyzer Replacement	35,995	-	-	-	-	-
Raw Water Generator Insurance Claim	108,191	259,750	212,774	-	-	-
Pump/Motor Vib. & Temp. Mont. Equip.	-	-	-	20,000	-	-
PAP House Land	-	47,840	47,840	-	-	-
Future Planned Projects	-	-	-	-	143,000	143,000
<b>Capital Project Total</b>	<b>\$ 173,223</b>	<b>\$ 1,583,424</b>	<b>\$ 1,536,448</b>	<b>\$ 143,000</b>	<b>\$ 143,000</b>	<b>\$ 143,000</b>



**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 2023.

During fiscal year 2024, the City will look to install a new backup generator that will serve all the City's network servers and switches. Replacing police and fire in-car computers and connecting the west fire station with fiber optic cable will also be top priorities.

**INFORMATION SYSTEMS FUND  
NET ASSETS TREND**

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
<b>General Revenue</b>						
General Government	\$ 14,499	\$ 159,010	\$ 15,566	\$ 10,000	\$ 5,000	\$ 5,000
<b>Program Service Revenue</b>						
General Government	842,097	850,291	850,291	880,616	894,322	865,025
<b>Total Revenue</b>	<b>856,596</b>	<b>1,009,301</b>	<b>865,857</b>	<b>890,616</b>	<b>899,322</b>	<b>870,025</b>
<b>Total Expenditures</b>	<b>800,049</b>	<b>810,626</b>	<b>822,727</b>	<b>807,009</b>	<b>829,330</b>	<b>833,532</b>
Excess (Deficiency of Revenues) over Expenditures	56,547	198,675	43,130	83,607	69,992	36,493
<b>Beginning Net Assets</b>	<b>888,857</b>	<b>945,404</b>	<b>945,404</b>	<b>988,534</b>	<b>1,072,141</b>	<b>1,142,133</b>
<b>Ending Net Assets</b>	<b>\$ 945,404</b>	<b>\$ 1,144,078</b>	<b>\$ 988,534</b>	<b>\$ 1,072,141</b>	<b>\$ 1,142,133</b>	<b>\$ 1,178,626</b>



## EXPENDITURE SUMMARY

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
<b>Personnel</b>	\$ 255,315	\$ 227,655	\$ 236,714	\$ 222,924	\$ 227,850	\$ 236,014
<b>Supplies</b>	8,280	13,220	12,020	10,220	10,220	10,220
<b>Other Operating</b>	419,721	396,539	401,457	421,289	427,089	433,018
<b>Depreciation</b>	115,493	171,588	171,588	151,925	163,645	153,935
<b>Debt Service</b>	1,240	1,624	948	651	526	345
<b>Total</b>	<b>\$ 800,049</b>	<b>\$ 810,626</b>	<b>\$ 822,727</b>	<b>\$ 807,009</b>	<b>\$ 829,330</b>	<b>\$ 833,532</b>

**Information Systems Fund  
Capital Project Detail**

<b>Project</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
Airport Internet Access	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Fiber Connection - West Fire Station	-	-	-	25,000	-	-
Radio Purchase-General Use	-	-	-	35,000	-	-
Network Switch Upgrade	-	158,610	158,610	-	-	-
Microsoft Office Upgrade	-	50,000	50,000	-	-	-
Disaster Plan Implementation	-	42,162	42,162	-	-	-
Police/Fire in-car computers	-	-	-	40,000	-	-
Network Server Replacement	-	-	-	25,000	25,000	25,000
Failover/warm offsite server install	-	-	-	25,000	25,000	25,000
PC Replacements	-	25,000	25,000	25,000	25,000	25,000
Wireless Access Point Replacement	-	-	-	-	-	50,000
Backup Array Replacement	-	-	-	-	10,000	-
Misc Network Server Upgrade or Replace	-	10,000	10,000	10,000	-	-
Misc Items	-	15,000	15,000	10,000	10,000	10,000
<b>Capital Project Total</b>	<b>\$ -</b>	<b>\$ 300,772</b>	<b>\$ 300,772</b>	<b>\$ 225,000</b>	<b>\$ 95,000</b>	<b>\$ 135,000</b>

## **EQUIPMENT AND MOTOR POOL 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 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 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 Equipment and Motor Pool 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 numerous pieces of heavy equipment require replacement in the medium term, including at least two (2) 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. For fiscal 2023-24, purchase of an automated forestry combination log loader / grapple saw is being purchased, which will allow for a number of other department personnel to operate this unit without having to be physically present in the aerial platform. 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 60 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.

**EQUIPMENT AND MOTOR POOL FUND  
NET ASSETS TREND**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 146,159	\$ 340,000	\$ 210,000	\$ 260,000	\$ 260,000	\$ 260,000
Program Services Revenue:						
Public Works	1,541,843	1,433,066	1,544,966	1,605,966	1,646,966	1,689,766
<b>Total Revenue</b>	<b>1,688,002</b>	<b>1,773,066</b>	<b>1,754,966</b>	<b>1,865,966</b>	<b>1,906,966</b>	<b>1,949,766</b>
<b>Total Expenditures</b>	<b>1,694,857</b>	<b>1,567,885</b>	<b>1,818,697</b>	<b>1,917,432</b>	<b>2,022,166</b>	<b>2,123,684</b>
Excess (Deficiency of Revenues) over Expenditures	(6,855)	205,181	(63,731)	(51,466)	(115,200)	(173,918)
<b>Beginning Net Assets</b>	<b>2,784,499</b>	<b>2,785,232</b>	<b>2,785,232</b>	<b>2,721,501</b>	<b>2,670,035</b>	<b>2,554,835</b>
Fund Balance Adjustment	7,584	.	.	.	.	.
<b>Ending Net Assets</b>	<b>\$ 2,785,228</b>	<b>\$ 2,990,413</b>	<b>\$ 2,721,501</b>	<b>\$ 2,670,035</b>	<b>\$ 2,554,835</b>	<b>\$ 2,380,917</b>

**EQUIPMENT AND MOTOR POOL FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Department of Public Service</b>						
<b>Stores &amp; Equipment</b>						
Personnel	\$ 290,512	\$ 240,245	\$ 235,207	\$ 258,442	\$ 266,546	\$ 272,288
Supplies	229,591	183,100	260,100	235,600	251,100	261,600
Other Operating	654,121	755,509	834,359	933,554	1,018,006	1,081,724
Depreciation	456,299	350,000	450,000	450,000	450,000	450,000
Debt Service	64,334	31,031	31,031	27,836	24,514	46,072
<b>Operations Total</b>	<b>1,694,857</b>	<b>1,559,885</b>	<b>1,810,697</b>	<b>1,905,432</b>	<b>2,010,166</b>	<b>2,111,684</b>
Operating Transfer	-	8,000	8,000	12,000	12,000	12,000
<b>Stores &amp; Equipment Fund Total</b>	<b>\$ 1,694,857</b>	<b>\$ 1,567,885</b>	<b>\$ 1,818,697</b>	<b>\$ 1,917,432</b>	<b>\$ 2,022,166</b>	<b>\$ 2,123,684</b>

**Equipment and Motor Pool Fund  
Capital Project Detail**

<b>Project</b>	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
Operating Equipment	\$ 8,781	\$ 115,000	\$ 115,000	\$ 5,000	\$ 5,000	\$ 5,000
Buildings & Improvements	52,180	25,000	25,000	25,000	25,000	25,000
Vehicles	332,478	215,000	215,000	250,000	300,000	300,000
<b>Capital Project Total</b>	<b>\$ 393,439</b>	<b>\$ 355,000</b>	<b>\$ 355,000</b>	<b>\$ 280,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>

## EMPLOYMENT BENEFIT FUND

This fund is used to account for employment related insurance fringe benefits. 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.

<b>EMPLOYMENT BENEFIT FUND</b>						
<b>NET ASSET TREND</b>						
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY25-26</b>
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ 3,343	\$ 3,500	\$ 87,000	\$ 50,000	\$ 20,000	\$ 10,000
<b>Program Services Revenue:</b>						
General Government	2,334,254	2,529,834	2,461,132	2,727,852	2,832,845	2,895,217
<b>Total Revenue</b>	<b>2,337,597</b>	<b>2,533,334</b>	<b>2,548,132</b>	<b>2,777,852</b>	<b>2,852,845</b>	<b>2,905,217</b>
<b>Total Expenditures</b>	<b>2,564,776</b>	<b>2,573,191</b>	<b>2,532,657</b>	<b>2,833,883</b>	<b>2,905,706</b>	<b>2,978,304</b>
Excess (Deficiency of Revenues) over Expenditures	(227,179)	(39,857)	15,475	(56,031)	(52,861)	(73,087)
<b>Beginning Net Position</b>	<b>2,891,085</b>	<b>2,663,906</b>	<b>2,663,906</b>	<b>2,679,381</b>	<b>2,623,350</b>	<b>2,570,489</b>
<b>Ending Net Position</b>	<b>\$ 2,663,906</b>	<b>\$ 2,624,049</b>	<b>\$ 2,679,381</b>	<b>\$ 2,623,350</b>	<b>\$ 2,570,489</b>	<b>\$ 2,497,402</b>

**EMPLOYEE BENEFIT FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Human Resources</b>						
<b>Administration</b>						
Other Operating	\$ 26,450	\$ 53,147	\$ 33,147	\$ 73,473	\$ 74,227	\$ 74,402
<b>Administration Total</b>	<b>26,450</b>	<b>53,147</b>	<b>33,147</b>	<b>73,473</b>	<b>74,227</b>	<b>74,402</b>
<b>Medical Insurance</b>						
Other Operating	1,891,013	1,850,000	1,750,000	1,960,000	2,000,000	2,050,000
<b>Medical Insurance Total</b>	<b>1,891,013</b>	<b>1,850,000</b>	<b>1,750,000</b>	<b>1,960,000</b>	<b>2,000,000</b>	<b>2,050,000</b>
<b>Prescription Insurance</b>						
Other Operating	226,460	150,000	230,000	240,000	250,000	260,000
<b>Prescription Insurance Total</b>	<b>226,460</b>	<b>150,000</b>	<b>230,000</b>	<b>240,000</b>	<b>250,000</b>	<b>260,000</b>
<b>Dental Insurance</b>						
Other Operating	179,630	190,000	190,000	192,000	195,000	198,000
<b>Dental Insurance Total</b>	<b>179,630</b>	<b>190,000</b>	<b>190,000</b>	<b>192,000</b>	<b>195,000</b>	<b>198,000</b>
<b>Flexible Benefit Plan</b>						
Other Operating	1,053	1,000	1,100	1,100	1,100	1,100
<b>Flexible Benefit Total</b>	<b>1,053</b>	<b>1,000</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
<b>Vision Insurance</b>						
Other Operating	13,341	36,000	36,000	36,000	36,000	36,000
<b>Dental Insurance Total</b>	<b>13,341</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>
<b>Life &amp; L/T Disability Insurance</b>						
Other Operating	42,294	45,000	45,000	46,000	47,000	48,000
<b>Life &amp; L/T Disability Insurance Total</b>	<b>42,294</b>	<b>45,000</b>	<b>45,000</b>	<b>46,000</b>	<b>47,000</b>	<b>48,000</b>
<b>Unemployment Insurance</b>						
Other Operating	-	1,000	1,000	1,000	1,000	1,000
<b>Unemployment Insurance Total</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Workers' Compensation Insurance</b>						
Other Operating	184,535	247,044	246,410	284,310	301,379	309,802
<b>Workers' Comp. Insurance Total</b>	<b>184,535</b>	<b>247,044</b>	<b>246,410</b>	<b>284,310</b>	<b>301,379</b>	<b>309,802</b>
<b>Employment Benefit Fund Total</b>	<b>\$ 2,564,776</b>	<b>\$ 2,573,191</b>	<b>\$ 2,532,657</b>	<b>\$ 2,833,883</b>	<b>\$ 2,905,706</b>	<b>\$ 2,978,304</b>

## INSURANCE FUND

The Insurance Fund is used to account for property and general liability insurance required in the day-to-day operations of the City of Monroe, including deductible payment regarding general liability type cases. The fund also pays for insurance related to underground storage tanks operated at two locations 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. The City has implemented practices from a cyber security standpoint that have made us more insurable compared to other entities. Our cyber liability insurance cost increased less than 1% for the 2023-24 policy year.

<b>INSURANCE FUND</b>						
<b>NET ASSETS TREND</b>						
	Actual	Budget	Projected	Adopted	Projection	Projection
	FY21-22	FY22-23	FY22-23	FY23-24	FY24-25	FY25-26
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	261	200	11,000	8,000	5,000	2,000
<b>Program Services Revenue:</b>						
General Government	479,764	432,054	437,054	418,266	461,581	470,313
<b>Total Revenue</b>	<b>480,025</b>	<b>432,254</b>	<b>448,054</b>	<b>426,266</b>	<b>466,581</b>	<b>472,313</b>
<b>Total Expenditures</b>	<b>364,864</b>	<b>451,271</b>	<b>457,696</b>	<b>477,722</b>	<b>497,742</b>	<b>507,756</b>
Excess (Deficiency of Revenues)						
over Expenditures	115,161	(19,017)	(9,642)	(51,456)	(31,161)	(35,443)
<b>Beginning Net Assets</b>	<b>319,982</b>	<b>435,143</b>	<b>435,143</b>	<b>425,501</b>	<b>374,045</b>	<b>342,884</b>
<b>Ending Net Assets</b>	<b>\$ 435,143</b>	<b>\$ 416,126</b>	<b>\$ 425,501</b>	<b>\$ 374,045</b>	<b>\$ 342,884</b>	<b>\$ 307,441</b>



**INSURANCE FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Administration</b>						
Other Operating	\$ 627	\$ 7,696	\$ 7,696	\$ 7,722	\$ 7,742	\$ 7,756
<b>Administration Total</b>	<b>627</b>	<b>7,696</b>	<b>7,696</b>	<b>7,722</b>	<b>7,742</b>	<b>7,756</b>
<b>Property &amp; Liability Insurance</b>						
Other Operating	364,237	443,575	450,000	470,000	490,000	500,000
<b>P&amp;L Insurance Total</b>	<b>364,237</b>	<b>443,575</b>	<b>450,000</b>	<b>470,000</b>	<b>490,000</b>	<b>500,000</b>
<b>Insurance Fund Total</b>	<b>\$ 364,864</b>	<b>\$ 451,271</b>	<b>\$ 457,696</b>	<b>\$ 477,722</b>	<b>\$ 497,742</b>	<b>\$ 507,756</b>



CITY OF  
**MONROE**  
*Michigan*

**TRUST FUND**

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

In the past, retirees of the City of Monroe received the same health insurance coverage (medical and prescription) in retirement that they were receiving on the day they retired from active employment. Collective bargaining agreement changes have changed the benefit so that retirees medical and prescription benefits mirror those of the active workforce. In addition, the City's contribution towards the cost of the employee's retiree health insurance has been fixed at 4% multiplied by each year of service earned by the employee. Therefore, if an employee retires with at least twenty-five (25) years of service, the employee will receive a 100% benefit. Beginning in 2013 for some employees and 2014 for the rest, an employee contribution to the cost of the benefit 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 FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
<b>General Revenue:</b>						
General Government	\$ (10,136,989)	\$ 2,148,000	\$ 2,100,000	\$ 2,095,000	\$ 2,090,000	\$ 2,085,000
<b>Program Services Revenue:</b>						
General Government	234,945	-	-	-	-	-
<b>Total Revenue</b>	<b>(9,902,044)</b>	<b>2,148,000</b>	<b>2,100,000</b>	<b>2,095,000</b>	<b>2,090,000</b>	<b>2,085,000</b>
<b>Total Expenditures</b>	<b>4,099,315</b>	<b>3,951,632</b>	<b>4,004,385</b>	<b>3,986,277</b>	<b>4,006,890</b>	<b>3,989,468</b>
Excess (Deficiency of Revenues) over Expenditures	(14,001,359)	(1,803,632)	(1,904,385)	(1,891,277)	(1,916,890)	(1,904,468)
<b>Beginning Net Assets</b>	<b>76,631,977</b>	<b>62,630,618</b>	<b>62,630,618</b>	<b>60,726,233</b>	<b>58,834,956</b>	<b>56,918,066</b>
<b>Ending Net Assets</b>	<b>\$ 62,630,618</b>	<b>\$ 60,826,986</b>	<b>\$ 60,726,233</b>	<b>\$ 58,834,956</b>	<b>\$ 56,918,066</b>	<b>\$ 55,013,598</b>

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

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Finance Department</b>						
Actuarial Services	\$ 28,000	\$ 32,000	\$ 32,000	\$ 16,000	\$ 36,000	\$ 18,000
Audit Services	3,526	3,632	3,632	3,777	3,890	3,968
Investment Cost	376,177	350,000	375,000	375,000	375,000	375,000
Administrative Services	27,442	40,000	40,000	65,000	65,000	65,000
Fiduciary Insurance	9,753	10,000	9,753	10,500	11,000	11,500
<b>Total Finance Dept.</b>	<b>444,898</b>	<b>435,632</b>	<b>460,385</b>	<b>470,277</b>	<b>490,890</b>	<b>473,468</b>
<b>Personnel Department</b>						
Contractual	9,611	12,000	12,000	12,000	12,000	12,000
Medical Insurance	2,327,966	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Prescription Insurance	1,316,840	1,502,000	1,502,000	1,502,000	1,502,000	1,502,000
Employee Refunds	-	2,000	30,000	2,000	2,000	2,000
<b>Total Personnel Dept.</b>	<b>3,654,417</b>	<b>3,516,000</b>	<b>3,544,000</b>	<b>3,516,000</b>	<b>3,516,000</b>	<b>3,516,000</b>
<b>Post-Retirement Health</b>						
<b>Care Fund Total</b>	<b>\$ 4,099,315</b>	<b>\$ 3,951,632</b>	<b>\$ 4,004,385</b>	<b>\$ 3,986,277</b>	<b>\$ 4,006,890</b>	<b>\$ 3,989,468</b>



**COMPONENT UNITS**

## **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).

## FUND BALANCE TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 4,851	\$ 1,000	\$ 54,000	\$ 40,000	\$ 20,000	\$ 10,000
Community Development	611,376	628,765	631,518	739,324	752,558	764,358
<b>Total Revenue</b>	<b>616,227</b>	<b>629,765</b>	<b>685,518</b>	<b>779,324</b>	<b>772,558</b>	<b>774,358</b>
<b>Total Expenditures</b>	<b>1,137,825</b>	<b>1,964,288</b>	<b>2,082,992</b>	<b>781,551</b>	<b>866,651</b>	<b>889,710</b>
Excess (Deficiency of Revenues) over Expenditures	(521,598)	(1,334,523)	(1,397,474)	(2,227)	(94,093)	(115,352)
<b>Beginning Fund Balance</b>	<b>2,290,948</b>	<b>1,769,350</b>	<b>1,769,350</b>	<b>371,876</b>	<b>369,649</b>	<b>275,556</b>
<b>Ending Fund Balance</b>	<b>\$ 1,769,350</b>	<b>\$ 434,827</b>	<b>\$ 371,876</b>	<b>\$ 369,649</b>	<b>\$ 275,556</b>	<b>\$ 160,204</b>

## BROWNFIELD REDEVELOPMENT AUTHORITY FUND EXPENDITURE DETAIL

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Community Development Department</b>						
<b>Brownfield Redevelopment</b>						
Other Operating	\$ 934,036	\$ 1,828,170	\$ 1,869,264	\$ 641,100	\$ 641,200	\$ 641,300
Debt Services	203,789	136,118	213,728	140,451	225,451	248,410
<b>Brownfield Redevelopment Total</b>	<b>\$ 1,137,825</b>	<b>\$ 1,964,288</b>	<b>\$ 2,082,992</b>	<b>\$ 781,551</b>	<b>\$ 866,651</b>	<b>\$ 889,710</b>
<b>B.R.A Fund Total</b>	<b>\$ 1,137,825</b>	<b>\$ 1,964,288</b>	<b>\$ 2,082,992</b>	<b>\$ 781,551</b>	<b>\$ 866,651</b>	<b>\$ 889,710</b>



## **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 FY2022-2023 includes:

- Annual Flower Plantings and Holiday Decorations
- Marketing Initiatives
- Riverwalk Connector Project - Implementation
- Building Improvement Grant for 39 South Monroe
- Property Acquisition of 13 West Front Street
- Installation of EV Charging Stations
- Heart of Monroe Pocket Park Design
- Contribution to Geometric Road Study

Plans for FY2023-2024 include:

- Annual Flower Plantings and Holiday Decorations
- Marketing Initiatives
- Design/preparation for conversion of First and Front Streets to two-way traffic
- Research phase for downtown streetscape
- Phased redevelopment of 13 West Front Street
- Contribution to Martin Luther King, Jr. Pedestrian Bridge Lighting

**DOWNTOWN DEVELOPMENT AUTHORITY  
FUND BALANCE TREND**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 956	\$ 1,000	\$ 6,000	\$ 1,000	\$ 1,000	\$ 1,000
Community Development	304,348	294,300	314,831	305,200	314,200	318,000
<b>Total Revenue</b>	<b>305,304</b>	<b>295,300</b>	<b>320,831</b>	<b>306,200</b>	<b>315,200</b>	<b>319,000</b>
<b>Total Expenditures</b>	<b>356,766</b>	<b>579,263</b>	<b>546,898</b>	<b>462,535</b>	<b>250,356</b>	<b>258,541</b>
Excess (Deficiency of Revenues) over Expenditures	(51,462)	(283,963)	(226,067)	(156,335)	64,844	60,459
<b>Beginning Fund Balance</b>	<b>566,213</b>	<b>514,751</b>	<b>514,751</b>	<b>288,684</b>	<b>132,349</b>	<b>197,193</b>
<b>Ending Fund Balance</b>	<b>\$ 514,751</b>	<b>\$ 230,788</b>	<b>\$ 288,684</b>	<b>\$ 132,349</b>	<b>\$ 197,193</b>	<b>\$ 257,652</b>

**DOWNTOWN DEVELOPMENT AUTHORITY FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY21-22</b>	<b>Budget FY22-23</b>	<b>Projected FY22-23</b>	<b>Adopted FY23-24</b>	<b>Projection FY24-25</b>	<b>Projection FY25-26</b>
<b>Community Development Department</b>						
<b>Downtown Development</b>						
Supplies	\$ 2,317	\$ 1,100	\$ 550	\$ 1,100	\$ 1,100	\$ 1,100
Other Operating	82,973	243,103	188,788	108,495	96,056	98,201
Capital Outlay	140,976	200,000	222,500	100,000	-	-
Operating Transfers	130,500	135,060	135,060	252,940	153,200	159,240
<b>Downtown Development Total</b>	<b>\$ 356,766</b>	<b>\$ 579,263</b>	<b>\$ 546,898</b>	<b>\$ 462,535</b>	<b>\$ 250,356</b>	<b>\$ 258,541</b>

## **PORT OF MONROE**

### **Mission Statement**

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

### **Objectives**

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

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

### NET ASSETS TREND

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Revenue:</b>						
General Revenue:						
General Government	\$ 697,509	\$ 705,600	\$ 705,600	\$ 495,000	\$ 495,000	\$ 495,000
Program Services Revenue:						
Community Development	557,348	503,000	503,000	942,500	946,750	950,058
Capital Grants						
Community Development	364,000	-	-	5,000,000	-	-
<b>Total Revenue</b>	<b>1,618,857</b>	<b>1,208,600</b>	<b>1,208,600</b>	<b>6,437,500</b>	<b>1,441,750</b>	<b>1,445,058</b>
<b>Total Expenditures</b>	<b>1,528,177</b>	<b>1,208,600</b>	<b>1,208,600</b>	<b>1,437,500</b>	<b>1,441,750</b>	<b>1,445,058</b>
Excess (Deficiency of Revenues) over Expenditures	90,680	-	-	5,000,000	-	-
<b>Beginning Net Assets</b>	<b>3,026,949</b>	<b>3,117,629</b>	<b>3,117,629</b>	<b>3,117,629</b>	<b>8,117,629</b>	<b>8,117,629</b>
<b>Ending Net Assets</b>	<b>\$ 3,117,629</b>	<b>\$ 3,117,629</b>	<b>\$ 3,117,629</b>	<b>\$ 8,117,629</b>	<b>\$ 8,117,629</b>	<b>\$ 8,117,629</b>

### EXPENDITURE SUMMARY

	Actual FY21-22	Budget FY22-23	Projected FY22-23	Adopted FY23-24	Projection FY24-25	Projection FY25-26
<b>Community Development Dept.</b>						
<b>Port Operations</b>						
Personnel Services	\$ 478,666	\$ 449,000	\$ 449,000	\$ 488,000	\$ 492,000	\$ 496,040
Other Operating	789,809	501,500	501,500	709,500	717,250	719,018
Depreciation	223,771	215,000	215,000	205,000	200,000	200,000
Debt Service	35,931	43,100	43,100	35,000	32,500	30,000
<b>Port Operations Total</b>	<b>1,528,177</b>	<b>1,208,600</b>	<b>1,208,600</b>	<b>1,437,500</b>	<b>1,441,750</b>	<b>1,445,058</b>
<b>Port of Monroe Total:</b>	<b>\$ 1,528,177</b>	<b>\$ 1,208,600</b>	<b>\$ 1,208,600</b>	<b>\$ 1,437,500</b>	<b>\$ 1,441,750</b>	<b>\$ 1,445,058</b>



**PERSONNEL SUMMARY**

<b>FY2024</b>			
<b>Budgeted Full-time and Regular Part-time Positions</b>			
<b>FY2024 Adopted Budget</b>	<b>Classification</b>	<b>FY2023 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>General Fund City Manager City Manager's Office</b>		
1.000	City Manager	1.000	-
1.000	Executive Secretary	1.000	-
<b>2.000</b>	<b>Total City Manager's Office</b>	<b>2.000</b>	-
	<b>Communications, Culture, Community Promotion</b>		
1.000	Communication, Culture, & Community Promotion Dir.	1.000	-
1.000	Communications Specialist	-	1.000
<b>2.000</b>	<b>Total Communications, Culture, Community Promotion</b>	<b>1.000</b>	<b>1.000</b>
	<b>Clerk/Treasurer's Office</b>		
1.000	Clerk/Treasurer	1.000	-
1.000	Chief Deputy Clerk/Treasurer	1.000	-
1.000	Deputy Clerk/Treasurer II	1.000	-
2.000	Deputy Clerk/Treasurer I	1.500	0.500
<b>5.000</b>	<b>Total Clerk/Treasurer's Office</b>	<b>4.500</b>	0.500
	<b>Assessor's Office</b>		
1.000	City Assessor	1.000	-
2.000	Property Appraiser II	2.000	-
<b>3.000</b>	<b>Total Assessor's Office</b>	<b>3.000</b>	-
	<b>Finance Department</b>		
0.900	Assistant City Manager/Finance Director	0.900	-
1.000	Assistant Finance Director	1.000	-
1.000	Accountant I	1.000	-
1.000	Payroll Clerk	1.000	-
<b>3.900</b>	<b>Total Finance Department</b>	<b>3.900</b>	-
	<b>Human Resources Department</b>		
1.000	Human Resources Director	1.000	-
1.000	Benefit Specialist	1.000	-
1.000	Administrative Assistant	0.500	0.500
<b>3.000</b>	<b>Total Personnel</b>	<b>2.500</b>	<b>0.500</b>
	<b>Engineering Department</b>		
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	1.000	-
1.000	Departmental Aide	1.000	-
<b>4.500</b>	<b>Total Engineering Department</b>	<b>4.500</b>	-

<b>FY2024 Adopted Budget</b>	<b>Classification</b>	<b>FY2023 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Public Safety Command/Administration</b>		
1.000	Public Safety Director	1.000	-
3.000	Commanders	3.000	-
3.600	Clerk	3.600	-
1.000	Police Records Supervisor	1.000	-
<b>8.600</b>	<b>Total Public Safety Command/Administration</b>	<b>8.600</b>	-
	<b>Police</b>		
7.000	Police Captain	5.000	2.000
4.000	Public Safety Sergeant	4.000	-
25.000	Public Safety Officer	25.000	-
0.400	Court/Evidence Room Officer	0.400	-
1.000	Parking Enforcement Officer	1.000	-
2.000	Police Cadets	2.000	-
<b>39.400</b>	<b>Total Police</b>	<b>37.400</b>	<b>2.000</b>
	<b>Fire</b>		
1.000	Fire Marshall	1.000	-
3.000	Fire Mechanic	3.000	-
3.000	Fire Captain	3.000	-
3.000	Fire Lieutenant	3.000	-
6.000	Firefighter	6.000	-
0.600	Cadet	0.600	-
<b>16.600</b>	<b>Total Fire</b>	<b>16.600</b>	-
<b>64.600</b>	<b>Total Public Safety Division</b>	<b>62.600</b>	<b>2.000</b>
	<b>Department of Public Service Operations Division</b>		
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	Forestry & Grounds Supervisor	1.000	-
1.000	DPS Job Leader	1.000	-
1.000	Forestry Job Leader	1.000	-
3.000	Heavy Equipment Operator	3.000	-
5.000	Maintenance Worker I	4.330	0.670
2.000	Maintenance Worker/Forestry	2.000	-
1.000	Receptionist/Clerk Typist	1.000	-
<b>16.500</b>	<b>Total Department of Public Service</b>	<b>15.830</b>	<b>0.670</b>
	<b>Economic and Community Development Department City Hall Grounds Division</b>		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
-	Building/Zoning Inspector II	0.500	(0.500)
1.000	Custodian	1.000	-
<b>1.380</b>	<b>Total City Hall Grounds Division</b>	<b>1.880</b>	<b>(0.500)</b>

<b>FY2024 Adopted Budget</b>	<b>Classification</b>	<b>FY2023 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Zoning/Ordinance Enforcement Division</b>		
0.150	Building Official	0.150	-
-	Neighborhood Improvement Specialist	1.000	(1.000)
0.130	Secretary/Clerical Assistant	0.130	-
1.000	Property Maintenance and Zoning Inspector	0.800	0.200
0.500	Building/Zoning Inspector II	0.500	-
<b>1.780</b>	<b>Total Zoning/Ordinance Enforcement Division</b>	<b>2.580</b>	<b>(0.800)</b>
	<b>Community Development Division</b>		
1.000	Dep. Dir. - Neighborhood and Planning Services	-	1.000
-	Planning & Zoning Administrator	1.000	(1.000)
1.000	Planner 1 - CDBG Coordinator	1.000	-
<b>2.000</b>	<b>Total Planning Division</b>	<b>2.000</b>	<b>-</b>
	<b>Economic/Downtown Development Division</b>		
1.000	Economic and Community Development Director	1.000	-
1.000	Economic Development Specialist	1.000	-
<b>2.000</b>	<b>Total Economic Development Department</b>	<b>2.000</b>	<b>-</b>
<b>7.160</b>	<b>Total Economic &amp; Community Development Department</b>	<b>8.460</b>	<b>(1.300)</b>
	<b>Parks and Recreation Recreation Division</b>		
-	Quality of Life Development Specialist	1.000	(1.000)
1.000	Recreation Programmer	1.000	-
-	Special Events Programmer	0.600	(0.600)
<b>1.000</b>	<b>Total Recreation Division</b>	<b>2.600</b>	<b>(1.600)</b>
	<b>Recreation-Parks Maintenance Division</b>		
1.000	Parks Maintenance Supervisor	1.000	-
2.000	Maintenance Worker I	1.670	0.330
<b>3.000</b>	<b>Total Recreation-Parks Maintenance Division</b>	<b>2.670</b>	<b>0.330</b>
<b>4.000</b>	<b>Total Parks &amp; Recreation Department</b>	<b>5.270</b>	<b>(1.270)</b>
<b>115.660</b>	<b>Total General Fund</b>	<b>113.560</b>	<b>2.100</b>



<b>FY2024 Adopted Budget</b>	<b>Classification</b>	<b>FY2023 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Building Safety Fund</b>		
	<b>Safety Inspection Division</b>		
0.600	Building Official	0.600	-
1.500	Building/Zoning Inspector II	2.000	(0.500)
0.220	Electrical/Code Inspector	0.220	-
1.000	Plumbing/Heating Inspector	0.400	0.600
-	Rental Inspector	-	-
1.000	Property Maintenance and Zoning Inspector	0.800	0.200
1.740	Secretary/Clerical Assistant	1.740	-
<b>6.060</b>	<b>Total Safety Inspection Division</b>	<b>5.760</b>	<b>0.300</b>
<b>6.060</b>	<b>Total Building Safety Fund</b>	<b>5.760</b>	<b>0.300</b>
	<b>Wastewater Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Administrative Assistant	1.000	-
<b>2.500</b>	<b>Total Administration Division</b>	<b>2.500</b>	-
	<b>Treatment &amp; Disposal Division</b>		
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	-
7.000	Wastewater Plant Operator	8.000	(1.000)
1.000	Lead Wastewater Operator	-	1.000
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.600	Lab Technician	1.600	-
<b>16.100</b>	<b>Total Treatment &amp; Disposal Division</b>	<b>16.100</b>	-
	<b>Sanitary Sewers Maintenance Division</b>		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
2.000	Heavy Equipment Operator	1.600	0.400
<b>4.000</b>	<b>Total Sanitary Sewers Maintenance Division</b>	<b>3.600</b>	<b>0.400</b>
	<b>Pump Stations Maintenance Division</b>		
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	-
<b>3.500</b>	<b>Total Pump Stations Maintenance Division</b>	<b>3.500</b>	-
<b>26.100</b>	<b>Total Wastewater Fund</b>	<b>25.700</b>	<b>0.400</b>

<b>FY2024 Adopted Budget</b>	<b>Classification</b>	<b>FY2023 Adopted Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Water Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
0.500	Billing & Meter Reading Supervisor	-	0.500
2.600	Departmental Aide II	2.600	-
<b>4.600</b>	<b>Total Administration Division</b>	<b>4.100</b>	<b>0.500</b>
	<b>Filtration Plant Division</b>		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
<b>11.000</b>	<b>Total Filtration Plant Division</b>	<b>11.000</b>	-
	<b>Transmission &amp; Distribution Division</b>		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
4.000	Maintenance Worker II	4.000	-
<b>10.500</b>	<b>Total Transmission &amp; Distribution Division</b>	<b>10.500</b>	-
	<b>Meter Shop Division</b>		
-	Meter Shop Job Leader	1.000	(1.000)
1.000	Meter Shop Coordinator	-	1.000
0.500	Distribution Technician	0.500	-
3.000	Water Service Worker	2.600	0.400
0.500	Billing & Meter Reading Supervisor	-	0.500
-	Chief Meter Reader	1.000	(1.000)
<b>5.000</b>	<b>Total Meter Shop Division</b>	<b>5.100</b>	<b>(0.100)</b>
<b>31.100</b>	<b>Total Water Fund</b>	<b>30.700</b>	<b>0.400</b>
	<b>Information Systems Fund</b>		
	<b>Finance Department</b>		
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	-
<b>2.100</b>	<b>Total Finance Department</b>	<b>2.100</b>	-
<b>2.100</b>	<b>Total Information Systems Fund</b>	<b>2.100</b>	-
	<b>Equipment and Motor Pool Fund</b>		
	<b>Department of Public Service</b>		
2.000	Master Mechanic	2.000	-
<b>2.000</b>	<b>Total Department of Public Service</b>	<b>2.000</b>	-
<b>2.000</b>	<b>Total Stores &amp; Equipment Fund</b>	<b>2.000</b>	-
<b>183.020</b>	<b>Total Full Time and Regular Part-time Employees</b>	<b>179.820</b>	<b>3.200</b>



**Capital Improvement Program**

	Total Project Cost	FY Request	Prior Year	General	General PPT	Capital Projects	Cemetery PC	CDBG	DDA	Major Street	Local Street	Municipal Street	Stores/ Equipment
<b>Building</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$90,000</b>		<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Retaining Wall Along First Street & City Hall Parking	\$50,000	\$50,000		\$50,000									
City Hall First Floor Bathroom Renovation	\$40,000	\$40,000		\$40,000									
<b>City Manager</b>	<b>\$1,155,000</b>	<b>\$540,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$175,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Cemetery Fence Replacement	\$10,000	\$10,000					\$10,000						
Cemetery Gate/Entrance Replacement	\$30,000	\$30,000					\$30,000						
City Hall Courtyard Landscaping	\$100,000	\$100,000		\$100,000									
Community Development Second Floor Renovations	\$375,000	\$375,000		\$0	\$200,000	\$175,000							
Replacement of Old Signage at Cemetery	\$10,000	\$10,000					\$10,000						
Annual Headstone Maintenance	\$90,000	\$15,000					\$15,000						
Renovation of City Manager & Finance Offices	\$540,000	\$0		\$0									
<b>Economic Development - DDA</b>	<b>\$8,540,000</b>	<b>\$1,940,000</b>	<b>\$165,000</b>	<b>\$71,000</b>	<b>\$229,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DDA - One Way to Two Way Conversions: First & Front	\$1,160,000	\$60,000	\$90,000						\$60,000				
DDA - Monroe Street Traffic Calming & Streetscape	\$5,580,000	\$80,000	\$75,000						\$80,000				
Property Acquisition - Telegraph	\$300,000	\$300,000		\$71,000	\$229,000								
Property Acquisition - Battlefield	\$500,000	\$500,000											
Whistlestop Whitebox	\$1,000,000	\$1,000,000											
<b>Engineering - Infrastructure</b>	<b>\$6,216,300</b>	<b>\$4,791,300</b>	<b>\$552,398</b>	<b>\$0</b>	<b>\$51,602</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,150,000</b>	<b>\$250,000</b>
2023 Sidewalk Replacement Program	\$250,000	\$250,000										\$250,000	
MLK JR Footbridge Rehabilitation	\$1,000,000	\$900,000	\$398,398	\$0	\$1,602				\$100,000			\$500,000	
Trail Development Program	\$450,000	\$400,000	\$50,000									\$400,000	
Custer Airport Taxiway Rehabilitation	\$2,441,300	\$2,441,300	\$104,000										
Stores Fund Vehicle & Equipment Replacement	\$750,000	\$750,000											\$250,000
DPS Parking Lot Paving	\$200,000	\$0		\$0	\$0								
City Employee Parking Lot Reconstruction	\$400,000	\$50,000		\$0	\$50,000								
Saint Mary's Parking Lot Reconstruction	\$600,000	\$0		\$0									
Sawyer House Parking Lot Reconstruction	\$125,000	\$0		\$0									
<b>Engineering - Streets</b>	<b>\$4,570,000</b>	<b>\$3,160,000</b>	<b>\$460,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,360,000</b>	<b>\$130,000</b>	<b>\$1,440,000</b>	<b>\$0</b>
Washington Street Resurfacing - Eighth to Third	\$650,000	\$650,000								\$420,000	\$130,000	\$100,000	
East Seventh Street Reconstruction - Monroe to Washington	\$180,000	\$180,000									\$0	\$180,000	
East Willow Street Reconstruction - Monroe to Macomb	\$550,000	\$310,000	\$240,000							\$310,000	\$0	\$310,000	
East Fifth Street Reconstruction - Monroe to Scott	\$400,000	\$180,000	\$220,000							\$0		\$180,000	
Arbor Avenue Reconstruction - Linwood to Orchard	\$670,000	\$670,000										\$670,000	
West Fifth Street Reconstruction - Harrison to Monroe	\$0	\$0										\$0	
East First Street Resurfacing - Macomb to Winchester	\$1,000,000	\$50,000								\$50,000			
Macomb Resurfacing - Grove to N. City Line	\$800,000	\$800,000								\$260,000			
Mast Arm Traffic Signal Installation	\$320,000	\$320,000								\$320,000			
<b>Information Technology</b>	<b>\$315,000</b>	<b>\$145,000</b>	<b>\$20,000</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Police / Fire In-Vehicle Computer Replacement	\$40,000	\$40,000											
Fiber Connection - West Fire Station	\$25,000	\$25,000											
Network Server Replacement	\$100,000	\$25,000											
Failover/Warm Offsite Network Server Installation	\$100,000	\$25,000											
Airport Internet Access	\$50,000	\$30,000	\$20,000										
<b>Parks &amp; Recreation</b>	<b>\$1,145,180</b>	<b>\$417,000</b>	<b>\$0</b>	<b>\$42,000</b>	<b>\$350,000</b>	<b>\$25,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Adult Soccer Field Rehabilitation	\$25,000	\$25,000		\$0		\$25,000							
Fish Passage Path Stabilization	\$30,000	\$30,000		\$30,000									
Manor Park Master Plan Design	\$63,000	\$0		\$0									
Munson Soccer Goal Replacement	\$12,000	\$12,000		\$12,000									
Stake Truck Purchase	\$65,000	\$0											\$0
St. Mary's Park Plan/Design	\$350,000	\$350,000		\$0	233	\$350,000							
Veterans Parking Lot Resurfacing	\$100,180	\$0		\$0		\$0							

	IT	Waste Water	Water	Raw Water	Airport	State/ Federal/Local	Other	
<b>Building</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Retaining Wall Along First Street & City Hall Parking								
City Hall First Floor Bathroom Renovation								
<b>City Manager</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery Fence Replacement								
Cemetery Gate/Entrance Replacement								
City Hall Courtyard Landscaping								
Community Development Second Floor Renovations								
Replacement of Old Signage at Cemetery								
Annual Headstone Maintenance								
Renovation of City Manager & Finance Offices								
<b>Economic Development - DDA</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	
DDA - One Way to Two Way Conversions: First & Front								
DDA - Monroe Street Traffic Calming & Streetscape								
Property Acquisition - Telegraph								
Property Acquisition - Battlefield							\$500,000	Rail Closure Funding
Whistlestop Whitebox							\$1,000,000	DDA Financing
<b>Engineering - Infrastructure</b>	\$0	\$0	\$0	\$0	\$117,000	\$2,220,300	\$500,000	
2023 Sidewalk Replacement Program								
MLK JR Footbridge Rehabilitation								
Trail Development Program								
Custer Airport Taxiway Rehabilitation					\$117,000	\$2,220,300		
Stores Fund Vehicle & Equipment Replacement							\$500,000	Finance Tree Removal Attachmen
DPS Parking Lot Paving								
City Employee Parking Lot Reconstruction								
Saint Mary's Parking Lot Reconstruction								
Sawyer House Parking Lot Reconstruction								
<b>Engineering - Streets</b>	\$0	\$0	\$0	\$0	\$0	\$540,000	\$0	
Washington Street Resurfacing - Eighth to Third								
East Seventh Street Reconstruction - Monroe to Washington								
East Willow Street Reconstruction - Monroe to Macomb								
East Fifth Street Reconstruction - Monroe to Scott								
Arbor Avenue Reconstruction - Linwood to Orchard								
West Fifth Street Reconstruction - Harrison to Monroe								
East First Street Resurfacing - Macomb to Winchester								
Macomb Resurfacing - Grove to N. City Line						\$540,000		
Mast Arm Traffic Signal Installation								
<b>Information Technology</b>	\$145,000	\$0	\$0	\$0	\$0	\$0	\$0	
Police / Fire In-Vehicle Computer Replacement	\$40,000							
Fiber Connection - West Fire Station	\$25,000							
Network Server Replacement	\$25,000							
Failover/Warm Offsite Network Server Installation	\$25,000							
Airport Internet Access	\$30,000				\$0			
<b>Parks &amp; Recreation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Adult Soccer Field Rehabilitation								
Fish Passage Path Stabilization								
Manor Park Master Plan Design								
Munson Soccer Goal Replacement								
Stake Truck Purchase								Plan to lease
St. Mary's Park Plan/Design								
Veterans Parking Lot Resurfacing								

	Total Project Cost	FY Request	Prior Year	General	General PPT	Capital Projects	Cemetery PC	CDBG	DDA	Major Street	Local Street	Municipal Street	Stores/ Equipment
Munson Park Ballfield Lighting Replacement	\$500,000	\$0		\$0		\$0							
<b>Planning</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Public Art	\$15,000	\$15,000		\$15,000									
<b>Public Safety - Fire</b>	<b>\$279,056</b>	<b>\$243,056</b>	<b>\$36,000</b>	<b>\$243,056</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Replacement of SCBA Equipment	\$211,056	\$211,056		\$211,056									
Continued Improvement to West Fire Station	\$68,000	\$32,000	\$36,000	\$32,000									
<b>Public Safety - Police</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$0</b>	<b>\$22,000</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Accident Investigation Team - Equipment Replacement	\$22,000	\$22,000											
TASER Replacement	\$22,000	\$22,000		\$22,000									
<b>Waste Water</b>	<b>\$11,160,000</b>	<b>\$1,710,000</b>	<b>\$550,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Sewer System Rehabilitation / Replacement	\$1,070,000	\$1,070,000											
Pump Station Generator Replacement	\$1,050,000	\$500,000	\$550,000										
Wastewater System Improvements - State Revolving Fund Loan	\$9,000,000	\$100,000											
Effluent Water Filter	\$40,000	\$40,000											
<b>Water- Distribution</b>	<b>\$19,023,750</b>	<b>\$1,423,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Water Distribution Replacement/Rehabilitation	\$1,023,750	\$1,023,750											
2024-2026 Water System Improvements	\$18,000,000	\$400,000											
<b>Water- Filtration</b>	<b>\$1,970,000</b>	<b>\$1,117,028</b>	<b>\$852,972</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
South Custer Booster Station (SCBS) Service Area Upgrade - Phase 2	\$1,900,000	\$1,047,028	\$852,972										
WTP Pump/Motor Vibration & Temperature Monitoring Equipment	\$20,000	\$20,000											
Water Plant Roof Replacements	\$50,000	\$50,000											
<b>Water Partnership</b>	<b>\$1,946,659</b>	<b>\$143,000</b>	<b>\$1,112,310</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
PAP Pump/Motor Vibration & Temperature Monitoring Equipment	\$20,000	\$20,000											
PAP Pump Rehab, Motor and VFD Upgrades	\$500,000	\$35,000	\$168,768										
PAP Addition of Raw Water Pump	\$1,426,659	\$88,000	\$943,542										
<b>Totals</b>	<b>\$56,469,945</b>	<b>\$15,779,134</b>	<b>\$3,748,680</b>	<b>\$583,056</b>	<b>\$830,602</b>	<b>\$200,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$1,360,000</b>	<b>\$130,000</b>	<b>\$2,590,000</b>	<b>\$250,000</b>

	IT	Waste Water	Water	Raw Water	Airport	State/ Federal/Local	Other	
Munson Park Ballfield Lighting Replacement								
<b>Planning</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Public Art								
<b>Public Safety - Fire</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Replacement of SCBA Equipment								
Continued Improvement to West Fire Station								
<b>Public Safety - Police</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000	
Accident Investigation Team - Equipment Replacement							\$22,000	Drug Enforcement Fund
TASER Replacement								
<b>Waste Water</b>	\$0	\$1,710,000	\$0	\$0	\$0	\$0	\$0	
Sewer Systm Rehabilitation / Replacement		\$1,070,000						
Pump Station Generator Replacement		\$500,000						
Wastewater System Improvements - State Revolving Fund Loan		\$100,000						
Effluent Water Filter		\$40,000						
<b>Water- Distribution</b>	\$0	\$0	\$1,423,750	\$0	\$0	\$0	\$0	
Water Distribution Replacement/Rehabilitation			\$1,023,750					
2024-2026 Water System Improvements			\$400,000					
<b>Water- Filtration</b>	\$0	\$0	\$1,117,028	\$0	\$0	\$0	\$0	
South Custer Booster Station (SCBS) Service Area Upgrade - Phase 2			\$1,047,028					
WTP Pump/Motor Vibration & Temperature Monitoring Equipment			\$20,000					
Water Plant Roof Replacements			\$50,000					
<b>Water Partnership</b>	\$0	\$0	\$0	\$143,000	\$0	\$0	\$0	
PAP Pump/Motor Vibration & Temperature Monitoring Equipment				\$20,000				
PAP Pump Rehab, Motor and VFD Upgrades				\$35,000				
PAP Addition of Raw Water Pump				\$88,000				
<b>Totals</b>	<b>\$145,000</b>	<b>\$1,710,000</b>	<b>\$2,540,778</b>	<b>\$143,000</b>	<b>\$117,000</b>	<b>\$2,760,300</b>	<b>\$2,022,000</b>	

Department	Project Name	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Future Years
City Manager	Renovation of City Manager & Finance Offices	\$500,000					
Economic Development	Entrepreneur Village Development	\$40,000					
Economic Development - DDA	DDA - One Way to Two Way Conversions: First & Front	\$100,000	\$1,000,000				
	DDA - Monroe Street Traffic Calming & Streetscape	\$50,000	\$500,000	\$5,000,000			
	DDA - Riverwalk Enhancements	\$50,000	\$50,000	\$50,000			
Engineering-Infrastructure	Sidewalk Replacement Placement Program	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
	Trail Development Program	\$100,000	\$250,000				
	Stores Fund Vehicle & Equipment Replacement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	
	Dumpster Enclosure Construction	\$75,000					
	Downtown Geometric Modifications	\$500,000	\$1,000,000	\$1,000,000			
	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 - Rehab Runway Lights / Signage	\$100,000	\$1,250,000				
	Custer Airport - Runway 3/21 Reconstruction		\$230,000	\$5,200,000			
Engineering- Streets	E. First Resurfacing - Macomb to Winchester	\$950,000					
	N. Macomb Resurfacing - Grove to City Limits	\$50,000	\$460,000				
	S. Roessler Resurfacing - Dead End to Seventh	\$250,000					
	Navarre Reconstruction - Jones to Seventh	\$320,000					
	John Rolfe Reconstruction - Theadore to Lorain	\$410,000					
	Ross Reconstruction - Riverside to Richards	\$410,000					
	Richards Ct. Resurfacing	\$100,000					
	Riverside Drive Resurfacing - Theadore to Richards	\$100,000					
	N. Roessler Reconstruction - Calkins to Hendricks	\$430,000					
	Wood Reconstruction - Railroad to Almyra	\$130,000					
	Detroit Relocation - Elm to Mill	\$200,000		\$400,000			
	Wolverine Resurfacing - Dead End to S. Custer		\$400,000				
	Huber Reconstruction - Elm to Noble		\$410,000				
	E. First Reconstruction - Conant to Dead End		\$230,000				
	Toledo Resurfacing - Telegraph to Front		\$450,000				
	Kentucky Resurfacing - Plum Creek to Sixth		\$500,000				
	E. Front Resurfacing - I-75 to Dead End		\$50,000	\$700,000			
	Greenwood Extension - Dead End to Macomb		\$500,000				
	W. Seventh Resurfacing - Kay Lani to Monroe			\$650,000			
	Lavendar Resurfacing - Lorain to Calkins			\$200,000			
	E. Elm Reconfiguration - Dixie to Detroit			\$250,000			
	Telb Reconstruction - Harbor to Detroit			\$180,000			
	Rose Reconstruction - Harbor to Detroit			\$180,000			
	Mill Reconstruction - Harbor to Detroit			\$180,000			
	W. Eighth Resurfacing - Roessler to Monroe			\$650,000			
	Jones Resurfacing - E of Custer to LaPlaisance				\$100,000		
	Jones Reconstruction - Monroe to E of Custer				\$550,000		
	Dixie Drive Reconstruction - Harbor to Detroit				\$400,000		
	E. Eighth Reconstruction - Navarre to Kentucky				\$600,000		
	Ninth Reconstruction - Jerome to Kentucky				\$500,000		
	Roeder Reconstruction - Dead End to Seventh				\$500,000		
	E. Second Resurfacing - Half to Winchester				\$550,000		
	E. Front Resurfacing - Monroe to Washington				\$150,000		
	Washington Resurfacing - First to Front				\$150,000		
	Greenwood Reconstruction - Maple to Michigan				\$180,000		
	Crampton Reconstruction - Cranbrook to Armitage					\$600,000	



Department	Project Name	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Future Years	
	Michigan Reconstruction - Mason Run Brain to North End					\$600,000		
	Navarre Reconstruction - Second to Humphrey					\$320,000		
	S. Roessler Resurfacing - Fifth to Front					\$150,000		
	Adams Resurfacing - Third to Front					\$100,000		
	Armitage Reconstruction - Lafayette to Payson					\$600,000		
	E. Fourth Reconstruction - Monroe to Scott					\$300,000		
	E. Third Reconstruction - Winchester to Conant					\$550,000		
	W. Vine Reconstruction - Borgess to Monroe					\$270,000		
	E. Vine Reconstruction - Monroe to Macomb					\$360,000		
<b>Information Technology</b>	Backup Array Replacement	\$10,000						
	Network Server Replacement	\$25,000	\$25,000	\$25,000				
	Failover/Warm Offsite Network Server	\$25,000	\$25,000	\$25,000				
	New Police Station Wireless Access Controller	\$100,000						
	Wireless Access Point Replacement		\$20,000					
	Network Upgrade					\$25,000	\$125,000	
<b>Parks &amp; Recreation</b>	St. Mary's Park Plan Design	\$229,000						
	Soldiers & Sailors Shelter Installation	\$55,000						
	Cappuccilli Park Shelter Installation	\$55,000						
	Munson Park Nature Trail Paving	\$40,000						
	Munson Park Vault Restroom Installation	\$40,000						
	Tree Mulcher Purchase	\$10,000						
	Munson Park Ballfield Lighting	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
	Veterans Park Shelter Replacment		\$55,000					
	MLK Park Shelter Replacement		\$60,000					
	St. Mary's Plan Master Plan Implementation		\$2,900,000					
	Munson Garage Perimeter Fence		\$12,000					
	Munson Ballfield Bleacher Surfacing		\$80,000					
	Veterans Park Shoreline Stabilization Design		\$50,000					
	Munson Park Master Plan Phase 1			\$935,182				
	Lavender Park Shelter Replacement			\$30,000				
	Munson Park Aggregate Trail			\$30,000				
	Veterans Park Shoreline Stabilization			\$100,000				
	Munson Park Master Plan Phase 2				\$10,754,593			
	Lavender Park Playscape					\$20,000		
	Jarbo Drain Reprofilng	\$100,000						
	Munson Park Ballfield Fence Replacement	\$16,000						
	ATV Purchase	\$15,000						
	Munson Park Soccer Complex Roof Replacement	\$11,000						
	Hot Foam Sprayer Purchase	\$25,000						
	Parks Maintenance Garage Perimeter Security Fence	\$10,000						
	Cappuccilli Park Shelter	\$70,000						
	MLK Shelter Replacement	\$70,000						
	Veterans Park Shelter Replacement	\$70,000						
	Soldiers & Sailors Shelter Replacement	\$70,000						
<b>Planning</b>	Public Art Revolving Loan Fund	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000		
<b>Public Safety - Police</b>	Body Worn Cameras & In-Car Cameras	\$422,074						
	Police Station	\$14,000,000						
<b>Waste Water</b>	Sanitary Sewer Rehabilitation/Replacement & CAP Work	\$955,000	\$850,000	\$1,775,900	\$1,000,000	\$1,340,000		
	Raw Sewage Pump & Motor Replacement	\$1,200,000	\$1,200,000	\$1,000,000				
	Primary Tanks #3 & #4 Rehabilitation				\$1,000,000			bond
	Sunset Drum Screen Retrofit - Duperon Barscreens	<b>238</b>				\$400,000		bond

Department	Project Name	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Future Years
	Septic Station Barscreen Retrofit					\$250,000	
	Sludge Dryer					\$150,000	\$5,900,000
<b>Water- Distribution</b>	E. First St. 12" Water Main - Macomb to Winchester	\$1,141,000					
	S. Roessler St. Water Main - Dead End to 8th	\$151,200					
	Navarre St. Water Main - N. of LaPlaisance to 7th	\$252,000					
	Water System Replacment & Looping (\$18M Bond, 10.7 miles)	\$18,000,000					
	Distribution Service Truck Replacement - 10 years	\$81,500					
	Excavator / Trailer Replacement - 8 years	\$90,700					
	Toledo Ave. Loop / Toledo + Stone + Cooper Svcs - Rear Water Main - Telegraph to Front		\$654,900				
	Dump Truck Replacement - 10 years		\$95,300				
	Lavender St. Water Main - Lorain to North 8"AC			\$283,500			
	E. Elm Ave. Water Main - Dixie to Detroit			\$1,039,500			
	Rose St. Water Main - Harbor to Detroit			\$116,550			
	W. Eighth St. 12" Water Main - Bacon to Monroe			\$735,000			
	Jones Ave. Water Main - Monroe to Washington				\$141,750		
	Dixie Drive Water Main - N. Dixie to Detroit				\$229,950		
	E. Eighth St. Water Main - Reisig to Kentucky				\$189,000		
	E. Ninth St. Water Main - Jerome to Reisig/Reisig to Kentucky (SAD)				\$374,850		
	Roeder St. Water Main - Dead End to 7th				\$346,500		
	E. Front St. 12" Water Main - Monroe to Washington				\$157,500		
	Washington Street Water Main - 1st to Front				\$157,500		
	Excavator / Trailer Replacement - 8 years				\$94,800		
	Michigan Ave. Water Main - Greenwood to N. End					\$346,500	
	S. Roessler St 12" Water Main - 5th to Front					\$245,000	
	Adams St. Water Main - Third to Front					\$110,250	
	E. 4th St. Water Main - Washington to Macomb					\$140,000	
	E. Third St. Water Main - Railroad to Conant					\$226,800	
	W. Vine St. Water Main - W of St Mary's to Monroe					\$157,500	
	Adams St. Water Main - City Line to Third					\$708,750	
<b>Water Filtration</b>	Ozone Generator #1 Replacement	\$405,100	\$280,000				
	PLC Upgrades - WTP & Remote Sites	\$105,000					
	Water Plant Roof Replacements	\$25,000			\$30,000		
	H.S. Pump/Motor/Drive Rehabilitation & Replacement	\$120,000		\$53,500	\$35,000	\$90,000	\$164,205
	Water System SCADA Upgrade		\$75,000				
	Filter Rehab Construction		\$46,000	\$167,500	\$225,000	\$225,000	
	Clarifier Rehabilitation (1-3)		\$329,000	\$164,000			
	West Reservoir Crack Injection			\$25,000			
	WTP Main Power System Rehabilitation and Replacement			\$75,000	\$185,000	\$185,000	
	WTP Security System Upgrade			\$20,000			
	WTP Remote Telemetry Radio Replacement			\$20,000			
	SCBS Roof Replacement				\$15,000		
	East Reservoir Crack Injection				\$25,000		
<b>Water Partnership</b>	PAP Pump Rehab, Motor and VFD Upgrades	\$20,000		\$38,000	\$38,000	\$58,000	\$142,232
	PAP Addition of Raw Water Pump	\$108,000	\$123,000	\$30,000	\$30,000	\$50,000	\$54,117
	PAP Roof Replacemnet	\$15,000	\$20,000				
	PAP Chemical Feed Line Replacement			\$35,000			
	PAP RTM Equipment Replacement			\$40,000	\$75,000	\$35,000	
<b>Total All Projects</b>		<b>\$43,967,574</b>	<b>\$15,145,200</b>	<b>\$22,168,632</b>	<b>\$19,549,443</b>	<b>\$9,377,800</b>	<b>\$6,635,554</b>