



**BUDGET**  
**Fiscal Year 2021 - 2022**



## FY 2022 BUDGET

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May 11, 2021

Dear Honorable Mayor and City Council:

This letter hereby transmits the proposed Budget for the Fiscal Year Ending **2022** to the Mayor and City Council of the City of Monroe.

The preparation of the annual Budget is one of the major responsibilities conferred by law upon city managers in North Carolina. City staff has thoughtfully sought to assist in this responsibility of quantifying the cost of service delivery focusing on the most urgent of those requirements.

In developing the City's spending plan to affect services and operations, a number of principles were used during the conceptualization of this recommended Budget:

- ❖ Realistic assumptions for revenue and expenditure estimates that matched reoccurring revenues with expenditures, as a basis of budget recommendations;
- ❖ Strategies sought to balance citizen interests for public safety, staff views on facility sustainment, and employee wellbeing without placing additional financial burdens on our citizenry, merchants, and industry;
- ❖ Preserving Fund Balance for future capital outlays, improvements, and contingencies.

The major resourcing challenges driving this budget planning and expenditure reconciliation process were:

- ✂ Additional staff needed to meet current and projected service demands and succession planning;
- ✂ Funding additional street and sidewalk maintenance initiatives;
- ✂ Funding Fire Station 6 initiative to improve response in Northwest;
- ✂ Delay in fully funding redevelopment area plans;
- ✂ Deferral of various improvements to Downtown.

The Manager's recommended Budget increases by approximately **1.7%**, with the *total General Fund budget (including subsidized funds) increasing by 7.1%* and *Enterprise Funds budget decreasing by 3.5%* over their current year budgets. Excluding capital projects, the operating budget decreased by 0.4%, with the General Fund operating budget increasing 8.5% and the enterprise funds decreasing 3.5%. This spending plan proposes the general fund ad valorem tax revenue neutral rate of 50.25 cents and downtown municipal tax district's tax revenue neutral rate of 19.15 cents. Other fee and rate revisions are summarized in the respective sections of this Message. Additionally, I have asked the Mayor and City Council to consider setting the tax rate at 3 cents above the Revenue Neutral Rate, at 53.25, to add resources for the purpose of increasing the annual street paving capability, and to establish a capital reserve fund that supports building, staffing and adding apparatus associated with the provisional Fire Station 6.

The Governing Body possesses the great responsibility of being stewards of City funds as well as ensuring policies are implemented that foster a vibrant and healthy community. Your direction sets the tone for how the City may progress and in collaboration with our management team and your feedback, a clear set of priorities that can be fulfilled. The Budget encompasses a number of recommendations that will foster work force stability, address the more prolific deferred maintenance challenges, and deploy projects that enhance our community.

## **GENERAL FUND**

The City takes great pride and shows its commitment to revitalization in the downtown area with continuation of four previously approved projects as follows:

1. Center Theatre - The City purchased the Center Theatre in 2013 and the adjacent units in 2015. The Center Theatre renovation is complete with an estimated opening of summer 2021. The Theatre opening has been delayed due to Covid19 and hiring was previously delayed, but has begun once again.
2. Senior Center – The City purchased the Enquirer Journal Newspaper building in 2016 and plans to renovate this facility to serve as a new Senior Center. The current Senior Center facility is too small for the demand on the facility and adequate parking has created challenges. The new facility will provide the same services and plenty of parking. Project construction bids will be awarded in summer 2021.
3. Science Center – The City purchased a building that used to be a grocery store near the Union County Public Library on Franklin Street with the intention of converting the facility into a Science Center. The operation of this facility will be funded by Occupancy Tax Revenue. The renovation is complete and exhibits are currently being installed. The Center has an estimated opening date of September 2021. The Science Center operation is being funded by the Monroe Tourism Development Authority. The employees are no different than employees of the City of Monroe and are entitled to all of the same benefits that Monroe employees receive. Operations will be supported by the addition of two full-time positions, a Science Center Supervisor and Member and Marketing Specialist. Remaining staffing coverage will be provided by a pool of part-time employees.
4. Police Headquarters - The current police headquarters is located in a building that was built in 1987. The building was originally utilized by the Union County Department of Social Services until it was purchased by the City in 2001. This building has housed fire station administrative offices and the police department since then, but is functionally obsolete and lacking space to adequately serve the public. The new police headquarters will provide much needed space for staff and evidence storage as well as being a secure facility. It will be located on the Scott Aviation property across the street from City Hall. Project construction bids will be awarded in summer 2021.

Funding has been included in the FY 2022 budget to begin operation of the above facilities as they complete their construction phases and open for business. Funding for debt payments for these facilities has also been included along with funding for the completion of the Morgan-Windsor

Alley Improvements. This project will provide a multi-functional outdoor area for visitors to sit and enjoy the downtown area.

The proposed budget also includes the addition of seventeen full-time positions and the upgrade of two positions from part-time to full-time. New positions include a Facility Maintenance Equipment Operator, Utility Billing Field Technician, Human Resources Analyst, Construction Inspector, Permit Technician, two Planners, Building Inspector, four Police Officers, three Fire Captains, Technical Administrative Specialist and Facilities Maintenance Worker. The two upgraded positions include the Warehouse Clerk/Buyer and Customer Service Clerk. These positions increase the staffing of many departments in the General Fund, however the resourcing of some of those positions are distributed across the Enterprise Funds. Distributed costs is a practice used in Fund Accounting to more accurately identify the cost of services between Funds and by Departments. For example, the Information Technology (IT) Department provides services to all departments, but is a departmental cost center identified in the General Fund. Water Resources and Energy Services place a substantial demand on IT, consequently, those Funds receive a substantial portion of the distributed cost of IT.

City employees continue to remain our single greatest asset. Included is funding for the City's merit program on a sliding scale based on performance of 0-2% and a cost of living increase of 2.5%. Also included is the increase to the City's retirement program as required by the State of 1.2%. A classification and compensation study is funded to take place in this fiscal year.

Improving existing facilities is priority and the proposed FY 2022 Budget continues to address many maintenance issues. The replacement of the roofs on the Mars Meeting room at the Dickerson Center and Winchester Center, replacement of windows at the Dickerson Gym, bathroom partition replacements at Dickerson Center and J Ray Shute, Don Griffin Park greenway repairs, security improvements at the Parks Maintenance Shop and Downtown tree replacements are included in the proposed budget.

The total General Fund Budget is \$45,646,054. This proposed FY 2022 Budget being recommended has been balanced through the strategic use of unassigned fund balance, current revenues and installment financings to fund the Senior Center and Monroe Police Headquarters.

## **MONROE AQUATICS AND FITNESS CENTER FUND**

The proposed budget for the Aquatics and Fitness Center Fund for FY 2022 is \$3,842,620. The Center was added to enhance the quality of life in Monroe by offering activities that can be enjoyed by families in our community. The Center has seen a decrease in membership and attendance over the past year due to Covid19. Since restrictions have relaxed, attendance has begun to rebound and it is hopeful that operations can continue to improve to reach the levels that were enjoyed in prior fiscal years. Funding for necessary maintenance items including a pool pump replacement, hot water heater in the locker rooms and replacement of older roof sections have been included. Funding at the current staff and programming levels has been maintained in this budget using fund balance to subsidize operating losses.

## **WATER AND SEWER FUND**

The proposed budget for the Water and Sewer Fund for FY 2022 is \$21,937,143. The City has committed to a financial plan that allows for small increases in the water and sewer rates to accumulate adequate funding for future capital projects to maintain adequate capacity for its current and future customers. In Fiscal Year 2017, a Resolution was adopted for the establishment of a Water and Sewer Capital Reserve Fund to be used to accumulate funds for the construction of an expanded wastewater treatment plant (WWTP) and other needed system improvements. Construction of the planned WWTP expansion has been accelerated in the capital improvement plan to begin construction in 2026 instead of the original date of 2032. This expanded WWTP capacity will be on-line in 2029 to ensure meeting the demands for service from the positive economic development and growth the City is experiencing. The City believes it is prudent to accumulate enough cash reserves to fund 40% of the total project cost and finance the remaining 60% with revenue bonds. The FY 2022 Budget includes a 3.5% water and sewer rate increase as part of this financial plan.

Capacity fees and other construction related fees will be increased on July 1, 2021 by 2.68% based on the construction cost index. Administrative and non-construction fees will increase by 1.95% according to the consumer price index.

Water Capital Improvements: The City's John Glenn Water Treatment Plant has a current capacity of 11.0 MGD. This combined with the Catawba Water Supply of 1.99 MGD (via Union County contract), is expected to meet anticipated demands until 2037, assuming a 1.5 percent annual growth rate. The City is evaluating options for future water supplies needed after 2037.

In order to ensure continued reliable operation of the existing water plant treatment, repair and maintenance of equipment at the plant is scheduled for fiscal year 2022.

Sewer Capital Improvements: The City's Wastewater Treatment Plant capacity is projected to serve the City's needs until 2030 at an annual 1.5 percent growth rate. An expansion plan is in place as previously mentioned to ensure that added capacity can be made available by 2029. Other planned improvements and maintenance items include an upgrade to the City's largest sewer pump station, the Stewart Creek Pump Station and associated force main, and decommissioning of the Hillsdale Pump Station by installation of gravity sewer mains.

Infrastructure Renewal: Significant efforts are underway to renew our existing infrastructure. A strategic plan was launched in FY 2014 to repair and replace old and deteriorated segments of the water distribution and sewer collection system to ensure system viability. The City has an aggressive goal to replace 1% of the distribution and collection system each year. The proposed budget includes funding to continue this program.

## **ELECTRIC FUND**

The proposed budget for the Electric Fund for FY 2022 is \$62,452,197. Electric rates for the FY 2022 budget year are proposed to remain the same. Line extension projects are proposed to be funded to extend electric facilities to new areas of the Corporate Center as needed and to new subdivisions and commercial areas as needed. These extensions not only allow the City to serve

future load growth, but in some cases provide redundancy by improving the power transfer capability between substations. The proposed budget includes funding to relocate lines for NC Department of Transportation roadway improvements projects including Highway 74 widening from Dickerson to Rocky River Road.

## **NATURAL GAS FUND**

The proposed budget for the Natural Gas Fund for FY 2022 is \$19,894,130. Natural gas rates are adjusted monthly to reflect the increases/decreases in the actual cost of natural gas. The margin is budgeted to remain the same in FY 2022. The natural gas system continues to expand to serve new industrial, commercial and residential customers resulting in increased sales volume that may offset future rate increases. The Natural Gas System is currently expanding into Marshville, NC. In order to properly manage and safely operate the Liquefied Natural Gas Peak Shaving Facility, the proposed budget includes the addition of an LNG Operator / Gas Measurement Supervisor - Mechanical.

Proposed capital improvements include continued funding of system reinforcement projects to resolve weak portions of the natural gas system and increase the operating pressures in the lines as required by federal regulations. Funding for natural gas line relocation projects due to road widening and improvement projects has been included. Infrastructure projects and revenue-based expansions have also been included to accommodate new planned subdivisions as well as new commercial and industrial connections.

## **STORMWATER FUND**

The proposed budget for the Stormwater Fund for FY 2022 is \$3,624,955. Stormwater Service is a part of the Engineering Department and has two primary functions - (1) maintain and revitalize the stormwater drainage conveyances on both public and private property in Monroe, and (2) provide a response to the City's NPDES Phase II permit which focuses on maintaining and improving the quality of stormwater runoff. With the increase in small stormwater construction projects and maintenance work orders, stormwater requested the addition of a Stormwater Construction Inspector. This person will ensure compliance with the City's Standard Specification and Detail Manual, project construction drawings and project specification manuals. There are no stormwater rate increases proposed in this Budget.

## **AIRPORT FUND**

The proposed budget for the Airport Fund for FY 2022 is \$3,565,099. The continued focus is to expand operations and attract more traffic of based and transient aircraft. The Airport's largest commercial operator Aerowood Aviation continues to expand its existing lines of businesses, which benefits the City with greater returns. The flight school is expanding operations with more aircraft and students, and the charter air service has opened this spring with a number of trip requests. This is a great benefit to the Airport with added aircraft activities and fuel sales. The public promotion of the current Airport Layout (Master) Plan update has increased inquiries and interest for hangar space and land to build hangars. This increase is heightening the focus the planning of more areas of airport hangar development. Projected this coming year will be two

major airfield projects: a second apron rehabilitation project that will address the aging pavement nearest the terminal, and obstruction-clearing project that addresses growing trees that are affecting both runway approaches.

## **SOLID WASTE FUND**

The proposed budget for the Solid Waste Fund for FY 2022 is \$3,023,345. The Solid Waste Fund covers the cost of recycling and residential/business collection services within the corporate limits as well as litter pickup along the public street right-of-ways. A community maintenance crew is also provided to address problem areas within the City associated with yard waste, trash and bulky items. As authorized on June 4, 2019, the third phase of a three-part rate increase to cover the increased costs is scheduled for July 1, 2021. The charge for a residential account will increase by \$0.85 per month.

## **SELF-INSURANCE FUNDS**

The City maintains three self-insurance funds: Workers' Compensation, Property and Casualty and Health and Dental. The proposed annual financial plan for the Health and Dental Insurance Fund recommended a 7.7% increase to the employer premium contributions for the upcoming year. No increase was recommended for employee premiums.

The proposed annual financial plan for the Workers' Compensation Fund for FY 2022 includes funding contributions of \$300,549 that has been allocated to all departments. Funding for the Property and Casualty Fund totals \$813,417 that has been allocated to all departments. This amount is 5.0% higher than the prior fiscal year.

The City has also been funding post-employment benefit costs for retirees as the expenses have been incurred. The annual required contribution, as calculated by an actuary, represents the projected amount required to fund normal costs each year and is now recorded as a liability to the City on the financial statements. At this time, no funding is recommended for GASB 45 post-employment benefits. The budget includes funding for a study to make recommendations about how this liability can be managed.

## **CONCLUSION**

I look forward to continuing our dialogue on this fiscal plan. I, along with our staff, will work diligently throughout the remainder of the Budget process to achieve the priorities of the Mayor and City Council for the upcoming Fiscal Year.

Respectfully,



E.L. Faison, City Manager



**CITY OF MONROE**  
**SUMMARY OF FY 2022 RECOMMENDED BUDGET**  
**BY FUND**

<b>FUND</b>	<b>FY21</b>	<b>FY22</b>	<b>INC / (DEC)</b>
General	\$ 35,158,245	\$ 38,010,167	\$ 2,851,922
Center Theatre	1,128,421	1,087,130	(41,291)
Parks & Recreation	3,612,542	4,084,206	471,664
Golf Course	1,136,679	1,342,051	205,372
GF Capital Reserve	3,993	-	(3,993)
GF Capital Projects	799,999	1,122,500	322,501
<b>Subtotal General Fund</b>	<b>41,839,879</b>	<b>45,646,054</b>	<b>3,806,175</b>
Aquatics Center	4,319,423	3,842,620	(476,803)
Occupancy Tax Projects	254,293	240,443	(13,850)
Downtown Monroe	276,008	226,771	(49,237)
Monroe-Union Co. Econ. Dev.	787,712	746,174	(41,538)
Water & Sewer	17,981,766	17,799,504	(182,262)
Water & Sewer Cap Projects	350,000	2,350,000	2,000,000
Water & Sewer Reserve	771,900	1,787,639	1,015,739
<b>Subtotal Water &amp; Sewer</b>	<b>19,103,666</b>	<b>21,937,143</b>	<b>2,833,477</b>
Stormwater	2,667,333	2,939,955	272,622
Stormwater Capital Projects	-	685,000	685,000
<b>Subtotal Stormwater</b>	<b>2,667,333</b>	<b>3,624,955</b>	<b>957,622</b>
Electric	64,436,163	61,332,197	(3,103,966)
Electric Capital Projects	1,825,000	1,120,000	(705,000)
<b>Subtotal Electric</b>	<b>66,261,163</b>	<b>62,452,197</b>	<b>(3,808,966)</b>
Natural Gas	17,654,998	17,234,130	(420,868)
Natural Gas Capital Projects	2,490,000	2,660,000	170,000
<b>Subtotal Natural Gas</b>	<b>20,144,998</b>	<b>19,894,130</b>	<b>(250,868)</b>
Airport	3,789,711	3,565,099	(224,612)
Solid Waste	2,939,471	3,023,345	83,874
<b>Total</b>	<b>\$ 162,383,657</b>	<b>\$ 165,198,931</b>	<b>\$ 2,815,274</b>

**SUMMARY OF FY 2022 INTERNAL SERVICE FUNDS FINANCIAL PLANS**

Health and Dental	\$ 9,778,347	\$ 10,383,040	\$ 604,693
Worker's Compensation	380,187	310,287	(69,900)
Property & Casualty	804,620	838,289	33,669
<b>Total</b>	<b>\$ 10,963,154</b>	<b>\$ 11,531,616</b>	<b>\$ 568,462</b>

Notes: Excludes internal transfers out to other funds.

**CITY OF MONROE**  
**SUMMARY OF FY 2022 RECOMMENDED BUDGET**  
**GENERAL FUND BY DEPARTMENT**

**OPERATING BUDGET (EXCLUDES CAPITAL)**

DESCRIPTION	FY21	FY22	INC / (DEC)
Legislative	\$ 352,122	\$ 389,532	\$ 37,410
City Administrative	1,949,424	2,028,301	78,877
Facilities Maintenance	1,209,043	1,375,769	166,726
Finance	3,564,463	3,838,225	273,762
Human Resources	727,852	958,604	230,752
Engineering & Streets	3,855,437	3,923,261	67,824
Building Standards	902,456	1,044,889	142,433
Planning	969,076	1,283,487	314,411
Police	11,612,844	12,276,436	663,592
Fire	8,888,544	9,690,963	802,419
Info Technology	1,280,010	1,619,598	339,588
Outside Agency Funding	357,075	379,925	22,850
Economic Dev. Incentive Agreements	863,980	1,062,590	198,610
Debt Service	2,443,590	2,427,725	(15,865)
Cost Allocations	(6,468,571)	(6,874,282)	(405,711)
<b>Total</b>	<b>\$ 32,507,345</b>	<b>\$ 35,425,023</b>	<b>\$ 2,917,678</b>

**CAPITAL IMPROVEMENT PLAN**

DESCRIPTION	FY21	FY22	INC / (DEC)
Legislative	\$ -	\$ -	\$ -
City Administrative	-	-	-
Facilities Maintenance	208,000	278,000	70,000
Finance	-	62,000	62,000
Human Resources	-	34,944	34,944
Engineering & Streets	1,253,700	1,068,200	(185,500)
Building Standards	-	37,000	37,000
Planning	-	-	-
Police	599,200	784,000	184,800
Fire	140,000	60,000	(80,000)
Info Technology	450,000	261,000	(189,000)
<b>Total</b>	<b>\$ 2,650,900</b>	<b>\$ 2,585,144</b>	<b>\$ (65,756)</b>

**TOTAL GENERAL FUND BUDGET**

DESCRIPTION	FY21	FY22	INC / (DEC)
Legislative	\$ 352,122	\$ 389,532	\$ 37,410
City Administrative	1,949,424	2,028,301	78,877
Facilities Maintenance	1,417,043	1,653,769	236,726
Finance	3,564,463	3,900,225	335,762
Human Resources	727,852	993,548	265,696
Engineering & Streets	5,109,137	4,991,461	(117,676)
Building Standards	902,456	1,081,889	179,433
Planning	969,076	1,283,487	314,411
Police	12,212,044	13,060,436	848,392
Fire	9,028,544	9,750,963	722,419
Info Technology	1,730,010	1,880,598	150,588
Outside Agency Funding	357,075	379,925	22,850
Economic Dev. Incentive Agreements	863,980	1,062,590	198,610
Debt Service	2,443,590	2,427,725	(15,865)
Cost Allocations	(6,468,571)	(6,874,282)	(405,711)
<b>Total</b>	<b>\$ 35,158,245</b>	<b>\$ 38,010,167</b>	<b>\$ 2,851,922</b>

## LEGISLATIVE

City Council, Boards, & Commissions

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 157,942	\$ 158,848	\$ 206,648
Operations	123,712	193,274	182,884
Capital	-	-	-
Outside Agencies Appropriations	297,413	357,075	379,925
<b>Subtotal</b>	<b>\$ 579,067</b>	<b>\$ 709,197</b>	<b>\$ 769,457</b>
Allocations	(199,346)	(216,333)	(205,457)
<b>Total Budget</b>	<b>\$ 379,721</b>	<b>\$ 492,864</b>	<b>\$ 564,000</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes an adjustment to Council pay.

### ELECTED PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	7	7	7

## GENERAL ADMINISTRATION

### City Manager Division

E.L. Faison, City Manager

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 650,338	\$ 690,851	\$ 723,266
Operations	421,487	417,034	438,093
Capital	280,105	-	-
<b>Subtotal</b>	<b>\$ 1,351,930</b>	<b>\$ 1,107,885</b>	<b>\$ 1,161,359</b>
Allocations	(390,151)	(414,811)	(396,366)
<b>Total Budget</b>	<b>\$ 961,779</b>	<b>\$ 693,074</b>	<b>\$ 764,993</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	4	4	4

### City Attorney Division

Mujeeb Shah-Khan., City Attorney

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 331,092	\$ 341,116	\$ 357,527
Operations	75,994	85,481	83,910
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 407,086</b>	<b>\$ 426,597</b>	<b>\$ 441,437</b>
Allocations	(261,446)	(277,164)	(282,406)
<b>Total Budget</b>	<b>\$ 145,640</b>	<b>\$ 149,433</b>	<b>\$ 159,031</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2	2	2

## Public Information Division

Pete Hovanec, Director of Communications & Tourism

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 37,873	\$ 104,902	\$ 114,128
Operations <sup>(1)</sup>	264,986	254,056	254,990
<b>Subtotal</b>	<b>302,858</b>	<b>358,958</b>	<b>369,118</b>
Allocations	(46,458)	(92,978)	(93,157)
<b>Total Budget</b>	<b>\$ 256,400</b>	<b>\$ 265,980</b>	<b>\$ 275,961</b>

Notes:

<sup>(1)</sup> Operations - Expenditures include annual Airshow funding, \$240K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2	2	2

## Economic Development Division

Chris Platé, Executive Director of Economic Development

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ -	\$ -	\$ -
Operations	28,456	55,984	56,387
Economic Incentives	394,771	863,980	1,062,590
<b>Subtotal</b>	<b>\$ 423,227</b>	<b>\$ 919,964</b>	<b>\$ 1,118,977</b>
Allocations	(264,042)	(287,420)	(473,622)
<b>Total Budget</b>	<b>\$ 159,185</b>	<b>\$ 632,544</b>	<b>\$ 645,355</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	0	0	0

## FACILITIES

### Facilities Maintenance

Brian J. Borne, Assistant City Manager

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 532,945	\$ 561,106	\$ 640,186
Operations	666,634	647,937	735,583
Capital	20,929	208,000	278,000
<b>Subtotal</b>	<b>\$ 1,220,508</b>	<b>\$ 1,417,043</b>	<b>\$ 1,653,769</b>
Allocations	(73,213)	(173,972)	(167,072)
<b>Total Expenditure Budget</b>	<b>\$ 1,147,295</b>	<b>\$ 1,243,071</b>	<b>\$ 1,486,697</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Facility Maintenance Equipment Operator I beginning January 1, 2022.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	8	8	9

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Landscape Truck # 2101	\$ 44,000	\$ 44,000	Fund Balance
Facility Maintenance Service Van # 2199	\$ 44,000	\$ 44,000	Fund Balance
HVAC Replacements	\$ 50,000	\$ 50,000	Operating
Roof Replacement-Mars Mtg Room at Dickerson Center	\$ 70,000	\$ 70,000	Fund Balance
Roof Replacement-Winchester Center	\$ 70,000	\$ 70,000	Fund Balance
<b>Total Capital</b>	<b>\$ 278,000</b>	<b>\$ 278,000</b>	

## FINANCE

Administration Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 341,555	\$ 371,396	\$ 375,313
Operations	17,078	14,775	23,975
Capital	20,295	\$ -	\$ -
Debt Service	1,037,176	2,443,590	2,427,725
<b>Subtotal</b>	<b>\$ 1,416,104</b>	<b>\$ 2,829,761</b>	<b>\$ 2,827,013</b>
Allocations	(237,096)	(249,540)	(257,380)
<b>Total Budget</b>	<b>\$ 1,179,008</b>	<b>\$ 2,580,221</b>	<b>\$ 2,569,633</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	3	3	3

## FINANCE

Accounting Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 392,363	\$ 426,506	\$ 464,311
Operations	101,089	113,943	124,366
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 493,452</b>	<b>\$ 540,449</b>	<b>\$ 588,677</b>
Allocations	(277,031)	(275,086)	(284,702)
<b>Total Budget</b>	<b>\$ 216,421</b>	<b>\$ 265,363</b>	<b>\$ 303,975</b>

Notes:

<sup>(1)</sup> FY22 propped budget includes increased hours from 30 to 35 for Budget Analyst I.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	4	4	4



## FINANCE

### Utility Billing Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 522,732	\$ 566,046	\$ 643,900
Operations	160,841	190,166	184,376
Capital	61,164	-	62,000
<b>Subtotal</b>	<b>\$ 744,736</b>	<b>\$ 756,212</b>	<b>\$ 890,276</b>
Allocations	(860,646)	(865,759)	(955,891)
<b>Total Budget</b>	<b>\$ (115,910)</b>	<b>\$ (109,547)</b>	<b>\$ (65,615)</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Utility Billing Field Technician I.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	8	8	9

#### CAPITAL IMPROVEMENT SUMMARY-UTILITY BILLING

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Truck #2576 '12 Chevrolet Colorado	\$ 30,000	\$ 30,000	Fund Balance
Truck for requested new Technician Position	\$ 32,000	\$ 32,000	Allocation to Other Funds
<b>Total Capital</b>	<b>\$ 62,000</b>	<b>\$ 62,000</b>	

## FINANCE

### Purchasing Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 170,880	\$ 181,406	\$ 190,903
Operations	19,674	23,999	23,824
Capital	-	-	-
Subtotal	\$ 190,554	\$ 205,405	\$ 214,727
Allocations	(108,142)	(108,648)	(116,314)
Total Budget	\$ 82,412	\$ 96,757	\$ 98,413

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2	2	2

#### CAPITAL IMPROVEMENT SUMMARY-FINANCE PURCHASING

Item Description	Department Request	City Manager	Funding Source
Replace #2401 '09 Toyota Prius	\$ 30,000	Delay	
Total Capital	\$ 30,000	\$ -	

## FINANCE

### Fleet Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 272,061	\$ 288,898	\$ 301,335
Operations	45,090	42,295	43,984
Capital	5,275	-	-
<b>Subtotal</b>	<b>\$ 322,426</b>	<b>\$ 331,193</b>	<b>\$ 345,319</b>
Allocations	(284,037)	(259,115)	(264,209)
<b>Total Budget</b>	<b>\$ 38,389</b>	<b>\$ 72,078</b>	<b>\$ 81,110</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	4	4	4

## FINANCE

### Warehouse Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 236,501	\$ 273,995	\$ 294,753
Operations	49,934	54,163	55,144
Capital	25,001	-	-
<b>Subtotal</b>	<b>\$ 311,436</b>	<b>\$ 328,158</b>	<b>\$ 349,897</b>
Allocations	(412,058)	(416,449)	(450,309)
<b>Total Budget</b>	<b>\$ (100,623)</b>	<b>\$ (88,291)</b>	<b>\$ (100,412)</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes increased hours from 30+ to FT for Warehouse Clerk/Buyer.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	3	3	4

#### CAPITAL IMPROVEMENT SUMMARY-WAREHOUSE

Item Description	Department Request	City Manager Recommendation	Funding Source
1998 Yamaha Golf Cart Replacement	\$ 5,000	Delay	
<b>Total Capital</b>	<b>\$ 5,000</b>	<b>\$ -</b>	

## FINANCE

Payment Center Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 349,460	\$ 386,071	\$ 398,981
Operations	136,622	104,528	127,499
Capital	-	-	-
Subtotal	\$ 486,082	\$ 490,599	\$ 526,480
Allocations	(468,344)	(440,854)	(466,985)
Total Budget	\$ 17,738	\$ 49,745	\$ 59,495

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	5	5	5

## FINANCE

Customer Service Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 397,267	\$ 444,226	\$ 506,618
Operations	74,672	82,050	78,943
Capital	-	-	-
Subtotal	\$ 471,939	\$ 526,276	\$ 585,561
Allocations	(647,132)	(605,058)	(641,587)
Total Budget	\$ (175,193)	\$ (78,782)	\$ (56,026)

Notes:

<sup>(1)</sup> FY22 proposed budget includes increased hours from 20+ to FT for Customer Service Representative.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	6	6	7

# FINANCE DEPARTMENT

## Accounting Division

### FISCAL YEAR

2016	2017	2018	2019	2020	2021
Actual	Actual	Actual	Actual	Actual	Target

### Inputs

Expenditures	\$380,163	\$406,840	\$471,145	\$493,391	\$493,452	\$ 540,449
Employees (Authorized Positions)	4	4	4	4	4	4

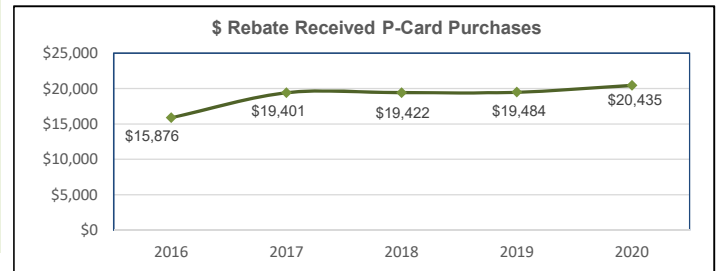
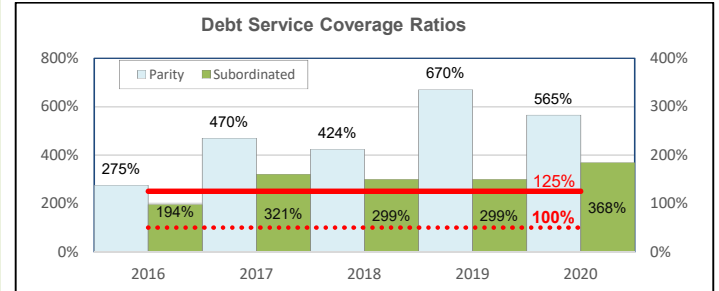
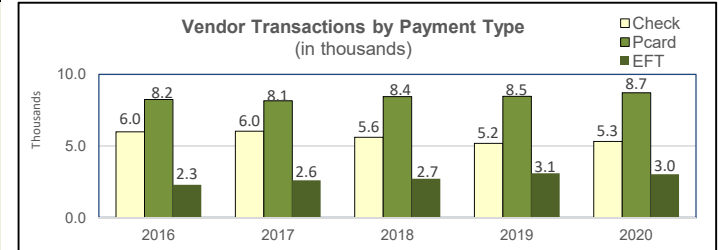
### Output Measures

# Checks issued to vendors	6,000	6,039	5,608	5,190	5,315	
# Vendor payments processed through Electronic Funds Transfer (EFT)	2,292	2,593	2,709	3,083	3,019	
# Pcard transactions	8,234	8,149	8,441	8,471	8,719	
# Purchasing card (P-Card) users	150-153	151-158	153-158	148-156	156-162	
\$ Amount of all vendor payments (checks, EFT & P-Card)	\$109,750,362	\$126,048,159	\$127,401,113	\$134,458,928	\$126,443,162	
# Employees paid through payroll	827	853	861	875	894	
# Payroll direct deposits processed <sup>(4)</sup>	17,869	18,457	19,012	19,035	18,203	
# Journal entry transactions processed	144,843	147,051	145,124	148,143	150,806	

### Effectiveness Measures

\$ Rebate received P-Card purchases	\$15,876	\$19,401	\$19,422	\$19,484	\$20,435	
% Payroll direct deposits manually processed	0.17%	0.10%	0.15%	0.07%	0.04%	
% Payroll direct deposits voided	0.02%	0.06%	0.05%	0.05%	0.02%	
Parity debt <sup>(2)</sup> service coverage ratio (per bond covenants - no less than 125%)	275%	470%	424%	670%	565%	125% or >
Subordinated debt <sup>(3)</sup> service coverage ratio (per bond covenants - no less than 100%)	194%	321%	299%	299%	368%	100% or >
% Non-paper transactions <sup>(1)</sup>	63.7%	64.0%	66.5%	69.0%	68.8%	67%
Average # payments per week (check and EFT)	163	169	163	162	163	

### Efficiency Measures



### Notes:

<sup>(1)</sup> The objective is to move vendor payments away from traditional checks to EFT and Pcards. These methods are preferred due to savings on postage, check stock and labor. Pcard transactions also generate a rebate from the bank.

<sup>(2)</sup> Parity Debt - bonds & other debt securities that have an equal & ratable claim on the same underlying asset as collateral.

<sup>(3)</sup> Subordinated Debt - loans and other debt securities that rank below other loans (or securities) with regard to claims on assets or earnings.

# FINANCE DEPARTMENT

## Utility Billing Division

### FISCAL YEAR

#### Inputs

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
Expenditures	\$691,996	\$668,963	\$635,987	\$679,439	\$678,902	\$756,212
Employees (Authorized Positions)	8	8	8	8	8	8

#### Output Measures

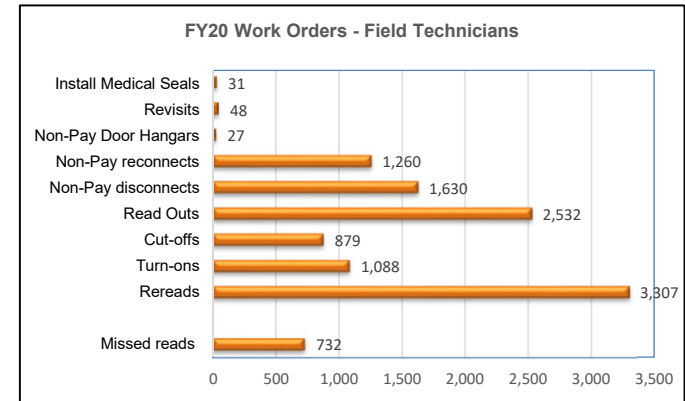
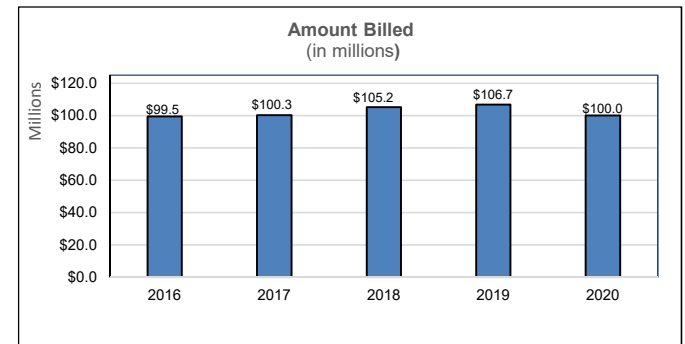
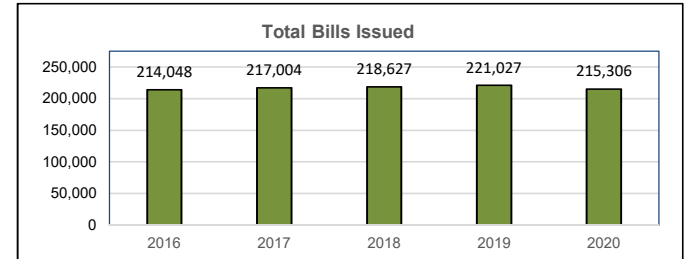
# Bills issued	214,048	217,004	218,627	221,027	215,306	
# Electronic Bills Processed	-	-	-	-	5,730	
# Registers read	444,019	449,813	453,539	456,757	460,280	
# Work requests completed <sup>(2)</sup>	20,282	17,020	15,415	15,329	11,534	
\$ Amount billed	\$99,488,940	\$100,274,277	\$105,242,869	\$106,680,420	\$100,047,371	
# Meter rereads	7,296	6,133	5,414	4,782	4,050	

#### Effectiveness Measures

% Billing accuracy <sup>(1)</sup>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Meter reading accuracy	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Work requests completed on scheduled date	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Meters billed within 3 days of established reading and billing schedule	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Bills handle electronically	-	-	-	-	2.66%	

#### Efficiency Measures

Average number utility bills processed per Utility Billing Specialist per workday	246	250	253	256	247	
\$ Cost per utility bill processed	\$1.62	\$1.47	\$1.37	\$1.43	\$1.40	
\$ Cost per work order processed <sup>(3)</sup>	\$4.94	\$5.42	\$6.15	\$6.84	\$10.04	
Average # work orders processed per day per Field Technician	23	25	22	22	17	



#### Notes:

<sup>(1)</sup> Billing accuracy is determined once customer's bill has been mailed out.

<sup>(2)</sup> Decrease in work orders processed attributable to fewer non-pay disconnects and reconnects. NC Governor's executive order 124 and its subsequent extension prohibits utilities from disconnecting customers unable to pay during the COVID-19 pandemic.

<sup>(3)</sup> Increase cost due to fixed salary costs spread over fewer work orders. See footnote above.

# FINANCE DEPARTMENT

## Payment Center

### FISCAL YEAR

#### Inputs

Expenditures	\$403,435	\$443,802	\$415,835	\$437,857	\$485,925	\$490,599
Employees (Authorized Positions)	5	5	5	5	5	5

#### Output Measures

# Utility payments processed <sup>(1)</sup>	193,621	194,247	193,735	194,967	191,635	
# Tax payments processed	24,626	18,612	18,573	16,018	16,631	
# Other payments processed	51,717	49,398	49,365	49,975	45,211	
# Payments - bank draft	16,622	18,619	20,749	23,594	23,374	
% Payments made via drop box	3.2%	3.4%	3.4%	3.3%	3.4%	
% Interdepartmental payments (internal)	0.8%	0.8%	0.8%	0.8%	0.8%	
% Payments made via drive thru	12.5%	18.9%	19.8%	15.6%	16.2%	
% Payments made via credit card	17.5%	14.3%	15.5%	17.1%	18.7%	
% Payments made via lock box	6.8%	7.4%	7.3%	7.3%	7.8%	
% Payments made via mail	24.6%	22.0%	21.3%	19.5%	19.9%	
% Payments made over counter	28.8%	26.5%	24.6%	28.1%	24.7%	
% Payments made via bank draft	5.8%	6.6%	7.3%	8.3%	8.5%	

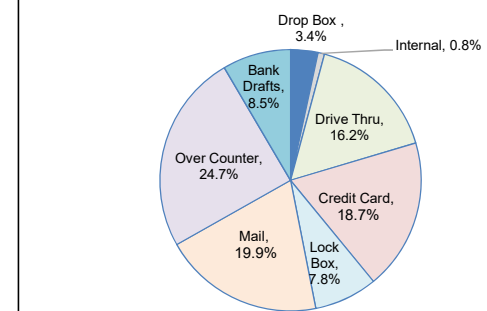
#### Effectiveness Measures

% Non-paper payments (goal is to increase)	35.49%	31.26%	33.07%	35.29%	38.24%	35.49%
Tax Collection Rate (General)	98.53%	98.76%	99.02%	99.14%	99.11%	100.00%
Tax Collection Rate (MSD)	99.85%	99.23%	99.10%	99.23%	99.25%	100.00%

#### Efficiency Measures

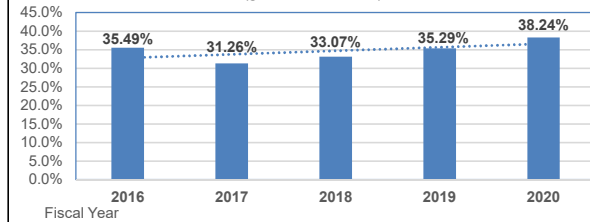
Average number of payments processed per Customer Service Representative per work day	361	352	353	352	339	
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Customer Payment Method FY20



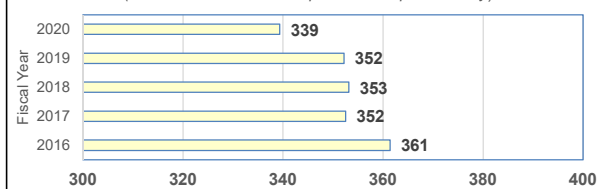
% Non-paper Payments

(goal is to increase)



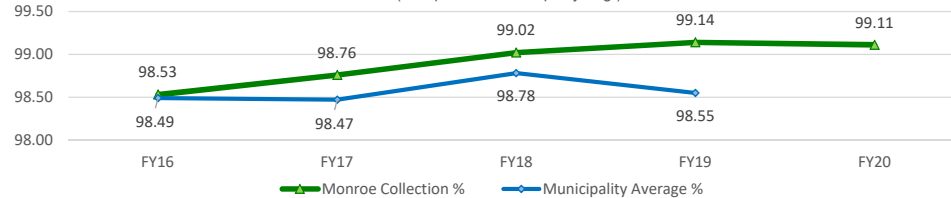
Average Number of Payments Processed

(Per Customer Service Representative per workday)



Monroe Tax Collection Rate

(Compared to Municipality Avg.)



#### Notes:

<sup>(1)</sup> The number of utility payments processed decreased in FY20 due to Covid-19. NC Governor's executive order 124 prohibits utilities - including electric, gas, water and wastewater services - from disconnecting customers unable to pay during the COVID-19 pandemic and from collecting fees, penalties or interest for late payments. The order and its subsequent extension was in effect March 31<sup>st</sup> through July 29<sup>th</sup>, 2020.



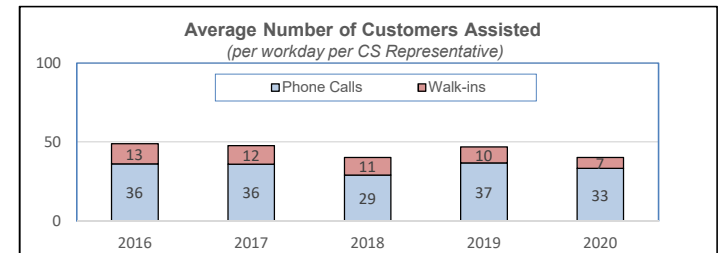
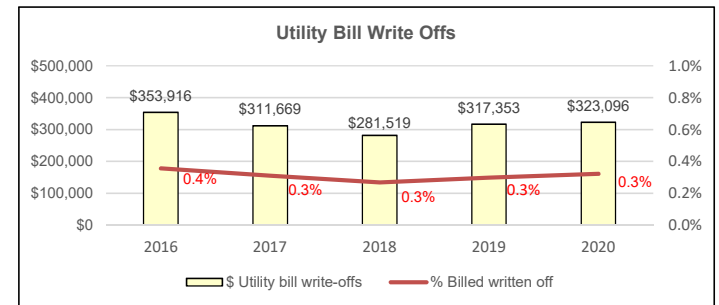
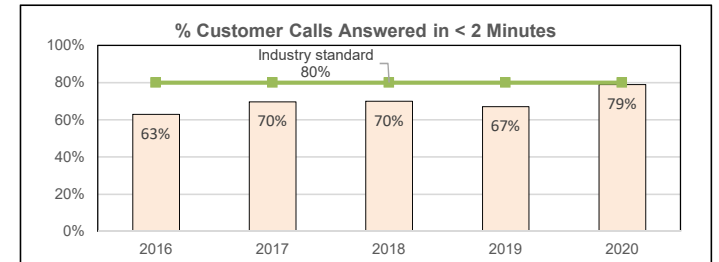
# FINANCE DEPARTMENT

## Customer Service Division

	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$462,178	\$483,934	\$473,088	\$491,150	\$471,389	\$526,276
Employees (Authorized Positions)	6	6	6	6	6	6
<b>Output Measures</b>						
# Customer calls handled <sup>(4)(6)</sup>	40,478	40,705	32,791	45,439	40,979	
# Walk-ins assisted <sup>(3)</sup>	14,207	13,230	12,481	12,308	8,563	
# Late notices sent	50,639	51,222	51,551	51,858	50,427	
# Service activations	4,263	4,185	3,960	3,200	3,255	
# Non-payment disconnections processed <sup>(4)</sup>	3,235	2,897	2,920	3,277	1,698	
# Customers assisted by outside agencies	4,111	3,726	3,778	3,430	3,972	
# Payments made-City's Helping Hands program	7	86	220	118	99	
\$ Amount of assistance provided by agencies	\$805,071	\$741,397	\$728,303	\$668,273	\$668,526	
\$ Amount of assistance provided-City's Helping Hands program <sup>(1)</sup>	\$2,185	\$24,102	\$55,870	\$30,000	\$21,478	
<b>Effectiveness Measures</b>						
% Customer calls abandoned <sup>(5)</sup>	32%	18%	11%	12%	8%	20%
% Calls answered in less than 2 minutes (industry standard 80%) <sup>(5)</sup>	63%	70%	70%	67%	79%	80%
\$ Utility bill write-offs	\$353,916	\$311,669	\$281,519	\$317,353	\$323,096	
% Billed written off	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%
<b>Efficiency Measures</b>						
Average # phone calls handled per Customer Service Rep per working day	36	36	29	37	33	
Average # walk-ins assisted per Customer Service Rep per working day	13	12	11	10	7	

### Notes:

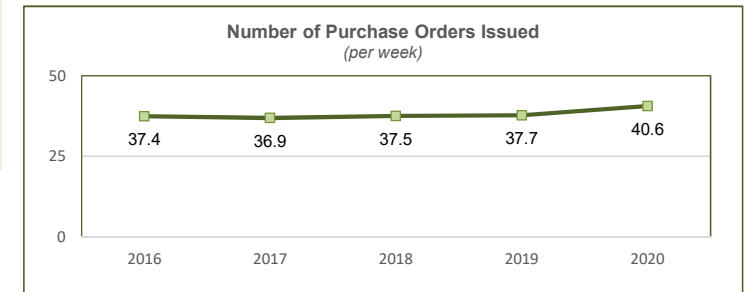
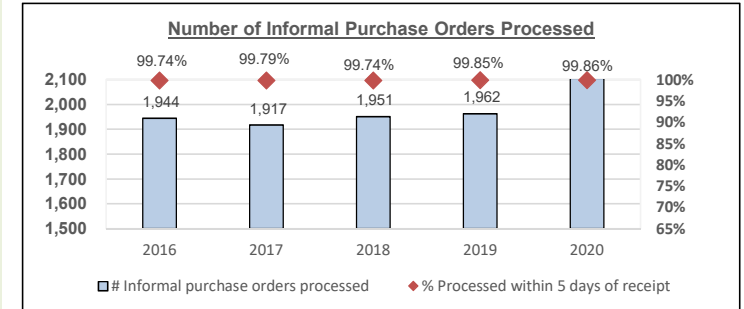
- <sup>(1)</sup> In FY16, the Department of Social Services received a large amount of federal funding. This source of funding is used, before the City's Helping Hands money.
- <sup>(2)</sup> Includes customer account analysis to initiate disconnection process. Actual utility service disconnections are handled by Utility Billing Field Technicians.
- <sup>(3)</sup> FY20 reduced measures due to NC Governor's Executive Order No. 121 (Stay at Home Order).
- <sup>(4)</sup> Reduced measures attributable to fewer non-pay disconnects. NC Governor's executive order 124 and it's subsequent extension prohibits utilities from disconnecting customers unable to pay during the COVID-19 pandemic.
- <sup>(5)</sup> Effectiveness measures improvement in FY20 due to lower volume of phone calls.
- <sup>(6)</sup> call reporting was disfunctional from 1/26/18-4/5/18.



# FINANCE DEPARTMENT

## Purchasing Division

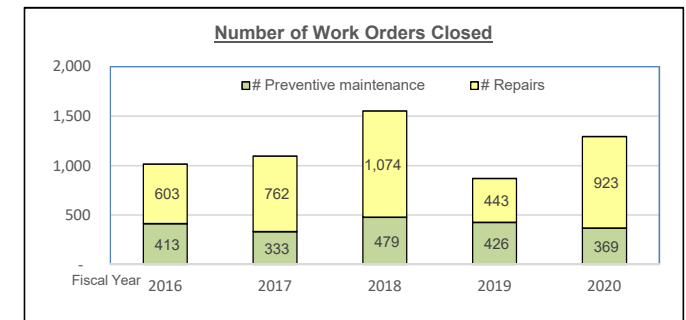
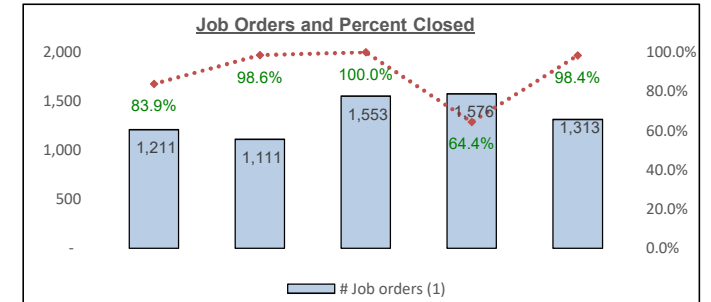
	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$162,028	\$168,940	\$173,977	\$180,785	\$190,554	\$205,405
Employees (Authorized Positions)	2	2	2	2	2	2
<b>Output Measures</b>						
# Informal purchase orders processed	1,944	1,917	1,951	1,962	2,105	
# Formal bids processed	4	3	4	10	8	
<b>Effectiveness Measures</b>						
% Informal PO's processed within 5 days of receipt	99.7%	99.8%	99.7%	99.8%	99.9%	0.0%
<b>Efficiency Measures</b>						
# PO's issued per week	37.4	36.9	37.5	37.7	40.6	



# FINANCE DEPARTMENT

## Fleet Maintenance

	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$276,016	\$274,959	\$249,687	\$299,303	\$317,104	\$331,193
Employees (Authorized Positions)	4	4	4	4	4	4
# Vehicles in fleet	347	358	335	336	338	
# Equipment in fleet	175	177	171	179	179	
<b>Output Measures</b>						
# Job orders <sup>(1)</sup>	1,211	1,111	1,553	1,576	1,313	
<b>Effectiveness Measures</b>						
% Job orders closed	83.9%	98.6%	100.0%	64.4%	98.4%	
# Preventive maintenances work orders closed	413	333	479	426	369	
# Repair work orders closed	603	762	1,074	443	923	
% Work orders - preventative maintenance	41%	30%	31%	49%	29%	
<b>Efficiency Measures</b>						
Average number of work orders per Automotive/Equip. Mechanic per work day	1.6	1.8	2.5	1.4	2.1	
Average # Vehicles maintained / repaired per FTE	99.1	102.3	95.7	96.0	96.6	



<sup>(1)</sup> Job orders were counted in FY18 & FY19 using incorrect time period

## HUMAN RESOURCES

Human Resources Division  
Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$459,562	\$519,962	\$688,338
Operations <sup>(2)</sup>	39,486	51,348	111,298
Capital	-	-	34,944
<b>Subtotal</b>	<b>\$499,048</b>	<b>\$571,310</b>	<b>\$834,580</b>
Allocations	(335,321)	(329,595)	(408,500)
<b>Total Budget</b>	<b>\$163,727</b>	<b>\$241,715</b>	<b>\$426,080</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Human Resources Analyst I.

<sup>(2)</sup> Operations - Expenditures include a classification and compensation study for \$57K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	4	4	5

### CAPITAL IMPROVEMENT SUMMARY-HUMAN RESOURCES

Item Description	Department Request	City Manager Recommendation	Funding Source
Office expansion for new HR personnel	\$34,944	\$34,944	Operating
<b>Total Capital</b>	<b>\$34,944</b>	<b>\$34,944</b>	

## HUMAN RESOURCES

Risk Management Division

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$101,637	\$115,494	\$113,184
Operations	24,948	41,048	45,784
Capital	-	-	-
<b>Subtotal</b>	<b>\$126,585</b>	<b>\$156,542</b>	<b>\$158,968</b>
Allocations	(87,670)	(91,129)	(103,345)
<b>Total Budget</b>	<b>\$38,915</b>	<b>\$65,413</b>	<b>\$55,623</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	1	1	1

### CAPITAL IMPROVEMENT SUMMARY-SAFETY AND RISK

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2008 Honda Civic Hybrid # 2385	\$ 30,000	Delay	
<b>Total Capital</b>	<b>\$ 30,000</b>	<b>\$ -</b>	

# HUMAN RESOURCES DEPARTMENT

## Human Resources

### Inputs

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
Expenditures	\$437,296	\$434,925	\$439,316	\$492,668	\$499,047	\$571,310
Employees (Authorized Positions)	4	4	4	4	4	4
Total City Employees <sup>(1)</sup>	938	975	986	998	928	

### Output Measures

FTE Separations <sup>(2)</sup>	24	48	46	39	42	
Serviced by Employee Assist. Program <sup>(3)</sup>	19	31	31	22	41	
Tuition Reimbursement participants	8	5	6	21	27	
Tuition Reimbursement program (\$)	\$11,374	\$8,005	\$7,710	\$21,562	\$27,304	
FMLA cases	44	41	29	34	47	
Personnel Action Forms Processed <sup>(4)(11)</sup>	1,766	1,732	2,043	2,130	2,736	
New Hires Processed / E-verify submitted <sup>(5)</sup>	191	200	196	197	118	
Employee Investigations <sup>(6)</sup>	-	2	5	2	4	
Employee Visits and Walk-ins to HR <sup>(7)</sup>	-	-	1,083	1,023	446	
Employment Verifications and Questionnaires <sup>(8)</sup>	-	-	125	186	231	
Telephone Correspondence <sup>(9)</sup>	-	-	3,238	2,276	3,473	
Insurance Problems Addressed <sup>(10)</sup>	-	-	-	358	263	

### Effectiveness Measures

Turnover rate of employees <sup>(2)</sup>	12.1%	10.67%	10.13%	8.95%	8.90%	
% Total clients serviced annualized utilization rate - EAP	8.96%	14.7%	11.7%	4.49%	9.69%	

### Efficiency Measures

Ratio of HR staff to every 100 workers	1:235	1:244	1:246	1:250	1:232	1:100
Human Resources cost per city employee	\$535	\$499	\$499	\$540	\$584	
Average EAP cost per participant	\$478	\$305	\$316	\$429	\$230	
Average tuition reimbursement per participant	\$1,422	\$1,601	\$1,285	\$1,027	\$1,011	

### Notes:

Measures for all years not available.

<sup>(1)</sup> Includes all employees that worked during the calendar year and were issued a W2.

<sup>(2)</sup> Measure is for calendar year. Includes employees transferring to another department, retiring, resignations, and terminations.

<sup>(3)</sup> Employee Assistance Program - measures are annual.

<sup>(4)</sup> PAFs are received and analyzed a minimum of four times each.

<sup>(5)</sup> Background & Driver License Checks, I-9 and E-verify, Scheduling Physicals, 1 on 1 meeting with employee, paperwork processing; 2 hrs. per new employee

<sup>(6)</sup> Average investigation takes three months to complete based on the complexity of the allegations and number of witnesses.

<sup>(7)</sup> Scheduled and unscheduled appointments from employees and visitors to Human Resources.

<sup>(8)</sup> Phone, mail, or fax employment questionnaires from lending services and Social Services for Child Support

<sup>(9)</sup> Telephone calls from employees, retirees, vendors, citizens, etc.

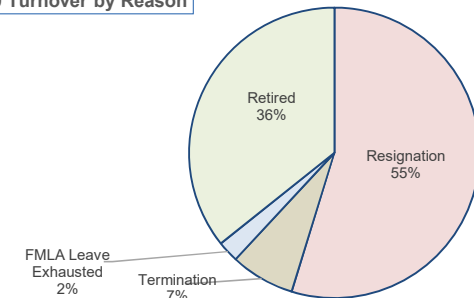
<sup>(10)</sup> Communicating with policy administrators for employees and their family members.

<sup>(11)</sup> FY20 PAF's increase due to the addition of career ladders

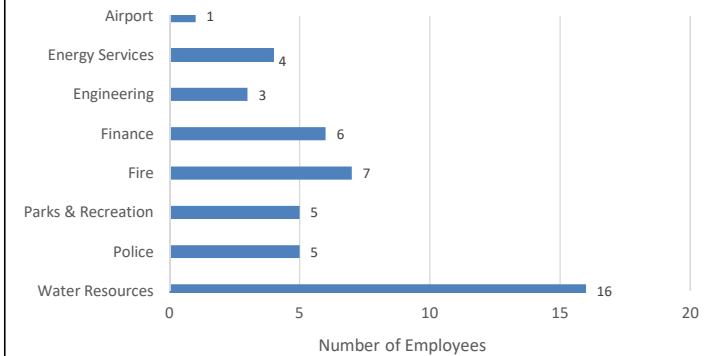
### 2020 Turnover by Dept.

Econ Dev	2	Police	7
Human Res.	1	Water	8
Energy Services.	7	Airport	3
Engineering	3		
Finance	3		
Fire	3		
Parks & Rec	5		
Total			42

### 2020 Turnover by Reason



### FY20 FMLA Utilization



## ENGINEERING

Engineering Division

Sarah McAllister, Engineering Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 870,832	\$ 970,325	\$ 904,736
Operations	53,588	55,716	64,486
Capital	-	-	36,500
Capital Project	-	81,999	72,500
<b>Subtotal</b>	<b>\$ 924,420</b>	<b>\$ 1,108,040</b>	<b>\$ 1,078,222</b>
Allocations	(458,187)	(356,462)	(372,428)
<b>Total Budget</b>	<b>\$ 466,233</b>	<b>\$ 751,578</b>	<b>\$ 705,794</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Construction Inspector I beginning January 1, 2022.

### FULL-TIME PERSONNEL SUMMARY

Item Description	FY 2020 Authorized Authorized	FY 2021 Authorized Authorized	FY 2022 Proposed Proposed
Positions	9	9	10

### CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

	Department Request	City Manager Recommendation	Funding Source
Vehicle for new Construction Inspector I	\$ 36,500	\$ 36,500	Operating
<b>Total Capital</b>	<b>\$36,500</b>	<b>\$36,500</b>	

### CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
Sidewalk maintenance	\$200,000	Delay	
Ops Center Parking Lot	\$72,500	\$72,500	Fund Balance & Allocation to Other Funds
<b>Total Capital</b>	<b>\$72,500</b>	<b>\$72,500</b>	

## ENGINEERING

Street Division/Powell Bill  
Sarah McAllister, Engineering Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,237,214	\$ 1,316,695	\$ 1,424,464
Operations	1,227,971	1,512,701	1,529,575
Capital	-	120,000	198,000
Construction	531,529	1,133,700	833,700
<b>Subtotal</b>	<b>\$ 2,996,714</b>	<b>\$ 4,083,096</b>	<b>\$ 3,985,739</b>
Allocations	(608,038)	(361,805)	(364,819)
<b>Total Budget</b>	<b>\$ 2,388,676</b>	<b>\$ 3,721,291</b>	<b>\$ 3,620,920</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized Authorized	FY 2021 Authorized Authorized	FY 2022 Proposed Proposed
Positions	19	19	19

### CAPITAL IMPROVEMENT SUMMARY-STREET

Item Description	Department Request	City Manager Recommendation	Funding Source
Contract Resurfacing (FB Assignment)	\$ 300,000	Delay	
Contract Resurfacing	\$ 833,700	\$ 833,700	\$30 Vehicle Tax
Additional Resurfacing/Pavement Preservation	\$ 500,000	Delay	
2- Tall Equipment Shelters	\$ 18,000	Delay	
<b>Total Capital</b>	<b>\$ 1,651,700</b>	<b>\$ 833,700</b>	



**CAPITAL IMPROVEMENT SUMMARY – POWELL BILL**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
Small Salt Spreader (co4727) #2079 (2003)	\$ 11,000	\$ 11,000	Grants
Small Salt Spreader(co4728) #2080 (2003)	\$ 11,000	\$ 11,000	Grants
Tandem Dump Truck To Replace #2186 (2004)	\$ 176,000	\$ 176,000	Grants
<b>Total Capital</b>	<b>\$ 198,000</b>	<b>\$ 198,000</b>	

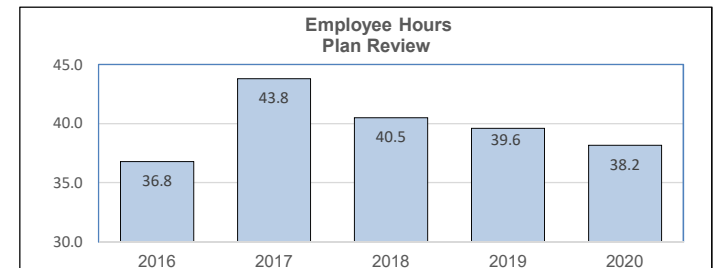
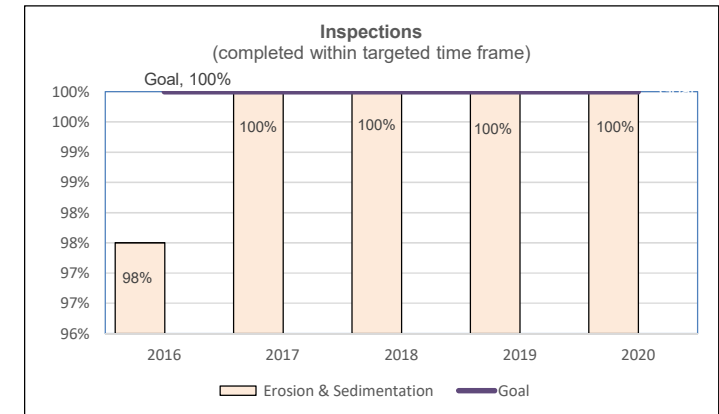
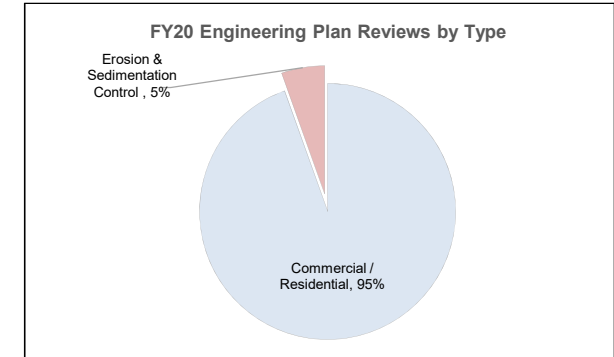
# ENGINEERING DEPARTMENT

## Engineering

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$894,272	\$925,634	\$920,740	\$876,903	\$924,420	\$1,026,041
Employees (Authorized Positions)	9	9	9	9	9	9
<b>Output Measures</b>						
Commercial / residential plan reviews completed <sup>(1)</sup>	32	53	28	142	260	
Erosion & sedimentation control plan reviews completed	20	13	11	41	15	
Erosion & sedimentation control inspections completed	606	468	475	487	473	
Mapping projects completed	31	8	8	10	3	
Record plat reviews completed	30	60	85	174	183	
<b>Effectiveness Measures</b>						
% Commercial / residential plan reviews completed within 10 days	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% Erosion & sedimentation control plan reviews completed within 10 days	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% Erosion & sedimentation inspections completed within 1 day	97.5%	100.0%	100.0%	100.0%	100.0%	100.0%
% Mapping projects completed within targeted timeframe (varies by project)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% Record plat reviews completed within 30 minutes per plat	97.73%	100.0%	100.0%	100.0%	99.3%	100.0%
<b>Efficiency Measures</b>						
Employee hours per commercial / residential plan review	1.0	3.3	1.6	0.3	0.3	
Employee hours per erosion & sedimentation control plan	35.8	40.5	38.9	39.3	37.9	
Employee hours per erosion & sedimentation control inspection	1.1	1.0	1.0	1.0	1.0	1.0
Employee hours per mapping project	3.5	4.2	2.3	1.9	1.3	
Employee hours per record plat review	0.8	3.1	0.4	0.3	0.4	

### Notes:

<sup>(1)</sup> FY20 began reviewing fence and residential permits



# ENGINEERING DEPARTMENT

## Street Division

	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$3,200,963	\$3,421,269	\$3,373,112	\$3,335,259	\$2,996,714	\$ 3,963,096
Employees (Authorized Positions)	19	19	19	19	19	19
Street Miles	170	170	170	170	170	170
<b>Output Measures</b>						
Sidewalk completed (LF)	2,096	2,046	1,110	1,227	1,558	2,100
Curb & gutter completed (LF)	1,938	1,891	1,511	623	564	1,500
Streets resurfaced (miles)	2.42	4.47	3.86	3.16	0.00	8.81
Street resurfacing (asphalt tons) <sup>(2)</sup>	2,138.7	1,210.1	1,023.1	196.5	0.0	1,970.0
Street reclamation (SY) <sup>(2)</sup>	18,108.6	12,604.9	2,994.4	0	0	17,600.0
Utility cut repairs (asphalt tons)	353.07	420.6	928.0	786.5	644.6	
Full depth patching (asphalt tons)	416.6	172.0	351.0	244.5	737.5	
Pothole patching (asphalt tons)	58.34	31.8	46.6	66.7	76.1	
# Street signs installed	405	280	176	288	268	
# Speed cushions installed	12	20	5	14	2	
<b>Effectiveness Measures</b>						
% Priority street miles resurfaced per recommended resurfacing cycle <sup>(3)</sup>	73%	82%	89%	21%	27%	
% Local streets miles resurfaced per recommended resurfacing cycle	18%	44%	35%	39%	0%	
% Street resurfacing done in-house (miles) <sup>(1) (2)</sup>	42%	19%	18%	3%	0%	
<b>Efficiency Measures</b>						
Sidewalk completed per man-hour (CY)	0.16	0.15	0.09	0.10	0.10	0.20
Curb & gutter completed per man-hour (CY)	0.10	0.10	0.09	0.12	0.07	0.10
Street resurfaced per man-hour (SY) <sup>(2)</sup>	19.90	16.84	18.60	3.25	0.00	16.00
Street reclaimed per man-hour (SY) <sup>(2)</sup>	14.58	11.50	8.27	0.00	0.00	13.00
Utility cuts repaired per man-hour (SY)	1.54	1.47	1.53	2.09	1.80	1.50
Full depth patching per man-hour (SY)	2.67	1.17	2.04	1.60	1.93	2.30
Pothole repairs per man-hour	0.10	0.09	0.09	0.09	0.09	0.10
Man-hour per street sign installed	0.50	0.50	0.50	0.50	0.50	0.50
Man-hour per speed cushion installed	17.25	25.65	24.00	20.80	23.50	21.00
Resurfacing outside contractor cost/mile	\$548,984	\$358,516	\$391,016	\$475,533	\$419,777	

### Notes:

In fiscal year 2017, the City's \$5 vehicle tax was increased to \$30. This is reflected in large budget increase from prior years.

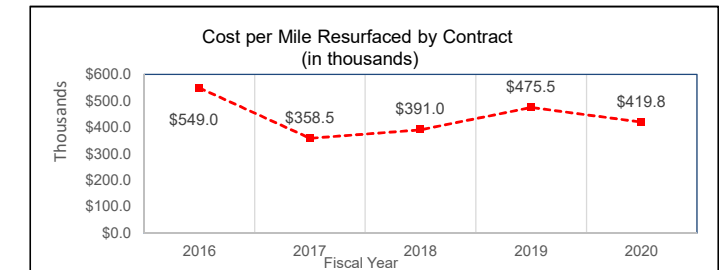
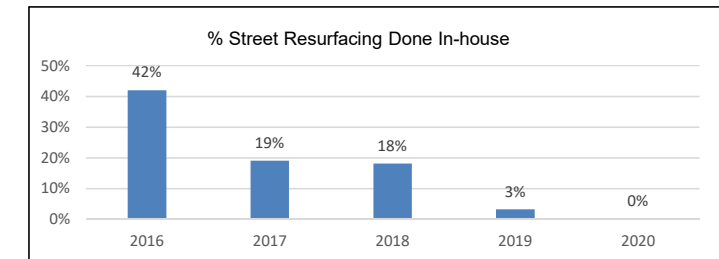
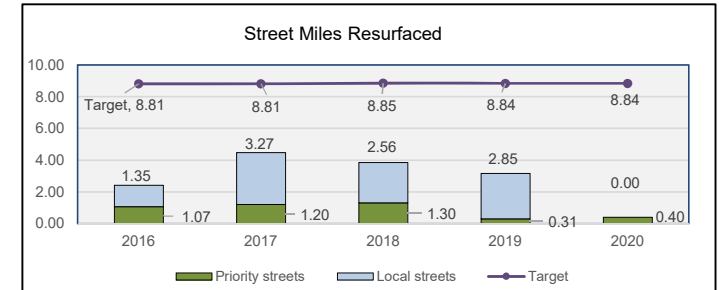
Units of measures: LF (linear feet); SY(square yard); CY (cubic yard)

Current pavement cycles: priority streets - 19 years; local streets - 62 years. Recommended pavement cycles: priority streets - 12 to 15 years; local streets - 20 years

<sup>(1)</sup> In fiscal year 2017, Street Division staff spent 2 months working on cart paths at the golf course.

<sup>(2)</sup> In FY19, resurfacing and reclamation were put on hold, while the Street crews were catching up on utility cuts and other needed patching.

<sup>(3)</sup> Winchester Ave was the only priority street resurfaced in FY19. Concord Ave was patched, but that is not considered resurfacing.



**Building Standards**  
Code Enforcement Division  
Lisa Stiwwinter, Director of Planning & Development

**FISCAL SUMMARY**

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 187,094	\$ 197,236	\$ 220,566
Operations	78,306	83,103	85,264
Capital	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 265,400</b>	<b>\$ 280,339</b>	<b>\$ 305,830</b>
Program Revenue	26,887	30,640	30,640
General Fund Revenues	238,513	249,699	275,190
<b>Total Revenue Budget</b>	<b>\$ 265,400</b>	<b>\$ 280,339</b>	<b>\$ 305,830</b>

**FULL-TIME PERSONNEL SUMMARY**

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	3	3	3

**CAPITAL IMPROVEMENT SUMMARY – CODE ENFORCEMENT**

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Vehicle #2430 '09 Toyota Highlander	\$ 37,000	Delay	
Replace Vehicle #2431 '09 Toyota Highlander	\$ 37,000	Delay	
<b>Total Capital</b>	<b>\$ 74,000</b>	<b>\$0</b>	

**Building Standards**  
 Building Standards Division  
 Lisa Stiwwinter, Director of Planning & Development

**FISCAL SUMMARY**

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$462,360	\$545,729	\$658,891
Operations	64,594	76,388	80,168
Capital	72,525	-	37,000
<b>Total Expenditure Budget</b>	<b>\$599,479</b>	<b>\$622,117</b>	<b>\$776,059</b>
Department Revenue	425,580	422,134	422,134
Funding From General Fund	173,899	199,983	353,925
Restricted GF Fund Balance	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 599,479</b>	<b>\$ 622,117</b>	<b>\$ 776,059</b>
<b>Restricted</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Building Inspector I.

**FULL-TIME PERSONNEL SUMMARY**

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	5	5	6

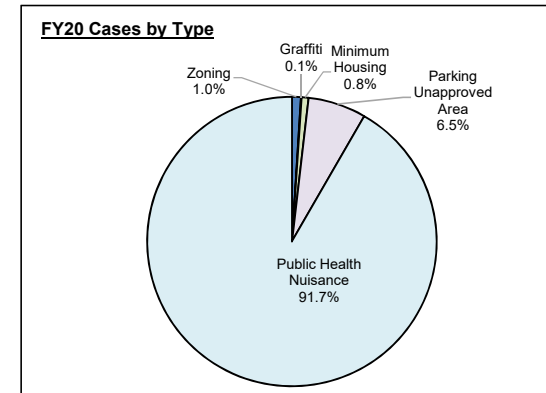
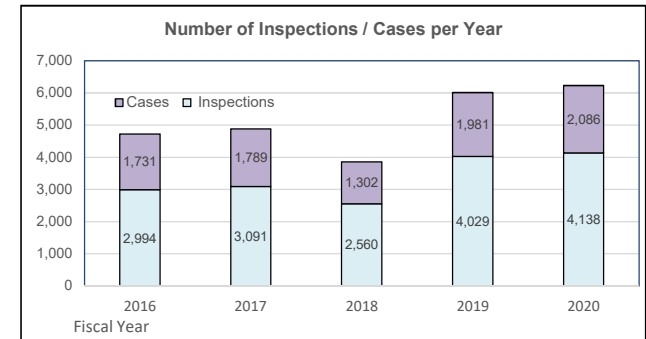
**CAPITAL IMPROVEMENT SUMMARY**

Item Description	Department Request	City Manager Recommendation	Funding Source
Non-Hybrid 4 Wheel Drive Suva (New Position)	\$37,000	\$37,000	Operating
<b>Total Capital</b>	<b>\$37,000</b>	<b>\$37,000</b>	

# BUILDING STANDARDS DEPARTMENT

## Code Enforcement

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$246,796	\$236,358	\$220,620	\$236,291	\$265,400	\$288,774
Employees (Authorized Positions)	3	3	3	3	3	3
<b>Output Measures</b>						
# Inspections	2,994	3,091	2,560	4,029	4,138	
# Total cases	1,731	1,789	1,302	1,981	2,086	
# Zoning complaints and inspections	36	23	31	26	21	
# Graffiti cases	12	3	5	0	2	
# Minimum housing cases	25	32	29	22	16	
# Parking in unapproved area cases	390	570	171	177	137	
# Public health nuisance cases	1,303	1,181	790	1,810	1,939	
# Phone calls from citizens	4,661	5,591	3,917	4,734	3,526	
# Public health nuisance abatements	24	78	95	133	203	
# Public health nuisance door hangers	786	929	240	288	239	
# Public health nuisance courtesy/notice letters	70	85	46	39	10	
# Public health nuisance verbal notices	747	524	445	627	317	
<b>Effectiveness Measures</b>						
% Cases closed <sup>(1)</sup>	74.9%	91.0%	93.7%	102%	98.7%	
<b>Efficiency Measures</b>						
Average # inspections per CE Officer per workday	4.0	4.2	3.5	5.4	5.5	
Average # cases per CE Officer per workday	2.3	2.4	1.8	2.7	2.8	
Average # phone calls per CE Officer per workday	6.2	7.5	5.3	6.4	4.7	



Notes:

<sup>(1)</sup> Cases closed in FY20 included prior year cases.

# BUILDING STANDARDS DEPARTMENT

## Building Inspections

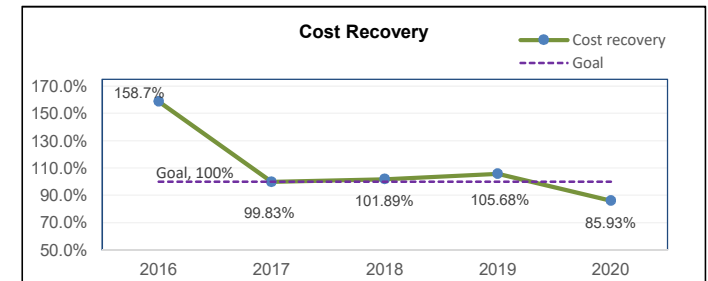
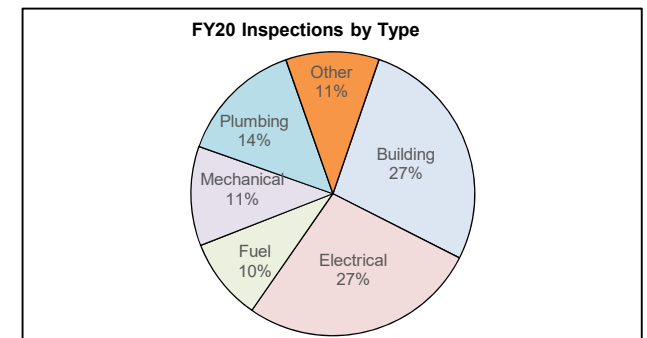
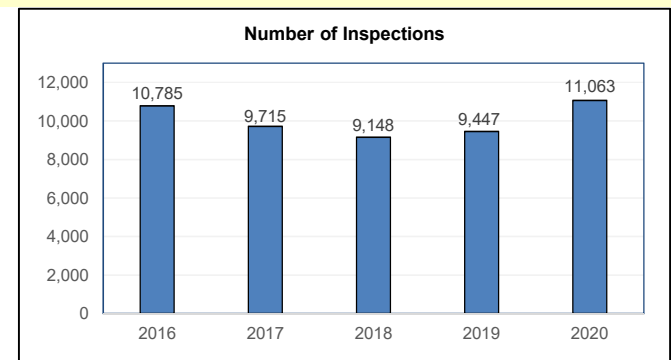
	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$413,466	\$460,636	\$467,359	\$544,693	\$526,954	\$531,317
Employees (Authorized Positions)	4	5	5	5	5	5
Building Permit Revenue	\$656,354	\$459,840	\$476,194	\$575,610	\$452,810	
Fund Balance Reserved for Building Inspections (1)(3)	\$215,669	\$187,349	\$19,133	\$50,158	\$0	
<b>Output Measures</b>						
# Inspections	10,785	9,715	9,148	9,447	11,063	
# Plans reviewed	298	255	263	272	308	< 2988
# Employee hours spent reviewing plans	1,813.0	1,611.0	1,612.0	1,782.0	1,193.0	
% Inspections - building	27.0%	27.3%	25.2%	26.0%	27%	
% Inspections - electrical	28.0%	29.4%	27.5%	27.3%	27%	
% Inspections - mechanical	23.8%	24.2%	22.1%	20.9%	11%	
% Inspections - plumbing	17.5%	13.4%	10.9%	13.0%	14%	
% Inspections - other	3.7%	5.6%	14.3%	12.7%	11%	
<b>Effectiveness Measures</b>						
<b>Efficiency Measures</b>						
Cost recovery	158.7%	99.83%	101.89%	105.68%	85.93%	100%
Average # inspections per workday	43.5	39.2	36.7	38.1	44.4	
Employee hours per plan review <sup>(2)</sup>	6.1	6.3	6.1	6.6	3.9	

**Notes:**

<sup>(1)</sup> Per Section 7.2 G.S. 160A-414, all fees collected for issuance of permits, inspections and other services of the inspection department shall be used for support of the administration and activities of the inspection department and for no other purpose.

<sup>(2)</sup> The number of plans reviewed increased. Many were simple and did not require a lot of review time.

<sup>(3)</sup> Revenue for 2019 was an example of delayed realization of project initial revenue and then the inspections in 2020.



## PLANNING

### Planning

Lisa Stiwinter, Director of Planning and Development

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 618,095	\$ 649,119	\$ 955,181
Operations	129,756	51,635	53,961
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 747,850</b>	<b>\$ 700,754</b>	<b>\$ 1,009,142</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 747,850</b>	<b>\$ 700,754</b>	<b>\$ 1,009,142</b>
Department Revenue	98,438	79,820	79,820
Funding From General Fund	649,412	620,934	929,322
<b>Total Revenue Budget</b>	<b>\$ 747,850</b>	<b>\$ 700,754</b>	<b>\$ 1,009,142</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes 2 new Planners and a Permit Technician.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	7	7	10

#### CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Funding Concord Ave Master Plan	\$ 500,000	Delay	
<b>Total Capital</b>	<b>\$ 500,000</b>	<b>\$ -</b>	

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Vehicle #2363 '08 Ford F150 (Pool)	\$ 38,000	Delay	
Replace Vehicle #2665 '13 Toyota Highlander (Pool)	\$ 32,000	Delay	
<b>Total Capital</b>	<b>\$ 70,000</b>	<b>\$ -</b>	



## PLANNING

Community Development Division  
Lisa Stiwinter, Director of Planning and Development

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 102,487	\$ 107,616	\$ 114,650
Operations	6,746	10,706	9,695
Community Assistance	180,593	150,000	150,000
<b>Subtotal</b>	<b>\$ 289,825</b>	<b>\$ 268,322</b>	<b>\$ 274,345</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 289,825</b>	<b>\$ 268,322</b>	<b>\$ 274,345</b>
Department Revenue	344	-	-
Funding From General Fund	289,481	268,322	274,345
<b>Total Revenue Budget</b>	<b>\$ 289,825</b>	<b>\$ 268,322</b>	<b>\$ 274,345</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	1	1	1

# PLANNING DEPARTMENT

## Planning / Permit Center

### FISCAL YEAR

#### Inputs

Expenditures	\$668,455	\$687,740	\$623,555	\$705,367	\$747,850	\$666,668
Employees (Authorized Positions) Permitting	3	3	3	3	3	3

#### Output Measures

# Permits issued	4,416	4,250	3,666	3,367	3,622	
\$ Value of permits	\$136,509,393	\$104,504,360	\$140,313,715	\$181,789,595	\$166,466,832	
# Permits for new construction	196	127	106	112	155	
\$ Value of permits new construction	\$72,953,322	\$37,840,985	\$62,278,036	\$121,759,436	\$38,265,163	
\$ Value permits new construction (Commercial)	\$48,638,468	\$20,985,243	\$49,630,790	\$101,761,332	\$17,497,708	
\$ Value permits new construction (Residential)	\$24,314,854	\$16,855,742	\$12,647,246	\$19,998,104	\$20,767,455	
# Permits for additions & alterations	2,512	3,104	2,029	1,835	1,830	
\$ Value of permits for additions & alterations	\$66,887,157	\$66,663,375	\$78,035,679	\$60,030,159	\$128,201,669	
# Phone calls handled by permit techs <sup>(1)</sup>	20,871	18,140	9,051	13,927	6,367	
# Walk-in customers assisted <sup>(2)</sup>	3,866	3,509	3,668	3,458	2,437	

#### Effectiveness Measures

#### Efficiency Measures

Average daily phone calls handled per Permit Technician	26	24	12	19	9	
Average daily walk-in customers assisted per Permit Technician	5	5	5	5	3	

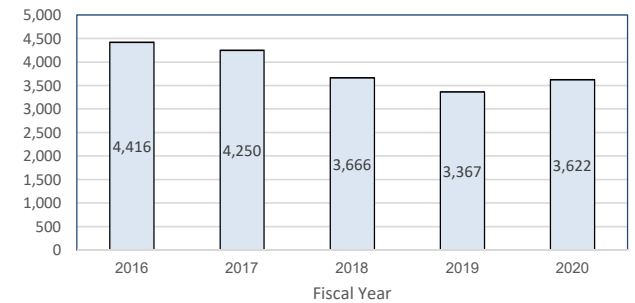
#### Notes:

<sup>(1)</sup> In FY18 a new phone system was installed. The new system only tracks external calls received. Prior year totals include internal calls.

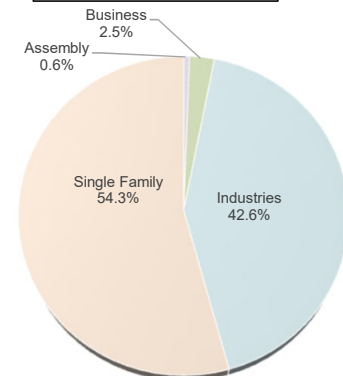
Expenditures are for the Permit Center and Planning. See separate measures for Planning.

<sup>(2)</sup> FY20 reduced measures due to NC Governor's Executive Order No. 121 (Stay at Home Order).

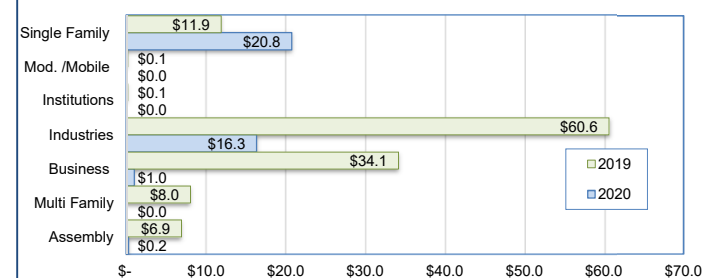
Number of Permits Issued



FY 2020 Permit Valuations



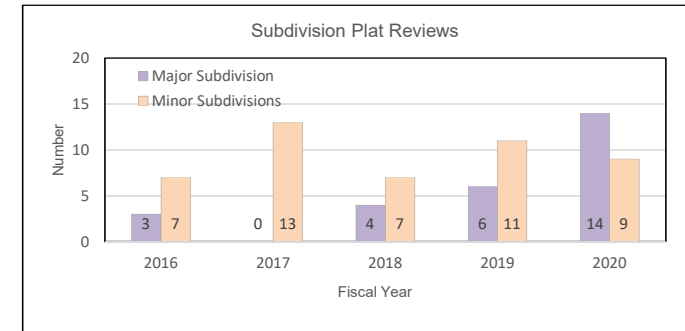
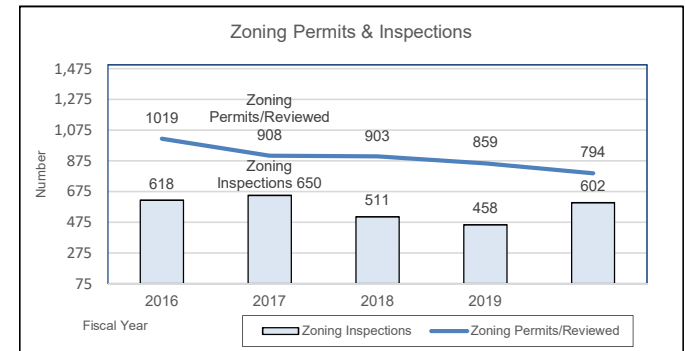
New Construction Valuation



# PLANNING DEPARTMENT

## Planning

	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Employees (Authorized Positions) Planner	3	3	3	3	3	3
Employees (Authorized Positions) Administrative	1	1	1	1	1	1
Output Measures						
Zoning Permits/Reviewed	1019	908	903	859	794	
Zoning Inspections	618	650	511	458	602	
Zoning Enforcement (notices, citations, etc.)	42	90	56	46	53	
Zoning Verifications Letters	37	36	38	36	26	
Zoning Map Amendments (Conditional District or General Rezoning)	17	13	22	27	34	
Board of Adjustments - Special Use Permits	7	9	6	4	5	
Board of Adjustments - Variances	2	1	5	6	9	
Historic District Certificate of Appropriateness (Commission Level)	22	21	21	28	16	
Historic District Certificates of Appropriateness (Staff Level)	28	32	35	26	31	
Major Subdivision (Preliminary Plat Review) - Formal Technical Review	2	0	1	4	6	
Major Subdivision (Final Plat Review) Formal Technical Review	1	0	3	2	8	
Minor Subdivisions	7	13	7	11	9	
Effectiveness Measures						
Development Plans reviewed within 10-14 business days					100%	
Zoning Map Amendments consistent with Land Use Plan (Forward Monroe)					80%	
Board of Adjustment cases are heard within 30 days of submittal					100%	
Zoning Map Amendments (Rezoning) cases processed within 60-90 days of submittal					50%	
Zoning Map Amendments (Rezoning) cases processed within 90-120 days of submittal					50%	
Zoning Verification Letters performed within 2-4 business days					75%	
All permits reviewed and provided comments within 5-7 days.					100%	
Zoning Inspections performed within 5 business days					75%	
Zoning Enforcement request handled within 2-4 business days					50%	
Short-Term Action Items Implemented within 2-5 years					5%	
Efficiency Measures						

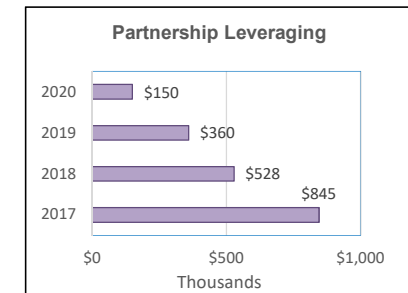
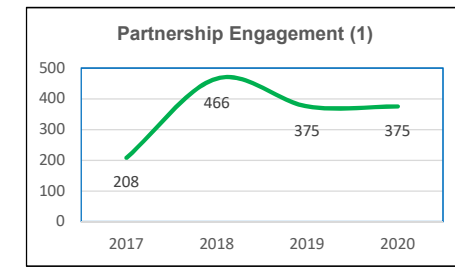
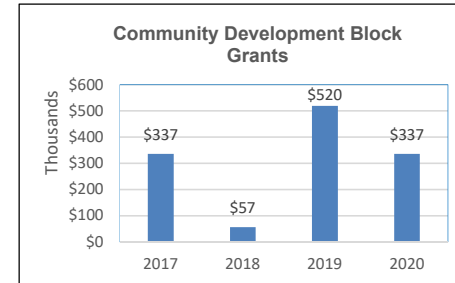


Notes:  
Expenditures are reported on Performance Measures for Permitting.  
Effective measures not available for all years.

# PLANNING DEPARTMENT

## Community Development

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	-	\$49,189	\$95,525	\$104,917	\$109,232	\$111,552
Community Assistance Funding	-	\$3,326	\$79,004	\$81,036	\$180,593	\$150,000
Community Development Block Grants	-	\$337,000	\$57,000	\$520,000	\$337,000	
Total Employees	-	1	1	1	1	1
<b>Output Measures</b>						
Partnership Engagement <sup>(1)</sup>	-	208	466	375	375	
NEPA Environmental Assessment Management	-	1	1	9	3	
Stakeholder, Neighborhood Group, Public Meetings, Strategic Meetings	-	22	36	36	20	
Community Development Block Grant - SA and Funding Applications	-	2	2	4	2	
Community Development Program Design	-	4	2	5	4	
Housing Repair Recipients/Compliance	-	8	2	4	3	
Code Enforcement Hsg Repair Outreach	-	19	9	9	9	
Compliance Reports & Implementation	-	23	12	12	12	
Home Ownership Opportunities/Sponsorship	-		37	3	2	
Outside Funding Opportunities	-	1	2	4	3	
Land Bank Capture	-		3	6	2	
<b>Performance Management Measures</b>						
%Create, maintain & implement programs that engage and promote revitalization and economic vitality	-	25.0%	25.0%	25.0%	25.0%	25.0%
% Facilitate Housing Repairs for Owner Occupied Properties to preserve Healthy and Safe Homes	-	10.0%	10.0%	10.0%	10.0%	10.0%
% Monitor compliance for Fair Housing and Grants, Manage the County City Collaborative Grant	-	25.0%	25.0%	25.0%	25.0%	25.0%
% Provide staff technical and administration guidance.	-	15.0%	15.0%	15.0%	15.0%	15.0%
%Manage the Planning and Development Land Bank	-	5.0%	5.0%	5.0%	5.0%	5.0%
% Maintain, Create, and Implement Activities to carry out various City Plans.	-	20.0%	20.0%	20.0%	20.0%	20.0%
<b>Partner Leveraging</b>						
Housing Repair/Residential Neighborhood Revitalization/Donated and Reduced Services	-	\$845,168	\$528,054	\$359,703	\$150,000	
Land Donation	-		\$47,300			



Notes:

<sup>(1)</sup> The City of Monroe formed the Union County Monroe Complete Count Committee and Union County was recognized as #1 for citizen

## POLICE DEPARTMENT

Bryan Gilliard, Police Chief

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(2)</sup>	\$ 9,358,818	\$ 10,109,745	\$ 10,724,224
Operations	1,626,034	1,503,099	1,552,212
Capital	605,277	599,200	784,000
<b>Total Expenditure Budget</b>	<b>\$ 11,590,130</b>	<b>\$ 12,212,044</b>	<b>\$ 13,060,436</b>
Department Revenue	30,845	39,872	39,872
Restricted Intergovernmental <sup>(1)</sup>	585,007	404,665	472,938
Installment Financing	-	-	-
Funding From General Fund	10,974,278.00	11,767,507	12,547,626
<b>Total Revenue Budget</b>	<b>\$ 11,590,130</b>	<b>\$ 12,212,044</b>	<b>\$ 13,060,436</b>

Notes:

<sup>(1)</sup> Restricted Intergovernmental revenues include reimbursements for School Resource Officers and the Alcohol Board of Control Law Enforcement Officer.

<sup>(2)</sup> FY22 proposed budget includes 4 new Police Officers beginning January 1, 2022.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	105	105	109

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 12 Pursuit Vehicles	\$ 576,000	\$ 576,000	Operating Revenue
Vehicles For Crime Scene Technician Position	\$ 50,000	Delay	
Vehicles For 4 New Police Officer Positions	\$ 208,000	\$208,000	Operating Revenue
<b>Total Capital</b>	<b>\$ 834,000</b>	<b>\$ 784,000</b>	

# POLICE DEPARTMENT

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Projected
<b>Inputs</b>						
Expenditures	\$9,205,184	\$9,503,963	\$9,883,125	\$10,576,791	\$10,984,852	\$11,157,795
Employees (Authorized Positions)	99	99	103	103	103	103
Sworn Officers	88	88	93	93	93	93
Population <sup>(1)</sup>	34,323	34,725	35,034	35,330	35,432	
Sworn personnel per 1,000 population	2.6	2.6	2.7	2.6	2.6	3.0
Median Household Income <sup>(2)</sup>	\$44,267	\$45,803	\$47,303	\$51,754	-	
% Housing units - renter occupied <sup>(2)</sup>	44.1%	43.1%	43.9%	40.4%	-	
<b>Output Measures</b>						
Violent crimes reported <sup>(3)(6)</sup>	182	221	222	190	279	200
Property crimes reported <sup>(4)</sup>	1,844	1,809	1,771	1,640	1,966	2,000
Calls for service	62,945	61,526	70,216	68,024	68,660	65,000
Incidents	5,639	7,781	8,296	7,870	7,884	5,900
Arrests made	2,155	2,203	2,538	2,485	2,520	2,000
Traffic Accidents investigated	2,566	2,575	2,446	2,702	2,178	2,600
Traffic Citations	5,052	5,028	5,406	5,872	6,575	5,200
Traffic Warnings	925	1,060	1,274	966	879	1,000
Cases assigned	1,625	1,608	1,467	1,096	894	1,700
Evidence/property collected	3,149	3,183	3,736	3,237	3,880	3,300
Felony indictments <sup>(6)</sup>	968	976	874	929	815	1,000
<b>Effectiveness Measures</b>						
Violent crimes reported per 1,000 population	5.3	6.4	6.3	5.4	7.9	8
Property crimes reported 1,000 population	53.7	52.1	50.6	46.4	55.5	60
Average Travel Time Once Dispatched (minutes)	-	4:03	3:20	3:42	3:38	
Average Service Time per Dispatched Call (minutes)	-	22:11	19:74	25:33	28:59	
Clearance Rate Violent Crimes-Murder (%) <sup>(5)</sup>	100%	0%	66%	50%	100%	
Clearance Rate Violent Crimes-Rape (%) <sup>(5)</sup>	60%	23%	90%	100%	90%	
Clearance Rate Violent Crimes-Robbery (%) <sup>(5)</sup>	29%	28%	100%	100%	100%	
Clearance Rate Violent Crimes-Agg. Assault (%) <sup>(5)</sup>	35%	36%	100%	99%	98%	

## Efficiency Measures

### Notes:

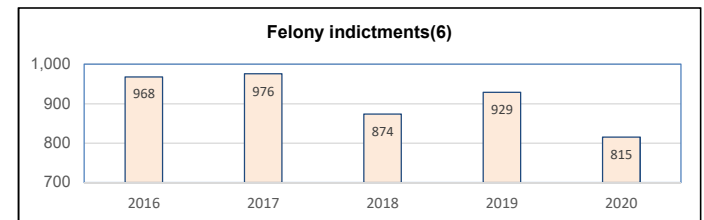
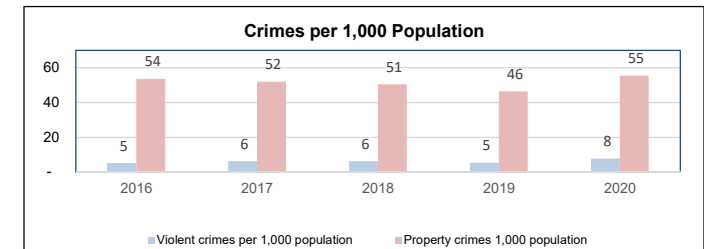
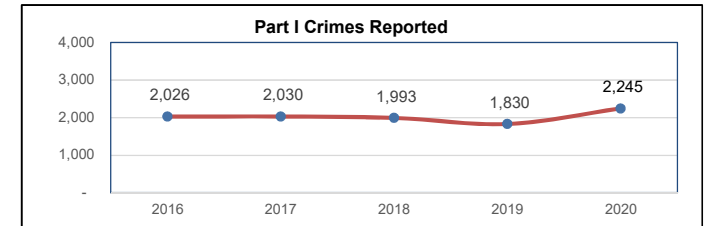
<sup>(1)</sup> North Carolina Office of State Budget and Management

<sup>(2)</sup> U.S. Census Bureau - American Community Survey 5-Year Estimates 2014-2018

<sup>(3)</sup> Violent crimes include murder, rape, robbery and aggravated assault.

<sup>(4)</sup> Property crimes include burglary, larceny, motor vehicle theft and arson.

<sup>(5)</sup> North Carolina State Bureau of Investigations (calendar year).



## FIRE DEPARTMENT

Ron Fowler, Fire Chief

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(2)</sup>	\$ 7,286,706	\$ 7,974,042	\$ 8,772,625
Operations	893,520	914,502	918,338
Capital	1,599,157	140,000	60,000
Capital Projects	-	-	100,000
<b>Total Expenditure Budget</b>	<b>\$ 9,779,384</b>	<b>\$ 9,028,544</b>	<b>\$ 9,850,963</b>
Department Revenue	46,526	59,176	55,000
Restricted Intergovernmental <sup>(1)</sup>	93,345	8,650	-
Installment Financing	857,500	-	-
Funding From General Fund	8,782,012	8,960,718	9,795,963
<b>Total Revenue Budget</b>	<b>\$ 9,779,384</b>	<b>\$ 9,028,544</b>	<b>\$ 9,850,963</b>

Notes:

<sup>(1)</sup> Restricted Intergovernmental revenue is SAFER grant funding.

<sup>(2)</sup> FY22 proposed budget includes 3 new Fire Captains beginning January 1, 2022.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized Authorized	FY 2021 Authorized Authorized	FY 2022 Proposed Proposed
Positions	84	84	87

**CAPITAL IMPROVEMENT SUMMARY**

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Hose Dryer with Ramair Gear Dryer TG6-6	\$ 11,000	Delay	
Replace sign at Fire Station # 2	\$ 14,000	Delay	
City Hall-Fire Station #1 Replace Fire Panel/System	\$ 16,333	Delay	
Replace 2 Thermal Imaging Cameras	\$ 20,000	\$ 20,000	Fund Balance
Replace ATV #2262 and Trailer #2191 (Station 1)	\$ 23,000	Delay	
Replace Rescue Lift Air Bag System	\$ 30,000	Delay	
Replacement 800 MHz Portable Radios (6 per year)	\$ 40,000	\$ 40,000	Fund Balance
Replace # 2350 - 2008 Chevy Tahoe -Chief 1	\$ 50,000	Delay	
Replace # 2345 2015 Ford F250 Battalion 1	\$ 65,000	Delay	
Replace # 1757- 2009 Ford F-450-Medic 3	\$ 80,000	Delay	
Fencing For Training Grounds	\$ 25,000	Delay	
Storage Buildings for Equipment and Supplies	\$ 25,000	Delay	
4 Door 3/4 Ton Pickup Truck ( Medic 6 )	\$ 55,000	Delay	
Fire Engine For Station 6	\$ 650,000	Delay	
<b>Total Capital</b>	<b>\$ 1,104,333</b>	<b>\$ 60,000</b>	

**CAPITAL PROJECT SUMMARY**

Item Description	Department Request	City Manager Recommendation	Fund Source
Fire Station Renovations (Station 1, 2 & 5)	\$ 100,000	\$ 100,000	Fund Balance
<b>Total Capital</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	



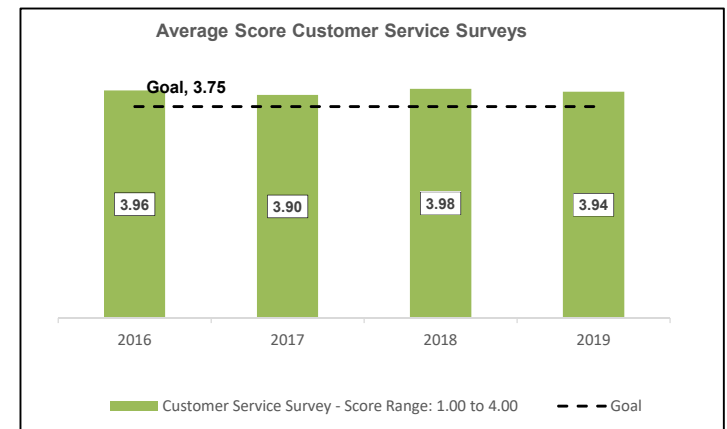
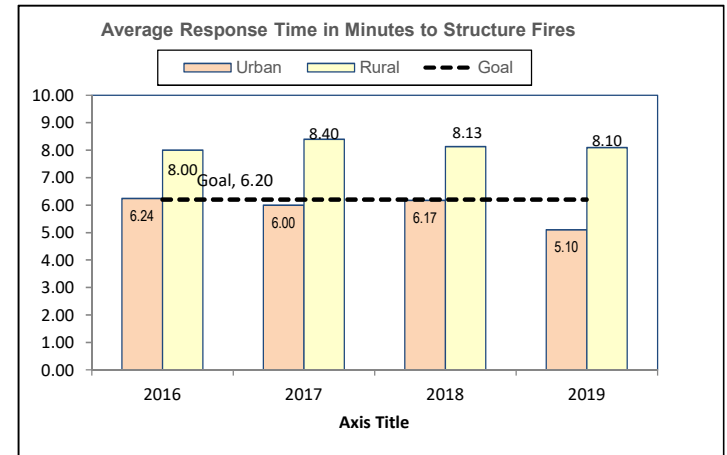
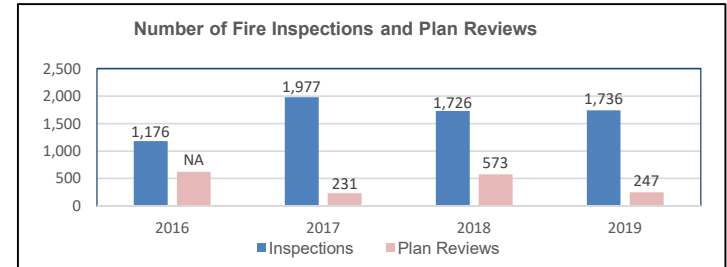
# FIRE DEPARTMENT

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Operating Expenditures	\$6,834,485	\$7,203,241	\$7,465,139	\$8,036,646	\$8,185,088	\$8,484,411
Employees (Authorized FT Positions)	80	80	84	84	84	84
\$ Property value prior to fire incident	\$50,556,135	\$14,716,282	\$14,221,055	\$10,881,194	\$32,148,967	
\$ Value of property loss due to fire <sup>(4)</sup>	\$718,409	\$5,051,275	\$1,190,495	\$716,525	\$2,806,425	
<b>Output Measures</b>						
# Incidents	6,176	6,757	6,919	7,065	5,675	
# Fire inspections completed <sup>(2)</sup>	1,176	1,977	1,726	1,736	809	100% Due
# Plans reviewed	618	231	573	247	439	
# Customer service surveys mailed <sup>(1)</sup>	417	414	433	277	Online*	300
# Public education events	63	237	340	286	231	100% Requested
# Public Safety Messaging <sup>(6)</sup>		257,677	310,952	154,524	159,758	
<b>Effectiveness Measures</b>						
% Plan reviews completed within 10 working days <sup>(5)</sup>	86.0%	90.0%	85.0%	79.0%	96.6%	90% or >
% Companies met monthly training goal <sup>(3)</sup>	Incomplete	87.1%	100.0%	100.0%	100.0%	100%
Total response time 1st company to urban structure fires	6:41	8:16	5:55	6:40	6:58	6:20
Total responses to urban structure fires					43	
Total response time 1st company to rural structure fires	6:42	7:50	8:13	8:49	11:18	6:20
Total responses to rural structure fires					18	
Total response time 1st company to urban medical call	7:29	7:18	7:13	7:24	7:44	6:00
Total responses to urban medical calls					1080	
Total response time 1st company to rural medical call	8:48	7:51	7:44	8:33	8:56	6:00
Total responses to rural medical calls					552	
Total response time 1st company to all emergencies in proposed station 6 district. (MF12,13,14 &15)			11:00	11:03	10:27	6:20
% Completed customer service surveys returned	24.0%	23%	28%	31%	See Note	
Average score - customer service surveys (score range: 1.00 to 4.00)	3.96	3.9	3.98	3.94	See Note	3.75
# Public education event participants	3,123	5,743	4,870	6,892	2,083	
% Property value saved rate	99.0%	65.7%	92.0%	93.4%	91.3%	95%
North Carolina Insurance Services Office Rating (Class 1(best) to 10)	3	3	3	2	2	1

## Efficiency Measures

### Notes:

- Urban District - Fire Stations 1, 2 and 3(GP Zones 01,03,06,07,08,10,14)
- Rural District - Fire Stations 4 and 5 (GP Zones 02,04,05,09,11,12,13,15,16)
- (1) Currently we are transitioning to a mailer card and online survey.
- (2) Number includes initial inspections performed and re-checks.
- (3) Due to record keeping issues, this information is incomplete for FY16.



(4) 2017 included 1 large fire with approximately \$4 million in damages, 2020 includes a \$2 million dollar single large industrial fire loss.

(5) 2020 Plans Reviewed from time period January to November 20, 2020

(6) Public Messaging includes views for website, Facebook Safety Messaging posts, Messages displayed at Customer Service/Permitting Office TVs/ Billboards

\*Plans review numbers not complete, this is paper plans only

## INFORMATION TECHNOLOGY

Management Information Services

Bruce Bounds, Director of Info Technology

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 438,551	\$ 464,233	\$ 569,357
Operations <sup>(2)</sup>	645,358	668,731	897,445
Capital	33,061	450,000	261,000
Capital Projects	94,463	-	-
<b>Subtotal</b>	<b>\$ 1,211,434</b>	<b>\$ 1,582,964</b>	<b>\$ 1,727,802</b>
Allocations	(425,674)	(515,128)	(452,819)
<b>Total Budget</b>	<b>\$ 785,760</b>	<b>\$ 1,067,836</b>	<b>\$ 1,274,983</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Technical Administrative Specialist.

<sup>(2)</sup> Operations - Expenditures include \$145K increase in software licensing and support.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized Authorized	FY 2021 Authorized Authorized	FY 2022 Proposed Proposed
Positions	4	4	5

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
MX 7000 Blade Chassis	\$ 21,000	\$ 21,000	Fund Balance
Storage - Video Cameras	\$ 60,000	\$ 60,000	Fund Balance
Fiber Optics for Network Backbone	\$ 180,000	\$ 180,000	Fund Balance
<b>Total</b>	<b>\$ 261,000</b>	<b>\$ 261,000</b>	

## INFORMATION TECHNOLOGY

### GIS

Bruce Bounds, Director of Info Technology

#### FISCAL SUMMARY

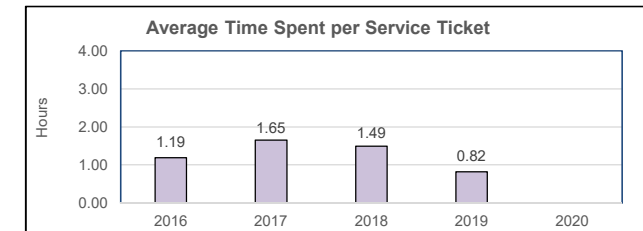
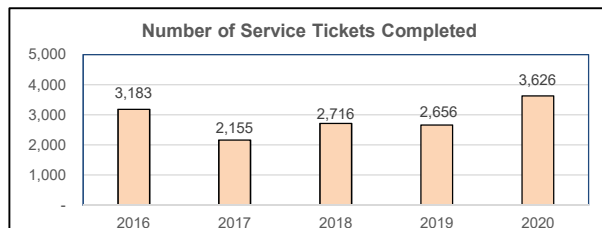
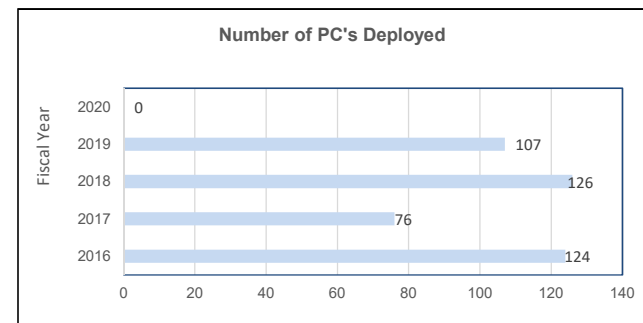
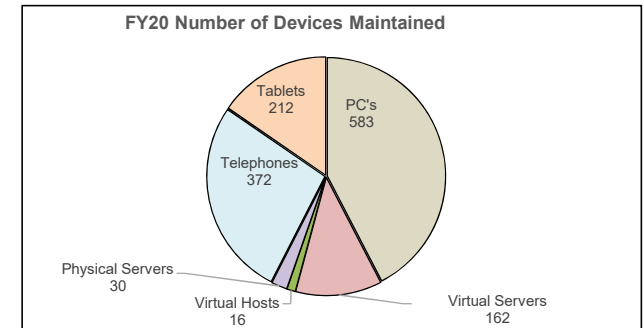
Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 71,621	\$ 91,510	\$ 97,271
Operations	37,927	55,536	55,525
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 109,548</b>	<b>\$ 147,046</b>	<b>\$ 152,796</b>
Allocations	(19,325)	(131,265)	(116,914)
<b>Total Budget</b>	<b>\$ 90,223</b>	<b>\$ 15,781</b>	<b>\$ 35,882</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	1	1	1

# INFORMATION TECHNOLOGY

	FISCAL YEAR					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$ 849,032	\$ 1,076,603	\$ 1,093,987	\$ 1,176,949	\$ 1,083,909	\$ 1,254,480
Employees (Authorized Positions)	5	5	5	5	5	5
<b>Output Measures</b>						
# PCs supported	500	499	500	556	583	
# Virtual servers maintained	66	70	87	129	162	
# Virtual hosts maintained	8	8	7	8	16	
# Physical servers maintained	26	26	25	25	30	
# Telephones supported	338	340	344	358	372	
# Tablets supported	45	106	125	177	212	169
# Service tickets completed <sup>(1)</sup>	3,183	2,155	2,716	2,656	3,626	
# PC's deployed <sup>(1)</sup>	124	76	126	107	0	
# Switches	-	-	69	90	99	
# Routers	-	-	20	23	26	
<b>Effectiveness Measures</b>						
% VM - Servers uptime	99.99	99.99	99.99	99.99	99.99	99.99
% Email System uptime	99.99	99.99	99.99	99.99	99.99	99.99
<b>Efficiency Measures</b>						
Average time spent per service ticket in hours	1.19	1.65	1.49	0.82		



Notes:

<sup>(1)</sup>COVID-19 caused issues obtaining equipment and manpower shortage; more tickets due to remote working

## Center Theatre

Pete Hovanec, Director of Communications & Tourism

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 82,030	\$ 280,917	\$ 259,660
Operations	93,634	507,939	499,841
Capital	-	-	-
Debt Service	350,178	339,565	327,629
<b>Subtotal</b>	<b>\$ 525,842</b>	<b>\$ 1,128,421</b>	<b>\$ 1,087,130</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 525,842</b>	<b>\$ 1,128,421</b>	<b>\$ 1,087,130</b>
Sales & Services	\$ 740	\$ 411,918	\$ 411,918
Donations / Sponsorships	664,922	146,875	146,875
Other Revenue	1,145	119,713	119,713
Appropriation-Center Theatre Fund Balance <sup>(1)</sup>	-	200,000	200,000
Funding From General Fund	356,426	249,915	208,624
<b>Total Revenue Budget</b>	<b>\$ 1,023,233</b>	<b>\$ 1,128,421</b>	<b>\$ 1,087,130</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 497,391</b>	<b>\$ -</b>	<b>\$ -</b>

Note :

	FY 2020 Authorized Authorized	FY 2021 Authorized Authorized	FY 2022 Proposed Proposed
Positions	3	3	3

## PARKS & RECREATION

Administration Division

Tonya Edwards, Director of Parks & Recreation

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 209,745	\$ 246,429	\$ 264,279
Operations	16,451	16,523	22,862
Debt Service	179,670	464,095	465,828
<b>Subtotal</b>	<b>\$ 405,866</b>	<b>\$ 727,047</b>	<b>\$ 752,969</b>
Allocations	(72,490)	(96,817)	(73,922)
<b>Total Expenditure Budget</b>	<b>\$ 333,376</b>	<b>\$ 630,230</b>	<b>\$ 679,047</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2	2	2

## PARKS & RECREATION

### Recreation

Tonya Edwards, Director of Parks & Recreation

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 886,890	\$ 1,051,548	\$ 1,080,313
Operations <sup>(1)</sup>	417,111	535,147	616,501
Capital Equipment	31,707	-	70,000
Capital Projects	-	100,000	-
<b>Total Expenditure Budget</b>	<b>\$ 1,335,708</b>	<b>\$ 1,686,695</b>	<b>\$ 1,766,814</b>
Program Revenue	193,685	265,240	294,065
Installment Financing	-	-	-
Other Recreation Revenue	2,700	8,200	8,200
Funding From General Fund	1,139,323	1,413,255	1,464,549
<b>Total Revenue Budget</b>	<b>\$ 1,335,708</b>	<b>\$ 1,686,695</b>	<b>\$ 1,766,814</b>

Notes:

<sup>(1)</sup> Operations - Expenditures include \$45K in small equipment and PC's.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	9	9	9

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Replace # 1937 '90 Bus	\$ 30,000	\$ 30,000	Fund Balance
Replace #2158 2003 Chevy.	\$ 40,000	\$ 40,000	Fund Balance
<b>Total Capital</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	



## PARKS & RECREATION

### Parks Maintenance

Tonya Edwards, Director of Parks & Recreation

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 832,999	\$ 884,328	\$ 944,482
Operations	469,556	339,973	323,177
Capital	337,433	186,200	386,000
Capital Projects	-	425,000	-
<b>Subtotal</b>	<b>\$ 1,639,988</b>	<b>\$ 1,835,501</b>	<b>\$ 1,653,659</b>
Allocations	(70,558)	(14,884)	(15,314)
<b>Total Expenditure Budget</b>	<b>\$ 1,569,430</b>	<b>\$ 1,820,617</b>	<b>\$ 1,638,345</b>
Program Revenue	7,625	11,437	11,437
Restricted Intergovernmental	201,011	-	-
Funding From General Fund	1,360,794	1,809,180	1,626,908
<b>Total Revenue Budget</b>	<b>\$ 1,569,430</b>	<b>\$ 1,820,617</b>	<b>\$ 1,638,345</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Facilities Maintenance Worker II beginning January 1, 2022..

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	12	12	13

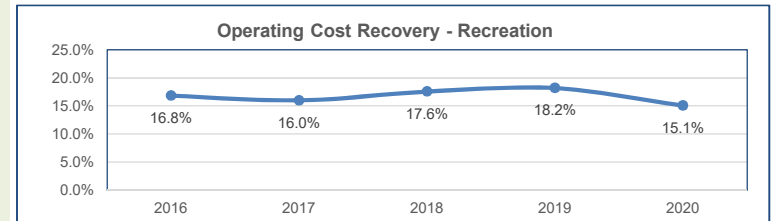
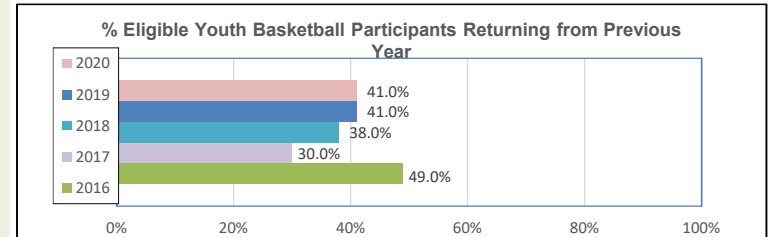
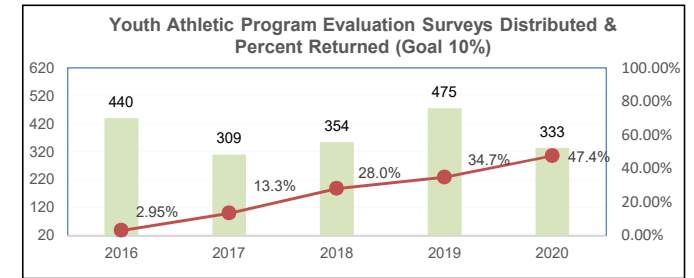
**CAPITAL IMPROVEMENT SUMMARY**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Fund Source</b>
Replace Leaf Truck #2180	\$ 210,000	\$ 210,000	Fund Balance
Picnic ShelterWinchester	\$ 87,000	Delay	
Replace Playground Equip. & Install Shade Structure (Creft Park)	\$ 60,000	Delay	
Replace Truck # 2378	\$ 40,000	\$ 40,000	Fund Balance
Restroom Renovation & Control Link (Dickerson)	\$ 40,000	Delay	
Facilities Maintenance Worker II New Vehicle	\$ 40,000	\$ 40,000	Operating
Replace Mower #1924 & # 1926	\$ 27,000	\$ 27,000	Fund Balance
Fencing Replacement & Repairs (Parks Maint Shop)	\$ 25,000	\$ 25,000	Fund Balance
Resurface Basketball Courts (Dickerson Park)	\$ 22,000	\$ 22,000	Fund Balance
Purchase New Automated Gate (Parks Maint Shop)	\$ 22,000	\$ 22,000	Fund Balance
Belk Tonawanda Camera/Security Project	\$ 20,000	Delay	
Purchase New Kubota Utility Vehicle	\$ 12,000	Delay	
<b>Total Capital</b>	<b>\$ 605,000</b>	<b>\$ 386,000</b>	

# PARKS AND RECREATION

## Recreation

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Expenditures	\$1,212,285	\$1,262,793	\$1,306,914	\$1,414,131	\$1,304,002	\$1,610,724
Employees (Authorized Positions)	10	10	9	9	9	9
<b>Output Measures</b>						
# Marketing program guides direct mailed <sup>(2)</sup>	17,500	19,000	19,000	19,000	19,000	19,000
# Marketing posters distributed <sup>(2)</sup>	310	160	155	60	25	225
# Ballroom rentals <sup>(3) (4)</sup>	61,200	57,150	54,470	41,100	11,989	60,000
# Youth Athletic Program evaluation surveys distributed	440	309	354	475	333	400
# Youth Basketball participants	193	193	189	185	185	200
<b>Effectiveness Measures</b>						
% Advertised programs executed <sup>(2)</sup>	80.0%	92.0%	94.0%	96.0%	73.3%	85.0%
# Youth Athletic Program evaluation surveys returned	13	41	99	165	158	10.0%
% Youth Athletic Program surveys rating program as satisfactory	93.0%	97.0%	90.0%	78.0%	90.5%	100.0%
% Eligible Youth Tackle Football players returning from previous year	77.0%	34.0%	33.0%	No longer offered		75.0%
% Eligible Youth Basketball players returning from previous year <sup>(1)</sup>	49.0%	30.0%	38.0%	41.0%	41.0%	75.0%
<b>Efficiency Measures</b>						
Cost of marketing per # participation/useage	\$0.24	\$0.26	\$0.14	\$0.20	\$0.25	\$0.37
% Recreations operating cost recovery	16.8%	16.0%	17.6%	18.2%	15.1%	15.0%
% Operating cost recovery - Winchester Ctr.	3.3%	2.8%	2.3%	1.9%	2.0%	2.7%
% Operating cost recovery - Senior Center	8.5%	6.3%	7.8%	7.8%	9.1%	8.5%
% Operating cost recovery - J Ray Shute	4.4%	3.9%	5.3%	6.4%	2.8%	4.0%
% Operating cost recovery - Sutton Park	5.4%	5.8%	6.4%	4.3%	2.0%	5.2%
% Operating cost recovery - Dickerson <sup>(3)</sup>	59.1%	57.5%	63.1%	65.3%	64.4%	60.0%
% Operating cost recovery - Old Armory	10.6%	14.0%	11.5%	13.8%	5.9%	10.0%



### Notes:

Operating cost recovery calculation excludes transfers from other funds, capital cost and debt service.

<sup>(1)</sup> Low return rate in FY16 due to older aged participants becoming eligible for school teams.

<sup>(2)</sup> FY20 reductions due to impacts from COVID 19.

<sup>(4)</sup> COVID19 pandemic prevented rentals in FY20 & FY21.

# PARKS AND RECREATION

## Park Maintenance

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$1,466,263	\$1,424,922	\$1,440,338	\$1,176,040	\$1,136,318	\$1,637,654
Employees (Authorized Positions) <sup>(4)</sup>	18	17	17	12	12	12
Reimbursement NCDOT <sup>(1)</sup>	\$9,000	\$9,000	\$9,045	\$11,125	\$7,625	
Park Acreage	161	161	161	161	161	161
Street right-of-ways (miles)	396	396	396	396	396	396
Highway 74 median mowing (miles)	18	18	18	18	18	18
<b>Output Measures (Input x Cyles Completed)</b>						
Leaves collected (cubic yards)	10,163	13,674	16,138	11,143	11,300	11,171
Acres mowed (parks) <sup>(5)</sup>	5,152	5,796	4,186	3,381	3,220	3,564
Miles mowed (street right-of-ways)	1,190	2,376	1,980	1,980	1,584	1,190
Miles mowed (Highway 74 medians)	126	396	324	342	396	396
<b>Effectiveness Measures</b>						
Leaf collections cycles completed <sup>(6)</sup>	19	19	17	14	15	18
Park mowing cycles completed	NA	36	26	21	20	
Street right-of-way mowing cycles completed	3	6	5	5	4	
Highway 74 median mowing cycles completed	NA	22	18	19	22	
<b>Efficiency Measures</b>						
Cost per cubic yard of leaves collected <sup>(2)</sup>	\$6.37	\$3.21	\$2.11	\$2.17	\$2.65	\$3.00
Cubic yard of leaves collected per man-hour (automated) <sup>(2)</sup>	22.8	6.2	14.5	14.8	10.5	12
Average cost per acre of mowing parks <sup>(5)</sup>	\$12.72	\$12.72	\$8.88	\$10.22	\$9.15	< \$13.00
Cost per mile of mowing street right-of-way	\$9.64	\$7.64	\$7.34	\$6.03	\$7.67	\$7.66
Cost per mile of mowing Highway 74	\$69.84	\$59.71	\$21.49	\$31.51	\$32.25	\$32.00
% Cost recovery - mowing agreement with NCDOT <sup>(5)</sup>	102.3%	38.1%	129.9%	103.2%	59.7%	

**Notes:**

<sup>(1)</sup> North Carolina Department of Transportation reimburses the city for mowing highway 74 inside the Monroe city limits. Agreement allows for 5 cycles of mowing at specified \$ rate per shoulder mile (36 miles).

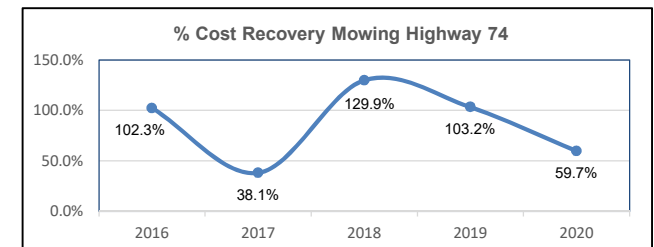
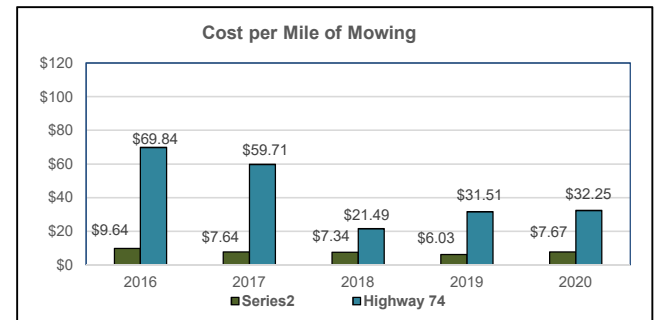
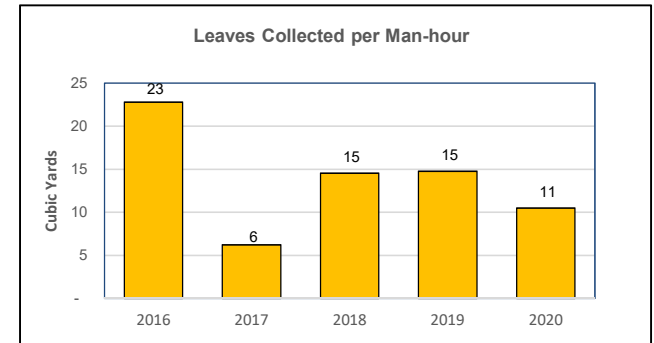
<sup>(2)</sup> A leaf truck had mechanical issues in FY17.

less causing much higher cost and less leaves collected per man-hour.

<sup>(4)</sup> In FY19, 5 positions were moved from Park Maintenance to the newly created Facilities division. Positions authorized in the original adopted budget totaled 17.

<sup>(5)</sup> These measures can fluctuate based on the number of cycles completed , pay increases for staff and cost of fuel.

<sup>(6)</sup> Leaf cycles down in FY19, due to rainy weather in the 2nd quarter. Residents mulched rather than wait for trucks.



## PARKS & RECREATION

### Golf Course

Tonya Edwards, Director of Parks & Recreation

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 512,294	\$ 570,397	\$ 601,459
Operations	278,053	407,248	427,642
Capital	12,416	60,000	216,100
Capital Projects	-	50,000	50,000
Debt Service	-	8,645	7,555
<b>Total Expenditure Budget</b>	<b>\$ 802,763</b>	<b>\$ 1,096,290</b>	<b>\$ 1,302,756</b>
Sales & Services	730,820	800,780	903,356
Other Revenue	49,274	-	-
Funding From General Fund	22,669	295,510	399,400
<b>Total Revenue Budget</b>	<b>\$ 802,763</b>	<b>\$ 1,096,290</b>	<b>\$ 1,302,756</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	6	6	6

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Toro 3500 Rough Mower #1745	\$ 41,000	\$ 41,000	GF Fund Balance
Replace 2008 John Deere Sprayer #1759	\$ 66,000	\$ 66,000	GF Fund Balance
Replace 2005 Toro 5500 Fairway Mower #5322	\$ 79,000	\$ 79,000	GF Fund Balance
Add verticutting reel set of 3	\$ 10,100	\$ 10,100	GF Fund Balance
Add Greens Roller	\$ 20,000	\$ 20,000	GF Fund Balance
Golf Cart Wash Pad	\$ 40,000	Delay	
Pave Equipment Storage & Parking area at Maint. Shop	\$ 42,000	Delay	
<b>Total Capital</b>	<b>\$ 298,100</b>	<b>\$ 216,100</b>	

#### CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Tee Box/Bunker Renovation	\$ 50,000	\$ 50,000	GF Fund Balance
<b>Total Capital</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	

## PARKS & RECREATION

Ballroom

Tonya Edwards, Director of Parks & Recreation

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 26,483	\$ 44,562	\$ 45,349
Operations	33,436	45,827	43,946
<b>Total Expenditure Budget</b>	<b>\$ 59,919</b>	<b>\$ 90,389</b>	<b>\$ 89,295</b>
Program Revenue	40,653	55,000	46,750
Rental Discounts	(8,760)	(16,450)	(16,450)
Funding From General Fund	28,026	51,839	58,995
<b>Total Revenue Budget</b>	<b>\$ 59,919</b>	<b>\$ 90,389</b>	<b>\$ 89,295</b>

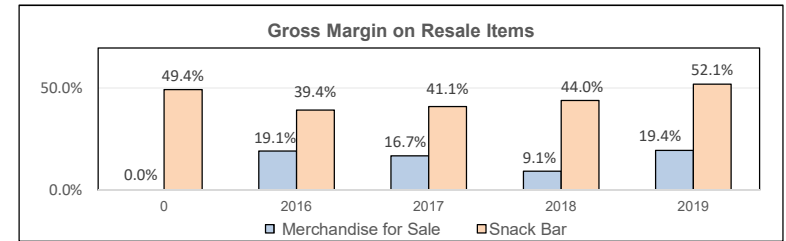
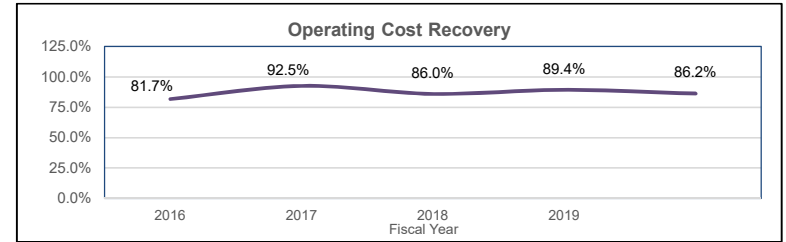
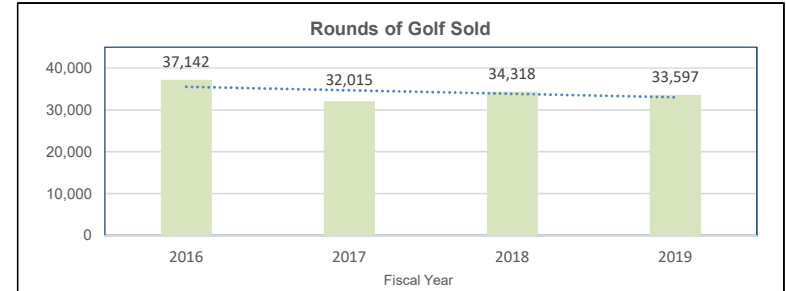
Notes:

*Staff is part-time.*

# MONROE COUNTRY CLUB

## Golf Course

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures <sup>(1)</sup>	\$841,896	\$881,113	\$830,265	\$859,074	\$790,347	\$977,645
Employees (Authorized Positions)	6	6	6	6	6	6
Sales & Service Revenues <sup>(1)</sup>	\$728,390	\$757,514	\$740,606	\$740,875	\$730,820	\$767,400
<b>Output Measures</b>						
# Outings / tournaments booked <sup>(2)</sup>	14	13	29	20	4	15
# Tournaments offered (golf course sponsored)	6	8	8	5	5	8
# Times greens mowed	134	180	196	168	208	196
# Rounds of golf sold	37,142	32,015	34,318	33,597	35,762	38,000
# Acres fertilized	90	90	90	90	90	90
<b>Effectiveness Measures</b>						
% Increase/(decrease) in rounds of golf sold	16.0%	-13.8%	7.2%	-2.1%	6.4%	2.3%
# Players per outings / tournaments (average)	72	75	71	83	70	80
# Players per golf course sponsored tournament (average)	35	36	48	45	34	40
% Time greens mowed within 3 hours (goal)	74.8%	69%	64%	68%	66%	80%
% Total rounds sold at rack rates (full price)	51.3%	52.0%	67.9%	71.0%	71.2%	52.5%
% Equip. repairs/ maintenance done in house	99.0%	96.5%	100.0%	100.0%	100.0%	75.00%
Gross margin snack bar sales	49.4%	39.4%	41.1%	44.0%	52.1%	50.00%
Gross margin pro shop sales <sup>(4)</sup>	19.09%	16.68%	9.12%	19.40%	8.27%	20.00%
<b>Efficiency Measures</b>						
Average net revenue per tournament	\$1,150	\$1,440	\$1,451	\$1,356	\$1,020	\$1,150
# Greens mowed per hour	6.3	6.1	6.7	7.8	8.0	7
% Operating cost recovery - golf course <sup>(3)</sup>	81.7%	92.5%	86.0%	89.4%	86.2%	100.0%
Greens mowing (man-hours) <sup>(5)</sup>	225.50	205.50	134.63	158.75	669.50	140



### Notes:

<sup>(1)</sup> Source for FY19 is the Council Adopted Budget.

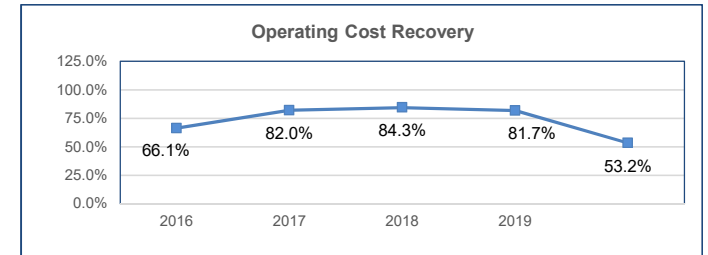
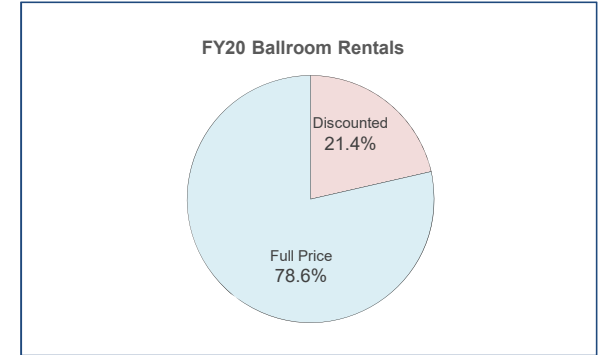
<sup>(2)</sup> COVID19 pandemic tournaments in FY20 & FY21.

<sup>(3)</sup> Operating cost recovery calculation excludes transfers from other funds, capital cost and debt service.

# MONROE COUNTRY CLUB

## Ballroom

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$ 52,195	\$ 58,877	\$ 58,517	\$ 60,679	\$ 59,918	\$ 90,389
Employees (Authorized Employees) <sup>(1)</sup>	0	0	0	0	0	0
Rental Revenues	\$ 51,896	\$ 66,398	\$ 63,825	\$ 66,060	\$ 40,653	\$ 55,000
Rental Discounts	\$ (17,370)	\$ (18,100)	\$ (14,475)	\$ (16,500)	\$ (8,760)	\$ (16,450)
<b>Output Measures</b>						
# Ballroom rentals <sup>(3) (4)</sup>	71	83	82	91	56	80
# Ballroom rentals at full price	40	46	56	59	44	45
<b>Effectiveness Measures</b>						
Avg revenue per full price rental	\$ 1,297	\$ 1,443	\$ 1,140	\$ 1,120	\$ 924	
Loss of revenue due to discounted rentals (per Admin Asst ledger) - <i>goal is to reduce</i>	\$ 15,720	\$ 20,475	\$ 14,450	\$ 16,500	\$ 9,900	\$ 12,250
<b>Efficiency Measures</b>						
% Operating cost recovery - ballroom <sup>(2)</sup>	66.1%	82.0%	84.3%	81.7%	53.2%	70.0%



### Notes:

<sup>(1)</sup> All employees are part-time.

<sup>(2)</sup> Operating cost recovery calculation excludes transfers from other funds, capital cost, other one-time purchases and debt service.

<sup>(3)</sup> In FY20, twenty ballroom rentals were cancelled due to covid. Revenue loss \$13.6K.

<sup>(4)</sup> COVID19 pandemic prevented rentals in FY20 & FY21.



## PARKS & RECREATION

Monroe Aquatics and Fitness Center

Tonya Edwards, Director of Parks & Recreation

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,877,360	\$ 2,370,635	\$ 2,401,233
Operations	1,066,979	1,413,715	1,027,551
Capital	147,391	121,000	93,500
Unreserved	-	38,573	38,573
Debt Service <sup>(1)</sup>	-	17,910	16,367
<b>Subtotal</b>	<b>\$ 3,091,730</b>	<b>\$ 3,961,833</b>	<b>\$ 3,577,224</b>
Allocations	303,562	357,590	265,396
<b>Total Expenditure Budget</b>	<b>\$ 3,395,292</b>	<b>\$ 4,319,423</b>	<b>\$ 3,842,620</b>
Sales and services	\$ 3,031,494	\$ 4,131,100	\$ 2,194,064
Investment Earnings	97,382	67,323	23,824
Appropriation from Fund Bal.	-	121,000	1,624,732
Other Financing Sources	90,736	-	-
<b>Total Revenue Budget</b>	<b>\$ 3,219,612</b>	<b>\$ 4,319,423</b>	<b>\$ 3,842,620</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ (175,680)</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>(1)</sup> Debt Service includes Monroe Aquatics and Fitness Center's share of the new ERP system financing.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	11	11	11

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Fund Source
(2) Hvac Replacements	\$ 9,000	\$ 9,000	Fund Balance
Hot Water Heater (5-7Yr) Locker	\$ 13,500	\$ 13,500	Fund Balance
Indoor Pool Pump	\$ 13,000	\$ 12,000	Fund Balance
Replacement roof sections (12-	\$ 50,000	\$ 50,000	Fund Balance
Water Park ADA stationary chair	\$ 9,000	\$ 9,000	Fund Balance
Indoor pool deck resurfacing (8-	\$ 13,000	Delay	
<b>Total Capital</b>	<b>\$ 107,500</b>	<b>\$ 93,500</b>	

# MONROE AQUATICS & FITNESS CENTER

## MAFC

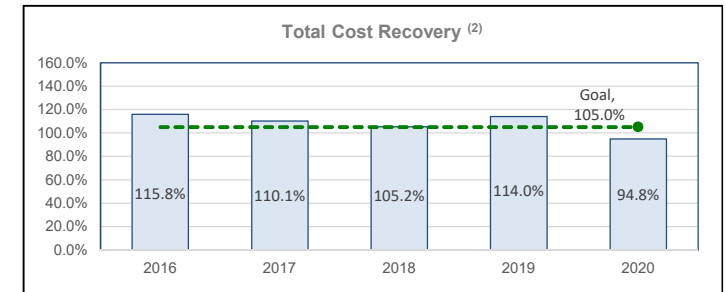
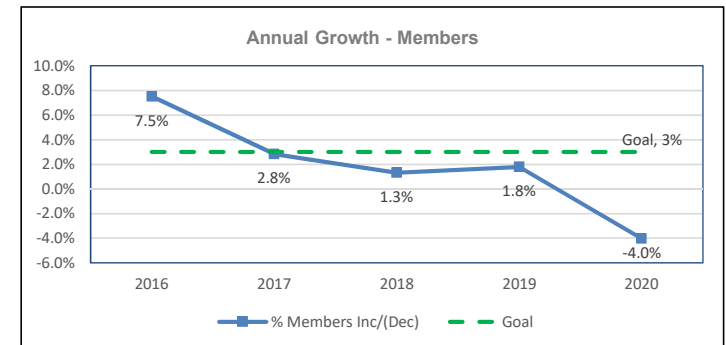
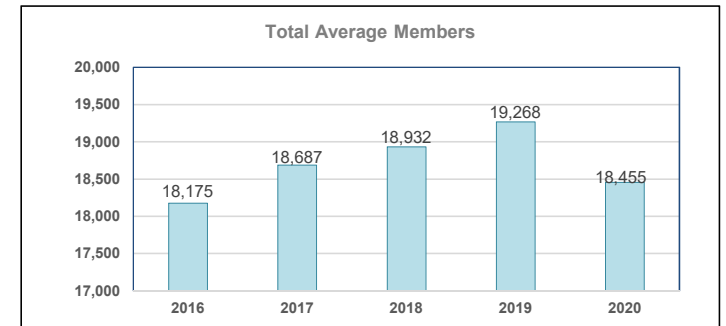
	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target / Budget</u>
<b>Inputs</b>						
Expenditures	\$3,188,496	\$3,190,240	\$3,351,326	\$3,347,036	\$2,944,339	\$ 3,683,565
Employees (Authorized Positions)	11	11	11	11	11	11
Sales & Service Revenues <sup>(3)</sup>	\$3,978,984	\$4,088,032	\$4,084,671	\$4,093,352	\$3,026,943	\$ 4,126,100
Fund Balance Reserves	\$2,392,564	\$2,761,485	\$2,961,262	\$3,489,825	\$3,314,143	\$ 3,193,143
<b>Output Measures</b>						
Total Membership Pkgs (avg) <sup>(3)</sup>	6,802	6,874	6,919	6,960	6,723	
Total members (average) <sup>(3)</sup>	18,175	18,687	18,932	19,268	18,455	
Total member visits <sup>(3)</sup>	523,338	534,632	506,926	468,782	316,784	
<b>Effectiveness Measures</b>						
% Annual increase/decrease in membership packages <sup>(3)</sup>	5.6%	1.1%	0.7%	0.6%	-3.2%	2.5%
% Annual increase/decrease in total members <sup>(3)</sup>	7.5%	2.8%	1.3%	1.8%	-4.0%	3.0%
% Annual increase/decrease in member visits <sup>(3)</sup>	9.0%	2.2%	-5.2%	-7.5%	-29.5%	5.0%
<b>Efficiency Measures</b>						
Total cost recovery <sup>(1)(3)</sup>	115.8%	110.1%	105.2%	114.0%	94.8%	105.0%

### Notes:

<sup>(1)</sup> MAFC is an enterprise fund. Total cost recovery should be greater than 100%, except for fiscal years where fund balance reserve funds have been appropriated.

<sup>(2)</sup> Total cost recovery includes all expenditures and sources of revenues.

<sup>(3)</sup> The aquatics center was closed on March 17th, 2020 due to the COVID 19 pandemic.



**DOWNTOWN MONROE, INC.**  
Matthew Black, Director of Downtown Monroe

**FISCAL SUMMARY**

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 72,113	\$ 76,063	\$ 116,667
Operations	96,066	196,987	107,493
Capital	-	-	-
Capital Projects <sup>(1)</sup>		143,000	800,000
Debt Service		2,958	2,611
<b>Total Expenditure Budget</b>	<b>\$ 168,179</b>	<b>\$ 419,008</b>	<b>\$ 1,026,771</b>
Tax Revenue	56,501	55,928	61,676
Other Division Revenue	-	-	-
Installment Financing	20,229	-	-
Funding From General Fund	115,865	363,080	965,095
<b>Total Revenue Budget</b>	<b>\$ 192,595</b>	<b>\$ 419,008</b>	<b>\$ 1,026,771</b>

**FULL-TIME PERSONNEL SUMMARY**

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	1	1	1

**CAPITAL PROJECT SUMMARY**

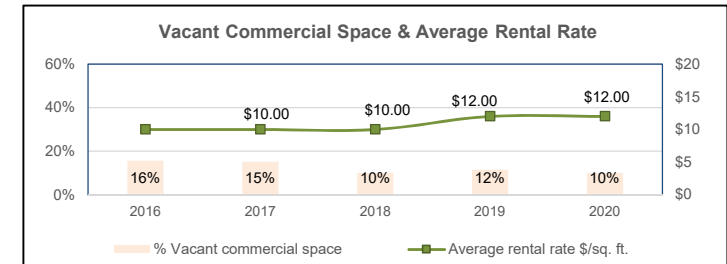
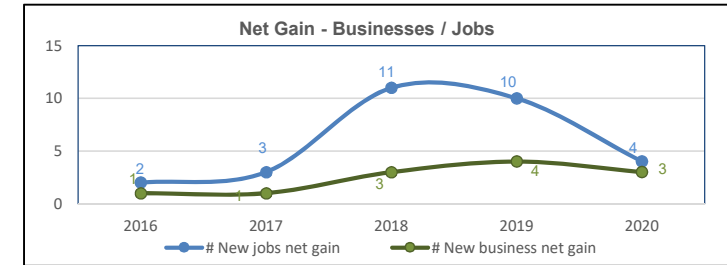
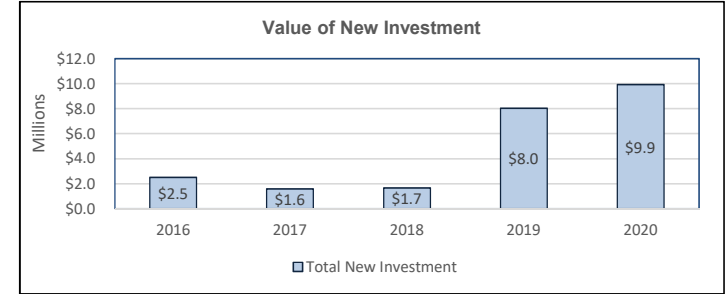
Item Description	Department Request	City Manager Recommendation	Funding Source
Charlotte-Lancaster Roundabout Project	\$ 2,191,440	Delay	
Demo Of 113 W. Morgan (Asbestos & Utilities)	\$ 300,000	\$ 300,000	GF Fund Balance
Construction-Morgan-Windsor Alley	\$ 500,000	\$ 500,000	GF Fund Balance
718 N. Charlotte Ave Acquisition - Belk Tonawanda Gateway	\$ 410,000	Delay	
One Way Street conversion (design/const. plans)	\$ 1,200,000	Delay	
<b>Total Capital</b>	<b>\$ 4,601,440</b>	<b>\$ 800,000</b>	

# DOWNTOWN

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$182,117	\$117,040	\$161,012	\$142,403	\$168,180	\$176,008
Employees (Authorized Positions)	1	1	1	1	1	1
Municipal Service District Tax (MSD)	\$54,460	\$54,780	\$52,979	\$57,037	\$56,501	\$55,928
Downtown Incentives Paid	\$22,361	\$13,450	\$58,990	\$25,021	\$33,208	\$20,000
<b>Output Measures</b>						
# Façade Improvements	3	3	6	21	7	
# Downtown buildings renovated/rehabilitated	4	7	1	2	1	
\$ Value of new investment (public)	\$1,084,930	\$842,400	\$1,440,841	\$4,714,724	\$8,117,663	
\$ Value of new investment (private)	\$1,427,000	\$736,200	\$217,698	\$3,330,216	\$1,812,000	
# Public improvement projects completed	2	9	4	17	15	
# Downtown housing units	51	52	54	54	54	
# Commercial spaces	205	205	200	202	130	
Downtown property (square feet)	723,711	1,079,206	1,079,206	1,079,206	1,079,206	
# Volunteer hours <sup>(1)</sup>	1,870	1,051	1,051	1,061	739	
<b>Effectiveness Measures</b>						
# Business expansion	3	1	0	2	2	
# New jobs net gain	2	3	11	10	4	
# New business net gain	1	1	3	4	3	
% Vacant commercial space	15.6%	15.1%	10.0%	12%	10%	
\$ Average rental rate (per square foot)	\$10.00	\$10.00	\$10.00	\$12.00	\$12.00	
% Operating expenditures funded by MSD tax	29.9%	46.8%	32.9%	40.1%	33.6%	
<b>Efficiency Measures</b>						
\$ Value of total volunteer hours	\$40,916	\$24,162	\$24,604	\$24,838	\$17,876	

**Notes:**

<sup>(1)</sup> the decrease in volunteer hours is due to cancellation of public events and mass gatherings caused by Covid-19



## MONROE - UNION COUNTY ECONOMIC DEVELOPMENT

Chris Platé, Executive Director of Economic Development

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 454,612	\$ 467,966	\$ 427,788
Operations	226,944	270,253	314,269
Capital	-	45,000	-
Debt Service	-	4,493	4,117
Unreserved	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 681,556</b>	<b>\$ 787,712</b>	<b>\$ 746,174</b>
Restricted Revenues	416,000	420,000	424,000
Investment Earnings	11,395	7,580	4,174
Other Miscellaneous Revenue	-	-	-
Other Financing Sources	333,761	360,132	318,000
<b>Total Revenue Budget</b>	<b>\$ 761,156</b>	<b>\$ 787,712</b>	<b>\$ 746,174</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 79,600</b>	<b>\$ -</b>	<b>\$ -</b>

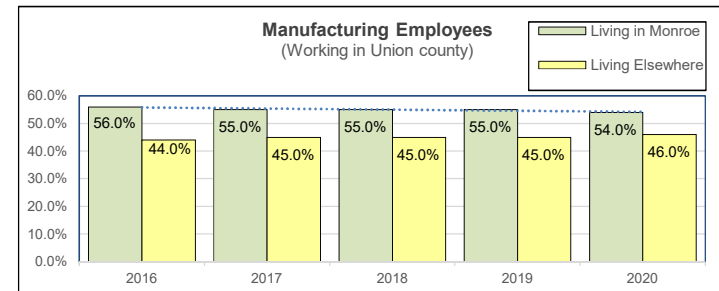
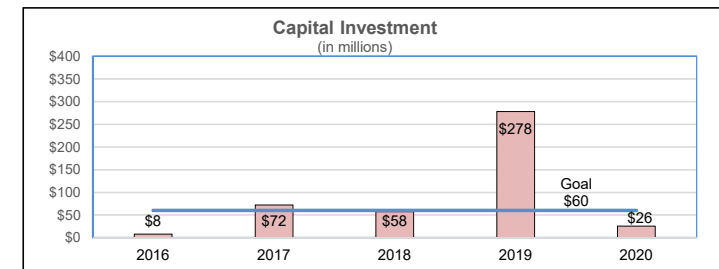
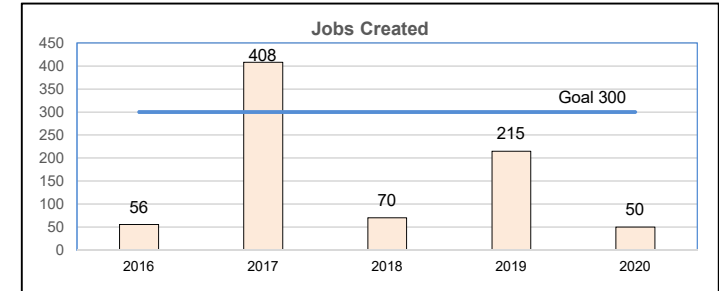
Notes:

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	4	4	4

# MONROE-UNION CO. ECONOMIC DEVELOPMENT

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$748,421	\$768,864	\$678,777	\$692,527	\$681,557	\$788,760
Employees (Authorized Positions)	5	4	4	4	4	4
Contributions Union County	\$400,000	\$404,000	\$408,000	\$412,000	\$416,000	\$416,000
Contributions City of Monroe	\$300,000	\$303,000	\$306,000	\$309,000	\$312,000	\$312,000
Fund Balance	\$222,537	\$213,347	\$279,811	\$354,158	\$433,757	
<b>Output Measures</b>						
Lead generation	42	59	110	67	75	74
Announced projects	3	12	8	11	7	
Project prospects	7	5	15	14	5	
<b>Effectiveness Measures</b>						
\$ Capital investment in millions	\$8.0	\$72.2	\$57.7	\$278.0	\$26.0	\$60.0
# Jobs created	56	408	70	215	50	300
Increase in industrial acres	47	0	0	486	0	300
Maintain the lowest unemployment rate in Charlotte Region	Yes	Yes	Yes	Yes	Yes	Yes
Average wage for jobs created	\$28,000	\$38,750	\$55,000	\$55,000	\$48,000	
% Union County manufacturing employees living in Monroe	56%	55%	55%	54%	61%	100%
<b>Efficiency Measures</b>						



## OCCUPANCY TAX PROJECT FUND

### FISCAL SUMMARY

Item	Project to Date	FY 2021 Budget	FY 2022 Proposed
Capital	\$ 763,595	\$ -	
Construction	4,228,222	-	
Operating	40,000	-	
Unreserved	85,400	-	
Debt Service <sup>(1)</sup>	447,600	254,293	240,443
<b>Total Expenditure Budget</b>	<b>\$ 5,564,816</b>	<b>\$ 254,293</b>	<b>\$ 240,443</b>
Occupancy Tax	1,101,114	237,650	194,000
Donations/Sponsorships	100,000	-	-
Fund Balance Approp.	1,252,100	4,492	37,226
Investment Earnings	186,139	12,151	9,217
Installment Financings	3,651,936	-	
<b>Total Revenue Budget</b>	<b>\$ 6,291,289</b>	<b>\$ 254,293</b>	<b>\$ 240,443</b>
<b>Net</b>	<b>\$ 726,473</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>(1)</sup> Debt Service is for the Science Center.

## WATER RESOURCES

Russ Colbath, Director  
Administration and Engineering Division

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(2)</sup>	\$ 880,544	\$ 1,065,057	\$ 1,096,880
Operations	2,039,506	322,456	371,199
Capital	9,864	-	55,125
Capital Projects	-	350,000	2,350,000
Capital Reserve Funding <sup>(1)</sup>	-	771,900	1,787,639
Unreserved	-	313,123	435,619
Debt Service	2,455,734	2,436,664	2,283,409
<b>Subtotal</b>	<b>\$ 5,385,648</b>	<b>\$ 5,259,200</b>	<b>\$ 8,379,871</b>
Allocations	799,918	799,313	898,091
<b>Total Budget</b>	<b>\$ 6,185,566</b>	<b>\$ 6,058,513</b>	<b>\$ 9,277,962</b>

Notes:

<sup>(1)</sup> FY22 increase funding for the Capital Reserve due to development/growth. See offsetting increase in Capacity Fee revenue budget.

<sup>(2)</sup> FY22 proposed budget includes increasing Administrative Assistant II from 30+ to FT.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	10	11	12

### CAPITAL IMPROVEMENT SUMMARY-ADMIN & ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace OCE 300 Plotter	\$ 15,500	\$ 15,500	Fund Balance
Replace #2352 2007 Truck	\$ 39,625	\$ 39,625	Fund Balance
<b>Total Capital</b>	<b>\$ 55,125</b>	<b>\$ 55,125</b>	

### CAPITAL PROJECTS SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Decommission Hillsdale Pump station/Install Gravity Sewer	\$ 350,000	\$ 350,000	Fund Balance
Stewart Creek Pump Station and Force Main Upgrade	\$ 2,000,000	\$ 2,000,000	Capital Reserve
<b>Total Capital</b>	<b>\$ 2,350,000</b>	<b>\$ 2,350,000</b>	



## WATER RESOURCES

### Water/Sewer Maintenance Division

Russ Colbath, Director

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,208,231	\$ 1,360,395	\$ 1,473,886
Operations <sup>(1)</sup>	829,186	865,363	925,617
Capital	182,930	505,000	165,500
Construction <sup>(2)</sup>	293,857	750,000	800,000
<b>Subtotal</b>	<b>\$ 2,514,204</b>	<b>\$ 3,480,758</b>	<b>\$ 3,365,003</b>
Allocations	380,770	378,783	383,128
<b>Total Budget</b>	<b>\$ 2,894,974</b>	<b>\$ 3,859,541</b>	<b>\$ 3,748,131</b>

Notes:

<sup>(1)</sup> FY22 construction funding includes contracted material and labor for sewer rehab, \$50K.

<sup>(2)</sup> FY22 operating funding includes additional funds for water meters (new subdivisions), \$25K.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	17	17	17

#### CAPITAL IMPROVEMENT SUMMARY-MAINTENANCE

Item Description	Department Request	City Manager	Funding Source
Replace Kohler KW Generator	\$ 78,500	\$ 78,500	Fund Balance
Replace Back Hoe w/Mini Excavator	\$ 87,000	\$ 87,000	Fund Balance
<b>Total Capital</b>	<b>\$ 165,500</b>	<b>\$ 165,500</b>	

## WATER RESOURCES

Water/Sewer Construction Division

Russ Colbath, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 572,129	\$ 632,542	\$ 717,361
Operations	341,243	381,905	388,459
Capital	99,511	113,100	237,000
Construction	312,616	630,000	680,000
Capital Projects	-	-	-
<b>Subtotal</b>	<b>\$ 1,325,499</b>	<b>\$ 1,757,547</b>	<b>\$ 2,022,820</b>
Allocations	162,303	166,297	169,274
<b>Total Budget</b>	<b>\$ 1,487,802</b>	<b>\$ 1,923,844</b>	<b>\$ 2,192,094</b>

Notes:

<sup>(1)</sup> FY22 construction funding includes contracted material and labor for water main replacements, \$50K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	9	9	9

### CAPITAL IMPROVEMENT SUMMARY-CONSTRUCTION

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace #2243 2006 Utility Truck	\$ 75,000	\$ 75,000	Fund Balance
Replace #2204 2004 Case Excavator	\$ 140,000	\$ 140,000	Fund Balance
Replace #163 Lowboy Trailer	22,000	22,000	Fund Balance
<b>Total Capital</b>	<b>\$ 237,000</b>	<b>\$ 237,000</b>	

## WATER RESOURCES

Russ Colbath, Director  
Water Treatment Plant Division

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 814,529	\$ 906,723	\$ 1,022,730
Operations <sup>(1)</sup>	2,123,164	2,363,465	2,399,426
Capital	12,150	500,000	-
<b>Subtotal</b>	<b>\$ 2,949,842</b>	<b>\$ 3,770,188</b>	<b>\$ 3,422,156</b>
Allocations	177,333	197,470	198,644
<b>Total Budget</b>	<b>\$ 3,127,175</b>	<b>\$ 3,967,658</b>	<b>\$ 3,620,800</b>

Notes:

<sup>(1)</sup> FY22 operations includes a pay increase for Lake Wardens (\$12.6K), one-time repairs to equipment (\$78.5K), and increase to annual funding for Dam repairs/maintenance (\$48K).

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	12	12	12

## WATER RESOURCES

### Wastewater Treatment Plant Division

Russ Colbath, Director

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,066,159	\$ 1,177,127	\$ 1,274,305
Operations	1,168,926	1,492,060	1,410,689
Capital	98,304	325,000	110,000
<b>Subtotal</b>	<b>\$ 2,333,389</b>	<b>\$ 2,994,187</b>	<b>\$ 2,794,994</b>
Allocations	248,196	299,923	303,162
<b>Total Budget</b>	<b>\$ 2,581,585</b>	<b>\$ 3,294,110</b>	<b>\$ 3,098,156</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	15	15	15

#### CAPITAL IMPROVEMENT SUMMARY-WWTP

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Eq Drain Pumps	\$ 75,000	\$ 75,000	Fund Balance
Replace Spreader for land application	\$ 35,000	\$ 35,000	Fund Balance
<b>Total Capital</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	

## WATER RESOURCES TOTALS

### EXPENDITURES

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 4,541,592	\$ 5,141,844	\$ 5,585,162
Operations	6,502,025	5,425,249	5,495,390
Capital	402,759	1,443,100	567,625
Construction	606,473	1,380,000	1,480,000
Capital Projects	-	350,000	2,350,000
Transfer to GF Capital Proj.	-	27,333	24,166
Unreserved	-	313,123	435,619
Debt Service	2,455,734	2,436,664	2,283,409
<b>Subtotal</b>	<b>\$ 14,508,582</b>	<b>\$ 16,517,313</b>	<b>\$ 18,221,371</b>
Reserved WWTP Expansion	-	771,900	1,787,639
Allocations	1,768,520	1,841,786	1,952,299
<b>Total Fund Expenditures</b>	<b>\$ 16,277,102</b>	<b>\$ 19,130,999</b>	<b>\$ 21,961,309</b>

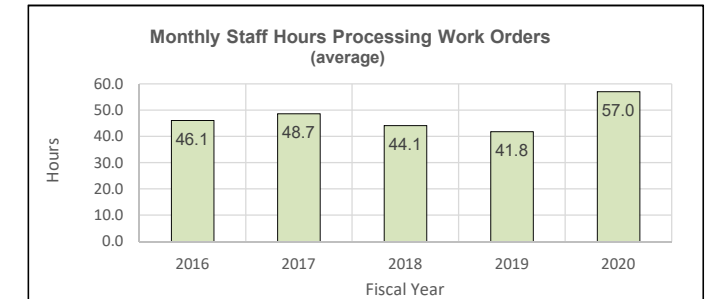
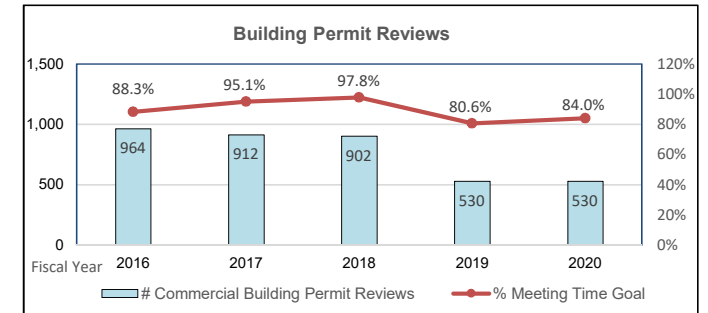
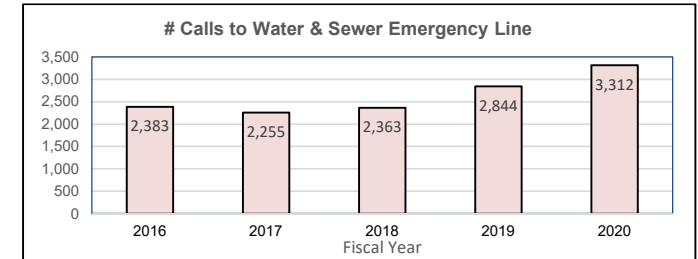
### REVENUE

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Charges for Water	\$ 7,557,609	\$ 7,371,469	\$ 7,290,455
Charges for Sewer	9,897,222	9,589,313	9,243,086
Investment Earnings	1,104,932	705,215	395,623
Water and Sewer Taps	89,693	77,603	89,944
W&S Capacity Fees	934,078	771,900	1,673,734
Other Revenue	915,588	265,499	350,842
Intergovernmental	34,646	-	-
Fund Balance	-	350,000	2,917,625
Capital Reserve Fund Balance	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 20,533,768</b>	<b>\$ 19,130,999</b>	<b>\$ 21,961,309</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 4,256,666</b>	<b>\$ -</b>	<b>\$ -</b>

# WATER RESOURCES

## Administration & Engineering

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$ 1,017,124	\$ 1,019,558	\$ 1,065,827	\$ 1,032,919	\$ 1,170,051	\$ 1,387,513
Employees (Authorized Positions)	9	9	9	9	9	
<b>Output Measures</b>						
# Work orders entered in the system by administrative staff	687	733	907	880	1,450	
# Work orders closed in the system by administrative staff	2,836	2,779	2,244	2,082	2,701	
Total Hours entering and closing work orders	302.1	296.3	528.8	502.0	684.0	
# Incoming calls to water and sewer emergency line <sup>(2)</sup>	2,383	2,255	2,363	2,844	3,312	
# Commercial building permit reviews conducted by WR engineering staff <sup>(1)</sup>	964	912	902	530	530	
# GIS mapping updates completed <sup>(4) (1)</sup>	61	214	247	108	95	
<b>Effectiveness Measures</b>						
% Work orders entered correctly and requiring no corrections	100%	100%	100%	100%	100%	100%
Average time per call answered (minutes)	1.33	1.29	1.60	1.53	1.58	1.25
% Time met commercial building permit review time goal (3-days if no main extension, 10-days w/extension) <sup>(1)</sup>	88.3%	95.1%	97.8%	80.6%	84.0%	95.0%
% GIS mapping updates completed in < 30 days that require no corrections <sup>(5)</sup>	100.00%	84%	74.6%	73.5%	85.0%	100%
<b>Efficiency Measures</b>						
Average monthly staff hours (entering and closing work orders)	46.1	48.7	44.1	41.8	57.0	
Average labor cost per month (entering and closing work orders)	\$926	\$1,058	\$989	\$970	\$1,358	
Average staff hours per commercial building permit review <sup>(3)</sup>	0.8	1.4	1.2	2.0	1.7	
Average staff hours per GIS mapping update	2.9	2.1	1.4	1.9	3.7	

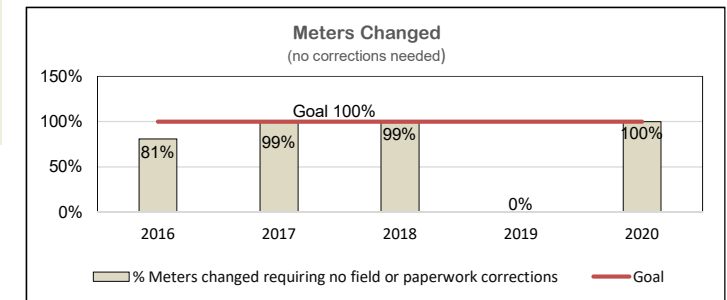
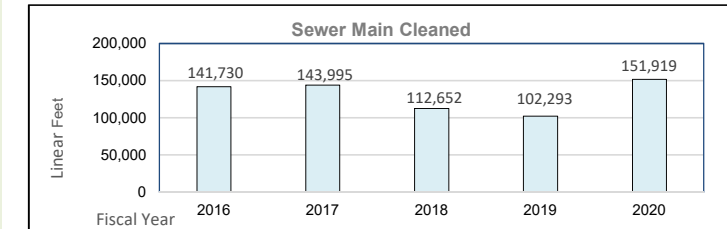
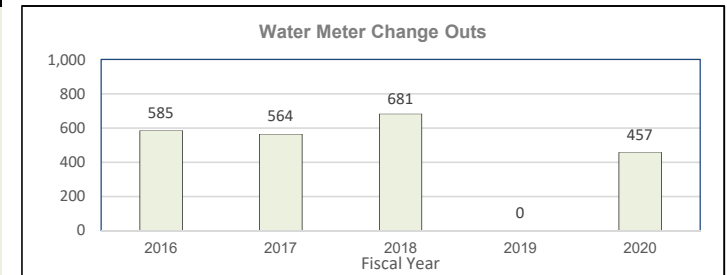


- Notes:
- <sup>(1)</sup> Engineering staff shortage causing decline in productivity, effectiveness and efficiency measures in FY19 (April - June) and FY20 (October - November).
  - <sup>(2)</sup> Calls to report water leaks, sewage backup and hydrant tampering.
  - <sup>(3)</sup> Variability reflects difference in commercial building permit project complexity.
  - <sup>(4)</sup> Increase in FY17 due to modified tracking system to include GIS edits of manholes, smoke testing findings, and sewer system rehab activities.
  - <sup>(5)</sup> In FY20 software upgrades and training as well as software trouble shooting did not allow for GIS editing in January through March of 2020.

# WATER RESOURCES

## Maintenance

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Expenditures	\$1,958,448	\$1,908,014	\$1,959,023	\$1,997,871	\$2,037,418	\$2,225,758
Employees (Authorized Positions)	17	17	17	17	17	17
<b>Output Measures</b>						
# Water meters changed during annual small meter program <sup>(1)(5)</sup>	585	564	681	0	457	720
# Water valves operated in season <sup>(2)(4)</sup>	282	1,736	1,411	0	1,364	1,818
Total sewer main CCTV'ed or cleaned (feet) (calendar year) <sup>(3)</sup>	141,730	143,995	112,652	102,293	151,919	141,976
<b>Effectiveness Measures</b>						
% Meters changed requiring no field or paperwork corrections <sup>(5)</sup>	81%	99%	99%	0	100%	95%
NCDEQ sewer cleaning requirement met (calendar year)	100%	100%	75%	100%	100%	100%
<b>Efficiency Measures</b>						
Average staff hours per meter changed <sup>(5)</sup>	2.1	2.5	0.0	0.0	1.2	2.2
Average water valves operated per staff hour <sup>(4)</sup>	4.0	2.1	2.5	0.0	1.72	4.7
Average linear feet of sewer main cleaned per man-hour (City Crews only)	118.0	132.7	260.6	241.0	249.85	150.0



### Notes:

Reduced output measures in FY16 are due to crews focusing on pipe bursting and staff shortage.

<sup>(1)</sup> Seasonal in-house meter change out program period runs from January through April. Program was started in FY14.

<sup>(2)</sup> Water valve program measures reflect July through September in FY15 and April - June in previous fiscal year.

FY16 output was low due to staffing shortage and crew reorganization. Output mostly made up in FY17.

<sup>(3)</sup> Includes City and Contractor crews for preceding calendar year

<sup>(4)</sup> Water Valve program not in operation in FY19 due to equipment failures/software issues.

<sup>(5)</sup> Water meter change outs delayed due to meter supply deliveries.

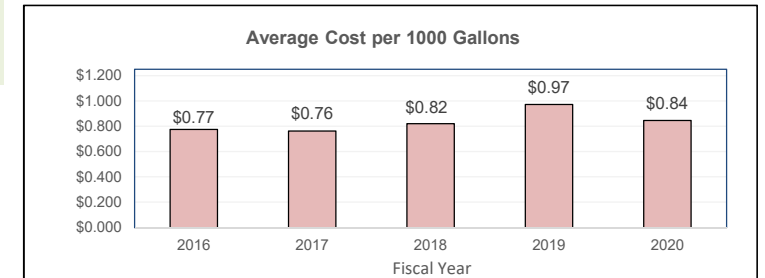
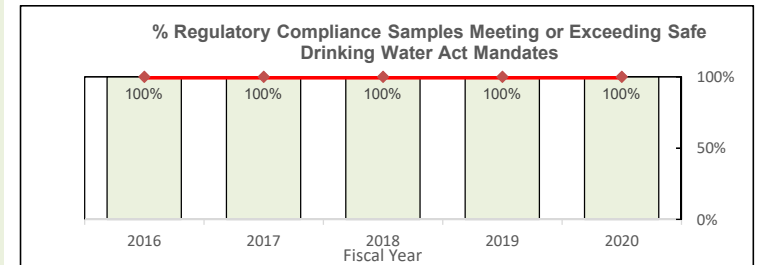
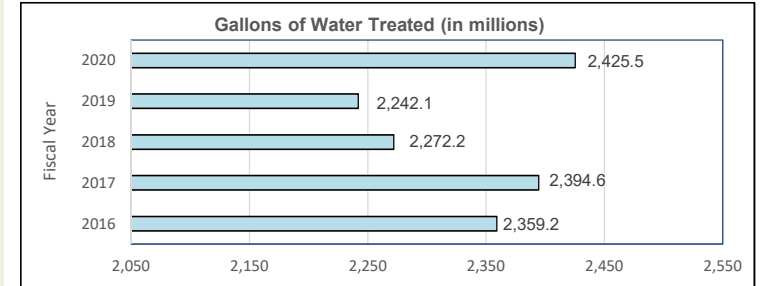
## WATER RESOURCES

### Water Treatment Plant

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$2,608,720	\$ 2,621,467	\$ 2,971,747	\$ 3,190,496	\$ 2,937,692	\$ 3,270,188
Employees (Authorized Positions)	12	12	12	12	12	12
<b>Output Measures</b>						
Gallons of water treated (in millions)	2,359.2	2,394.6	2,272.2	2,242.1	2,425.5	
# Regulatory compliance samples conducted	162,131	163,123	162,626	170,240	173,873	
# Non-EIM <sup>(1)</sup> corrective work orders completed	53	79	89	87	80	70
<b>Effectiveness Measures</b>						
Maintain water rate per residential customer in the lower 50% of the NCLM benchmark survey.	Yes	Yes	Yes	Yes	Yes	Yes
% Regulatory compliance samples meeting or exceeding Safe Drinking Water Act mandates (goal is 100%)	100%	100%	100%	100%	100%	100%
<b>Efficiency Measures</b>						
Average cost per 1000 gallons (East Zone)	\$0.77	\$0.76	\$0.82	\$0.97	\$0.84	
Total staff hours to collect and run all regulatory compliance samples	4,280.1	4,296.1	4,462.6	4,258.8	4,228.8	
Average staff hours per work order (non-EIM) <sup>(1)</sup>	6.8	4.4	5.2	5.8	7.8	5.0

Notes:

<sup>(1)</sup> EIM - Electrical Instrumentation Maintenance

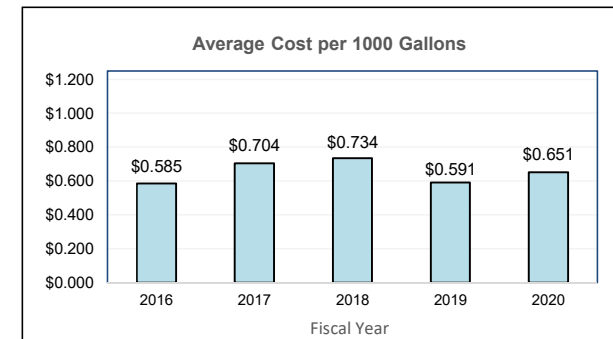
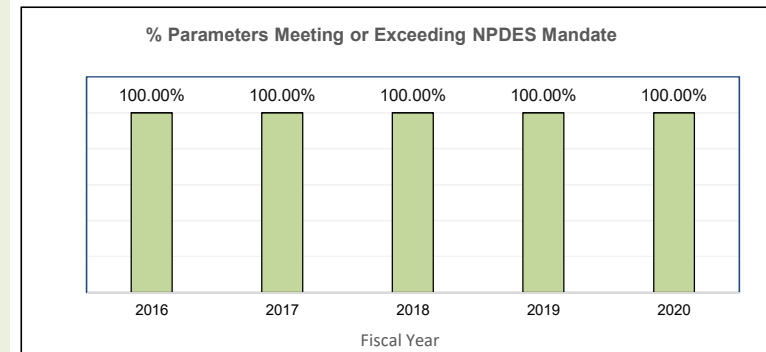
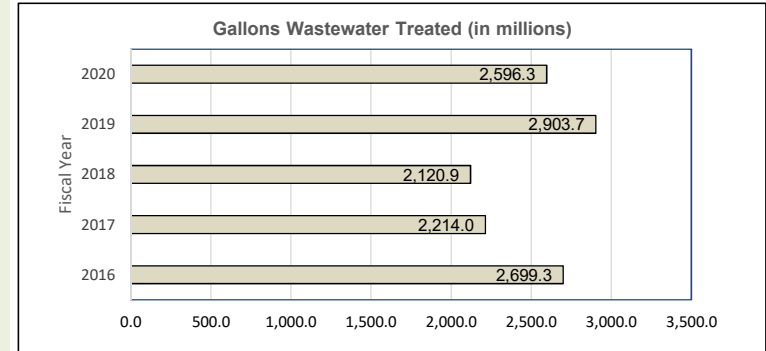




# WATER RESOURCES

## Waste Water Treatment Plant

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Expenditures	\$2,129,126	\$ 2,227,516	\$ 2,198,498	\$ 2,313,278	\$ 2,235,085	\$ 2,669,187
Employees (Authorized Positions)	15	16	16	16	16	16
<b>Output Measures</b>						
Gallons of wastewater treated (in millions)	2,699.3	2,214.0	2,120.9	2,903.7	2,596.3	
# NPDES <sup>(1)</sup> regulatory compliance samples conducted	3,438	3,413	3,434	3,394	3,399	
# Non-EIM <sup>(2)</sup> corrective work orders completed	57	78	147	91	106	
# Industrial samples collected	1,085	1,070	1,139	932	858	
<b>Effectiveness Measures</b>						
Maintain wastewater rate per residential customer in the lower 50% of the NCLM benchmark survey.	Yes	Yes	Yes	Yes	Yes	Yes
% Scheduled pretreatment samples collected	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Parameters meeting or exceeding NPDES mandate (goal is 100%)	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Pretreatment samples collected and analyzed properly requiring no re-sample (goal is 100%)	99.83%	99.67%	99.90%	99.93%	99.92%	100.00%
<b>Efficiency Measures</b>						
Average cost per 1000 gallons (includes chemicals, electric and labor)	\$0.59	\$0.70	\$0.73	\$0.59	\$0.65	
Total staff hours to collect and run all regulatory compliance samples	1,232.6	1,353.5	1,364.5	1,358.5	1,375.0	
Average staff hours per non-EIM work order	2.6	1.6	1.3	2.1	1.5	2.5



**Notes:**

<sup>(1)</sup> NPDES -National Pollutant Discharge Elimination System

<sup>(2)</sup> EIM - Electrical Instrument Maintenance

<sup>(3)</sup> Samples decreasing due to elimination of certain local permits and better compliance efforts by industries.

## STORMWATER

Stormwater Division

Sarah McAlister, Engineering Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel <sup>(1)</sup>	\$ 823,393	\$ 969,421	\$ 1,156,157
Operations	356,675	578,695	617,811
Capital	71,606	137,000	40,000
Capital Projects	-	-	685,000
Construction (Operating)	26	150,000	150,000
Debt Service	111,078	122,017	121,601
Unreserved	-	13,935	135,932
<b>Subtotal</b>	<b>\$ 1,362,778</b>	<b>\$ 1,971,068</b>	<b>\$ 2,906,501</b>
Allocations	806,250	696,265	718,454
<b>Total Expenditure Budget</b>	<b>\$ 2,169,028</b>	<b>\$ 2,667,333</b>	<b>\$ 3,624,955</b>
Permits and Fees	\$ 34,100	\$ 25,050	\$ 28,950
Sales & Services	2,256,382	2,468,501	2,793,093
Investment Earnings	54,968	36,782	17,912
Other Revenue	10,023	-	-
Fund Balance	-	137,000	785,000
Installment Purchase	93,118	-	-
<b>Total Revenue Budget</b>	<b>\$ 2,448,591</b>	<b>\$ 2,667,333</b>	<b>\$ 3,624,955</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 279,563</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>(1)</sup> FY22 proposed budget includes a new Stormwater Construction Inspector II.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	12.5	13.5	14.5

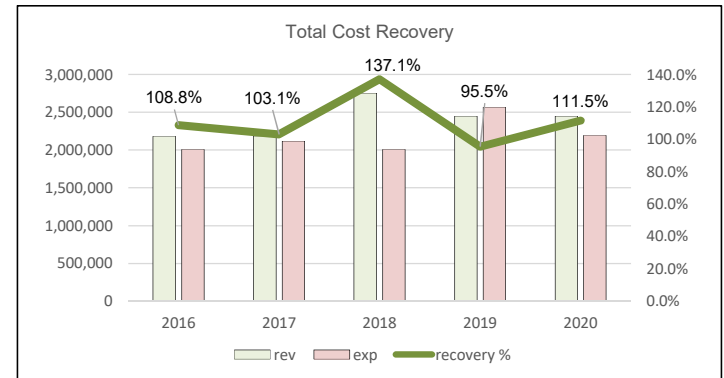
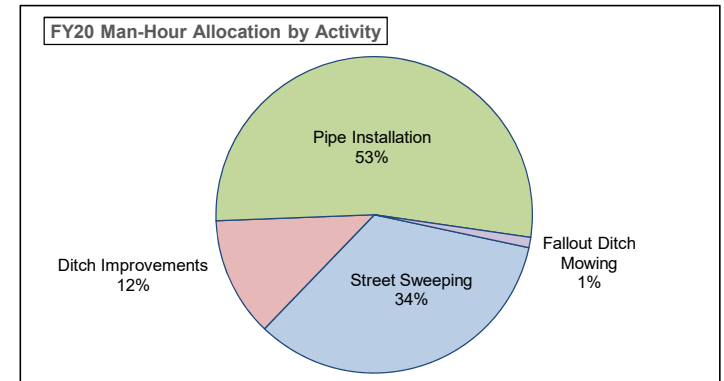
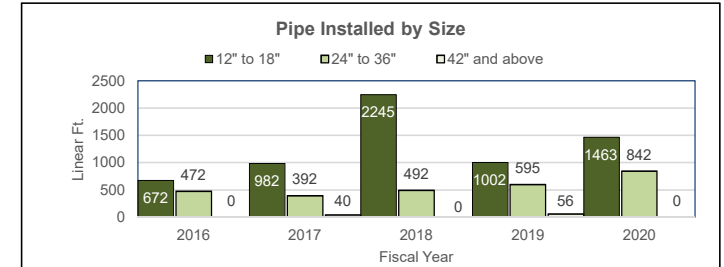
### CAPITAL IMPROVEMENT SUMMARY - STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Vehicle for new Stormwater Construction Inspector II	\$ 40,000	\$ 40,000	Operating
<b>Total Capital</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	

# STORMWATER

## Maintenance

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Expenditures	\$1,002,567	\$ 1,033,281	\$ 1,170,614	\$ 1,078,929	\$ 1,180,068	\$ 1,548,116
Fund Balance Reserve	\$1,228,149	\$ 1,293,695	\$ 2,039,293	\$ 1,924,150	\$ 2,176,538	\$ 2,053,473
Employees (Authorized Positions)	11	11	11	12	12.5	13.5
<b>Output Measures</b>						
Stormwater management plan reviews completed	22	26	37	60	46	
Stormwater BMP <sup>(1)</sup> inspections completed	32	39	38	40	51	
Storm drainage requests investigated	183	168	176	205	219	
Street Sweeping - lane miles swept <sup>(2)(5)</sup>	2,444.9	2,422.4	2,472.3	NA	NA	2,300
Ditches re-graded and stabilized with matting (linear ft.) <sup>(3)</sup>	2,455	4,840	3,215	2,503	4,468	
12" to 18" pipe installed and backfilled (linear ft.)	672	982	2245	1002	1463	
24" to 36" pipe installed and backfilled (linear ft.)	472	392	492	595	842	
42" and above pipe installed and backfilled (linear ft.)	0	40	0	56	0	
Fallout ditches mowed (linear ft.)	36,795	21,574	30,852	30,557	30,595	
Debris removed from lane miles swept (tons) <sup>(7)</sup>	247.3	205.4	245.6	328.3	312.4	
<b>Effectiveness Measures</b>						
% Stormwater management plan reviews completed within 10 days	100.0%	100.0%	98.0%	96.0%	100.0%	100.0%
% Stormwater BMP <sup>(6)</sup> inspections completed	100.0%	100.0%	100.0%	100.0%	100.0%	100%
% Storm drainage requests investigated within 2 days	100.0%	100.0%	100.0%	98.0%	100.0%	100%
<b>Efficiency Measures</b>						
Employee hours per stormwater management plan review	11.5	15.0	12.9	11.4	19.2	
Employee hours per stormwater BMP <sup>1</sup> inspection	3.8	5.2	4.1	4.0	5.0	3.00
Employee hours per completed drainage investigation	5.3	4.3	4.9	5.0	4.0	4.50
Street sweeping total man-hours per work week	50.13	45.13	46.50	61.27	58.33	45.00
Ditch improvements total man-hours per fiscal year	833.5	2,033.0	619.0	690.5	1,092.0	
Pipe installation total man-hours per fiscal year	1,190.5	2,498.0	4,682.5	3,903.0	4,738.0	
Fallout ditches mowing total man-hours per fiscal year	180.0	110.00	56.24	59.50	94.00	
Total cost recovery <sup>(1)</sup>	108.8%	103.1%	137.1%	95.5%	111.5%	100%



Notes:

- <sup>(1)</sup> The Stormwater Utility is an enterprise fund. Total cost recovery should be greater than 100%, except for fiscal years where fund balance reserve funds have been appropriated.
- <sup>(2)</sup> FY16 data is for 11 months. FY17 data is for 10 months. GPS was not working properly in June, July and August of 2017.
- <sup>(3)</sup> Ditch stabilization increase for FY 2017 based on type complaints received and two crews assigned to reduce backlog.
- <sup>(4)</sup> In FY20, a new full time Environmental Educator position was authorized. The cost of the position is split with Solid Waste.
- <sup>(5)</sup> Data not available for FY19 and FY20 due to purchase of new street sweepers. New GPS system was recently installed. Tracking will begin again in February 2020.
- <sup>(6)</sup> BMP - Best Management Practice
- <sup>(7)</sup> Large amount of debris due to reorganization of routes/drivers and excess due to hurricane.

## ENERGY SERVICES

Energy Services Administration  
David Lucore, Director of Energy Services

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,412,455	\$ 1,846,409	\$ 1,915,600
Operations	428,856	623,617	590,162
Land	-	-	-
Capital Equipment	-	-	-
<b>Subtotal</b>	\$ 1,841,311	\$ 2,470,026	\$ 2,505,762
Allocations	532,345	657,518	836,565
<b>Total Budget</b>	<b>\$ 2,373,656</b>	<b>\$ 3,127,544</b>	<b>\$ 3,342,327</b>

Notes:

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	14	15	15

## ENERGY SERVICES

Electric Maintenance Divisions

David Lucore, Director of Energy Services

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 2,140,655	\$ 2,498,488	\$ 2,642,713
Operations	1,491,234	2,196,873	2,226,828
Capital Equipment	390,241	708,500	1,327,000
Capital Projects	-	2,750,000	2,620,000
Energy Purchases	47,575,011	50,659,962	47,444,524
Debt Service	1,369,450	1,400,188	1,399,718
Construction (Operating)	841,627	1,320,000	1,320,000
Unreserved	-	2,164,223	1,257,584
<b>Subtotal</b>	\$ 53,808,218	\$ 63,698,234	\$ 60,238,367
Payment in Lieu of Taxes	\$ 545,237	\$ 550,000	\$ 551,000
Allocations	382,829	360,385	371,503
<b>Total Budget</b>	<b>\$ 54,736,285</b>	<b>\$ 64,608,619</b>	<b>\$ 61,160,870</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	20	20	20

**CAPITAL IMPROVEMENT SUMMARY-ELECTRIC**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator	\$ 300,000	\$ 300,000	Operating
Replace Vehicle # 2499, '11 Digger Derrick	\$ 275,000	\$ 275,000	Operating
Replace Vehicle # 2504 '10 Cable Pusher	\$ 75,000	\$ 75,000	Fund Balance
Replace Vehicle # 2559, '12 Mini Excavator	\$ 100,000	\$ 100,000	Fund Balance
Replace Vehicle # 2580, '12 3/4 ton 4WD Pickup w/Srv Body	\$ 50,000	\$ 50,000	Fund Balance
Replace Vehicle # 2581, '12 4WD Pickup w/Srv Body	\$ 50,000	\$ 50,000	Fund Balance
Replace Asset # CO5753, Locator, HV Cable Fault	\$ 40,000	\$ 40,000	Fund Balance
Replace Asset # CO1372, Sectionalizer and TDR	\$ 40,000	\$ 40,000	Fund Balance
Replace Asset # CO5997, Thermal Imaging Camera	\$ 7,500	\$ 7,500	Fund Balance
Replace Asset # CO5998, Thermal Imaging Camera	\$ 7,500	\$ 7,500	Fund Balance
Purchase New Trench Covers	\$ 20,000	\$ 20,000	Fund Balance
Purchase Substation Transformer Bushings	\$ 80,000	\$ 80,000	Fund Balance
Purchase Trailer for Substation Supply Generator	\$ 7,000	\$ 7,000	Fund Balance
Purchase All terrain Telehandler Forklift	\$ 100,000	\$ 100,000	Fund Balance
Purchase Transformer LTC oil filtration, oil drying, vacuum rig	\$ 125,000	\$ 125,000	Fund Balance
Purchase New Test Equipment	\$ 50,000	\$ 50,000	Fund Balance
<b>Total Capital</b>	<b>\$ 1,327,000</b>	<b>\$ 1,327,000</b>	

**CAPITAL PROJECT SUMMARY-ELECTRIC**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
New Subdivision Construction	\$ 1,000,000	\$ 1,000,000	Fund Balance
Future Industrial Park	\$ 500,000	\$ 500,000	Fund Balance
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	\$ 465,000	\$ 465,000	Fund Balance
Shepply Property	\$ 300,000	\$ 300,000	Fund Balance
AMI Metering Solutions	\$ 100,000	\$ 100,000	Fund Balance
Scada Mate Switch Installations	\$ 100,000	\$ 100,000	Fund Balance
Replace/Retire Old Underground Primary	\$ 60,000	\$ 60,000	Fund Balance
Scada System Upgrade	\$ 50,000	\$ 50,000	Fund Balance
Substation Wildlife Protection & Security	\$ 25,000	\$ 25,000	Operating Rev.
Add Additional Rock To Substation Yards	\$ 20,000	\$ 20,000	Operating Rev.
<b>Total Capital Projects</b>	<b>\$ 2,620,000</b>	<b>\$ 2,620,000</b>	



## ELECTRIC FUND TOTALS

### EXPENDITURES

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 3,553,110	\$ 4,344,897	\$ 4,558,313
Operations	1,920,090	2,820,490	2,816,990
Land	-	-	-
Capital	390,241	708,500	1,327,000
Construction	841,627	1,320,000	1,320,000
Capital Projects	-	2,750,000	2,620,000
Energy Purchases	47,575,011	50,659,962	47,444,524
Unreserved	-	2,164,223	1,257,584
Debt Service	1,369,450	1,400,188	1,399,718
<b>Subtotal</b>	\$ 55,649,529	\$ 66,168,260	\$ 62,744,129
Payment in Lieu of Taxes	\$ 545,237	\$ 550,000	\$ 551,000
Allocations	915,174	1,017,903	1,208,068
Capital Projects GF	23,667	27,333	24,167
<b>Total Fund Expenditures</b>	<b>\$ 57,133,608</b>	<b>\$ 67,763,496</b>	<b>\$ 64,527,364</b>

### REVENUE

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Sales & services	\$ 61,132,138	\$ 65,755,979	\$ 61,612,494
Investment Earnings	1,429,147	989,170	569,523
Intergovernmental	80,008	-	-
Other Revenue	199,282	25,000	25,000
Fund Balance	-	-	752,000
Reserve for Future Capital Projects	-	925,000	1,500,000
Revenue Bonds	-	-	-
Other Financing Sources	304,684	68,347	68,347
<b>Total Revenue Budget</b>	<b>\$ 63,145,259</b>	<b>\$ 67,763,496</b>	<b>\$ 64,527,364</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 6,011,651</b>	<b>\$ -</b>	<b>\$ -</b>

## ENERGY SERVICES

### Electric Maintenance/Construction

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Operating Expenditures	\$3,369,800	\$3,250,909	\$3,588,181	\$3,852,891	\$3,631,891	\$4,695,361
Electric Purchases	\$50,199,594	\$52,237,592	\$52,523,790	\$48,855,719	\$47,575,010	\$50,659,962
Employees (Authorized Positions)	19	19	19	20	20	20
<b>Output Measures</b>						
# Customers serviced	10,793	10,910	10,975	11,059	11,088	11,200
# Outages	153	155	175	148	147	150
# Customers affected by outages <sup>(4)</sup>	4,350	6,939	12,907	11,395	7,350	4,300
Energy consumption (kWh) <sup>(1)</sup>	703,180,045	649,163,580	659,380,956	656,204,285	662,493,888	704,100,000
<b>Effectiveness Measures</b>						
Safety: Incidence Rate (goal = 0)	1	1	1	1	1	0
Average Service Availability Index (ASAI) goal > 99.9995%	99.9907%	99.9886%	99.9916%	99.9753%	99.9913%	99.9960%
Customer Average Interruption Duration Index (CAIDI) goal <120 minutes <sup>(6)</sup>	121.61	94.09	37.35	125.81	69.26	100.00
System Average Interruption Duration Index (SAIDI) goal <100 minutes <sup>(6)</sup>	49.00	60.00	44.00	129.63	45.91	40.00
System Average Interruption Frequency Index (SAIFI) goal < .25 interruptions per customer	0.403	0.636	1.176	1.030	0.663	0.300
Average Outage response time (standard <30 minutes) <sup>(5)</sup>	16.8	18.00	17.40	27.20	22.50	17.00
% Outages due to wildlife, goal to reduce <sup>(2)</sup>	29%	34%	31%	29%	22%	32%
% Outages due to equip/electrical failures, goal to reduce <sup>(3)</sup>	41%	36%	34%	35%	36%	32%

#### Efficiency Measures

#### Notes:

<sup>(1)</sup> Measure = kilowatt-hour

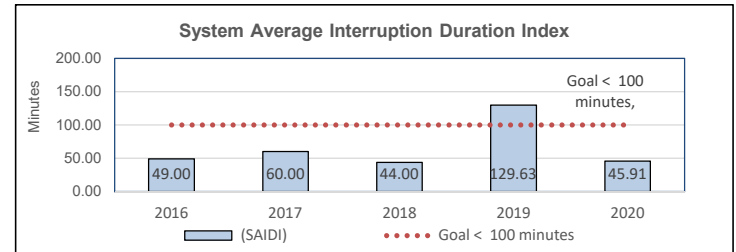
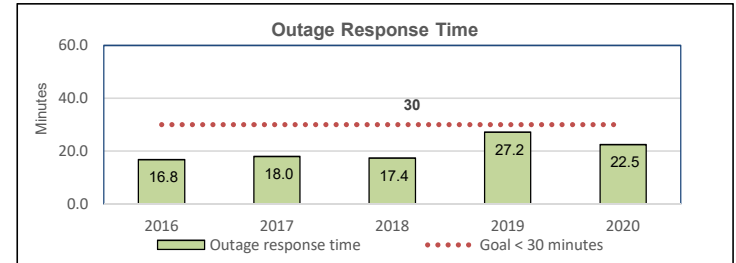
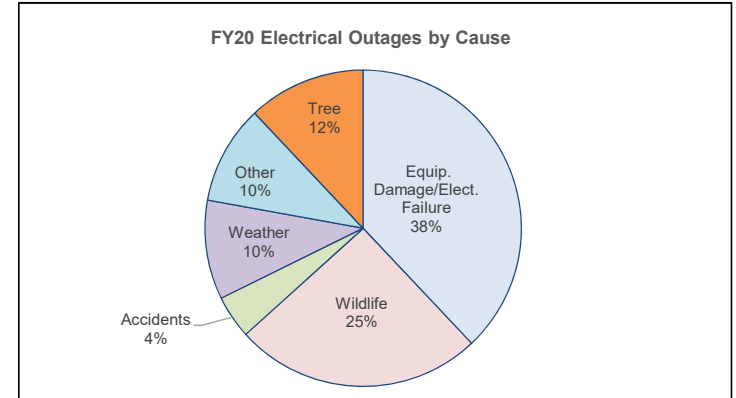
<sup>(2)</sup> Staff is working on reducing wildlife outages by installing wildlife guards at the substations.

<sup>(3)</sup> Staff is working on reducing outages by replacing older/ failing equipment.

<sup>(4)</sup> FY18 and FY19 saw an unusually high number of equipment failures and wildlife-related outages.

<sup>(5)</sup> Higher response times in FY19 were due to multiple outage calls occurring simultaneously in which employees were not able to respond immediately.

<sup>(6)</sup> Interruption Duration measures higher in FY19, due to abnormally high number of trees falling onto power lines. Most of these were due to storms.



## ENERGY SERVICES

### Natural Gas Division

David Lucore, Director of Energy Services

#### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 1,299,922	\$ 1,629,244	\$ 2,008,199
Operations	858,277	1,202,344	1,187,619
Capital Equipment	159,994	233,000	585,000
Capital Projects	-	2,490,000	2,660,000
Gas Purchases	4,886,273	9,227,855	7,310,198
Debt Service	2,832,248	2,746,124	2,752,543
Construction (Operating)	569,698	405,000	405,000
Unreserved	-	499,125	1,194,647
<b>Subtotal</b>	<b>\$ 10,606,412</b>	<b>\$ 18,432,692</b>	<b>\$ 18,103,206</b>
Payment in Lieu of Taxes	177,628	190,000	200,500
Allocations	1,607,755	1,712,306	1,790,924
<b>Total Expenditure Budget</b>	<b>\$ 12,391,795</b>	<b>\$ 20,334,998</b>	<b>\$ 20,094,630</b>
Sales & Services	\$ 15,056,687	\$ 17,270,938	\$ 19,401,608
Investment Earnings	842,949	574,060	293,022
Intergovernmental	1,096	-	-
Other Revenue	47,998	-	-
Installment Financing	163,572	-	-
Other Financing Sources	134,451	-	-
Fund Balance Appropriation	-	2,490,000	400,000
<b>Total Revenue Budget</b>	<b>\$ 16,246,753</b>	<b>\$ 20,334,998</b>	<b>\$ 20,094,630</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 3,854,958</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

*FY20 includes a new Liquefied Natural Gas Facility Mechanical Supervisor.*

#### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	20	20	21

**CAPITAL IMPROVEMENT SUMMARY-N GAS**

Item Description	Department Request	City Manager Recommendation	Funding Source
2000 GMC Dump truck (1582)	\$ 95,000	\$ 95,000	Operating Revenue
2011 Ford F-350 KUV (2513)	\$ 90,000	\$ 90,000	Operating Revenue
Hawk Leak Detector	\$ 20,000	\$ 20,000	Fund Balance
2011 Ford Super Duty F-250	\$ 75,000	\$ 75,000	Fund Balance
1997 Ford F-800 Service Truck	\$ 150,000	\$ 150,000	Fund Balance
New 4x4 1/2 Ton Crew Cab	\$ 45,000	\$ 45,000	Fund Balance
Trking & Traceability Equip	\$ 50,000	\$ 50,000	Fund Balance
2 Equipment Trailers	\$ 30,000	\$ 30,000	Fund Balance
Ethane Detector	\$ 30,000	\$ 30,000	Fund Balance
<b>Total Capital</b>	<b>\$ 585,000</b>	<b>\$ 585,000</b>	

**CAPITAL PROJECT SUMMARY-N GAS**

Item Description	Department Request	City Manager Recommendation	Funding Source
Subdivision Fund	\$ 1,000,000	\$ 1,000,000	Fund Balance
System Reinforcement	\$ 500,000	\$ 500,000	Fund Balance
NCDOT Roadway Relocations	\$ 300,000	\$ 300,000	Fund Balance
Shepply Property	\$ 200,000	\$ 200,000	Fund Balance
Dist Integrity Mgmt Prog	\$ 100,000	\$ 100,000	Fund Balance
Revenue Based Expansions	\$ 100,000	\$ 100,000	Fund Balance
Industrial Park	\$ 75,000	\$ 75,000	Fund Balance
AMI Metering Solutions	\$ 75,000	\$ 75,000	Fund Balance
LNG Upgrades- Add'l Storage	\$ 75,000	\$ 75,000	Fund Balance
SCADA System Upgrade	\$ 50,000	\$ 50,000	Fund Balance
Cathodic Protect Rem/Repl	\$ 50,000	\$ 50,000	Fund Balance
Pipeline Replacement	\$ 50,000	\$ 50,000	Fund Balance
Transmission Pipeline Integrity	\$ 35,000	\$ 35,000	Fund Balance
Industrial Meter Rebuild	\$ 25,000	\$ 25,000	Fund Balance
System Uprate Projects	\$ 25,000	\$ 25,000	Fund Balance
<b>Total Capital Projects</b>	<b>\$ 2,660,000</b>	<b>\$ 2,660,000</b>	

# ENERGY SERVICES

## Natural Gas

### FISCAL YEAR

#### Inputs

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
Operating Expenditures	\$ 1,942,999	\$ 2,026,720	\$ 2,003,118	\$ 2,159,461	\$ 2,207,422	\$ 2,831,588
Natural Gas Purchases	\$ 4,945,682	\$ 6,071,932	\$ 7,381,818	\$ 7,067,414	\$ 4,886,273	\$ 8,877,855
Liquefied Natural Gas Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Employees (Authorized Positions)	15	15	18	18	20	20

#### Output Measures

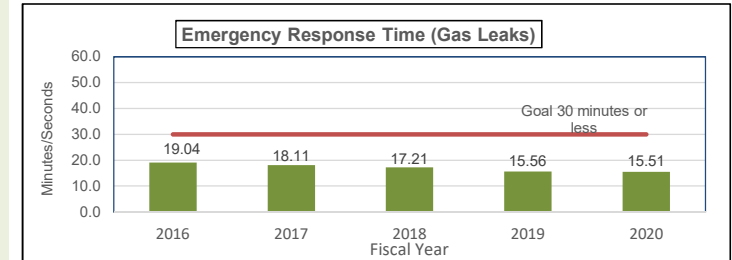
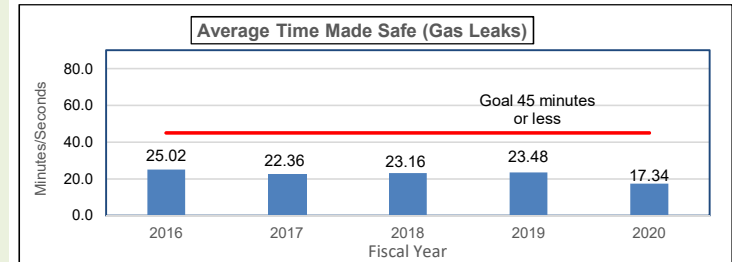
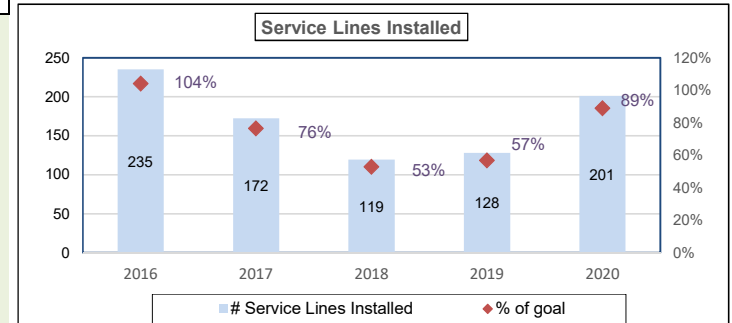
Miles of Gas Mains	464	471	475	477	486	480
Customers serviced	11,130	11,274	11,420	11,532	11,746	12,000
Gas load distribution (Mcf) <sup>(2)</sup>	3,067,288	3,083,556	3,438,143	3,412,220	3,137,325	3,500,000
# Service lines installed <sup>(3)</sup>	235	172	119	128	201	225
Emergency responses (leak inside/outside)	182	200	226	287	323	100
Number of hazardous leaks <sup>(4)</sup>	34	17	15	27	15	0

#### Effectiveness Measures

Safety incidence rate (goal = 0)	0	0	0	0	0	0
# Federal/ State required inspections / certifications past due (goal = 0)	0	1	0	0	0	0
Loss and unaccounted for (goal +/-2%) <sup>(5)</sup>	2.35%	9.38%	2.29%	-1.89%	-1.88%	2.00%
Hazardous Leaks/Mile (goal=0)	0.073	0.036	0.032	0.060	0.031	0.00
Interruptions due to Equipment or Personnel Failure (goal=0)	0	0	1	0	0	0
Service lines installed (% of goal) <sup>(6)</sup>	104.0%	76.4%	52.9%	56.9%	89.0%	100%
Leak inside/outside-average response time (goal <= 30 minutes)	19:04	18:11	17:21	15:56	15:51	30:00
Leak inside/outside - average time made safe (goal <= 45 minutes)	25:02	22:36	23:16	23:48	17:34	45:00

#### Efficiency Measures

# Miles of gas mains per employee (NC municipal avg. = 21.8)	36	34	34	30	24	21.8
# Customers per employee (NC municipal avg. = 534.2)	856	805	816	716	587	534



#### Notes:

- <sup>(2)</sup> Measure = a thousand cubic feet of natural gas.
- <sup>(3)</sup> Installed service lines are for new customers. Facility charges are billed once line is installed. Actual consumption may be delayed due to customer timing on converting equipment and/or amount of propane on-hand to finish prior to conversion.
- <sup>(4)</sup> Increased number of hazardous leaks in FY16, due to third party construction on the new bypass.
- <sup>(5)</sup> FY17 - Increased LAUF gas due to measurement errors.
- <sup>(6)</sup> FY18 - Decrease in natural gas services due to decrease in demand; Increase in service relocations and replacements (Replaced steel services with PE)

## AIRPORT OPERATIONS

E. L. Faison, City Manager

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 642,630	\$ 648,883	\$ 664,518
Operations	436,091	469,677	458,326
Purchases of Aviation Fuel	843,008	1,025,000	1,025,000
Capital	-	35,000	-
Debt Service	1,180,846	1,200,599	1,069,643
<b>Subtotal</b>	<b>\$ 3,102,575</b>	<b>\$ 3,379,159</b>	<b>\$ 3,217,487</b>
Allocations	245,285	251,013	261,422
<b>Total Expenditure Budget</b>	<b>\$ 3,347,860</b>	<b>\$ 3,630,172</b>	<b>\$ 3,478,909</b>
Aviation Fuel Sales	\$ 1,338,609	\$ 1,521,110	\$ 1,521,110
Tie-down and Hangar Leases	341,386	392,066	407,073
Other Sales & Services	115,137	216,501	210,714
Intergovernmental	69,000	-	-
Installment Financing	72,868	-	-
Funding From General Fund	1,492,458	1,500,495	1,340,012
<b>Total Revenue Budget</b>	<b>\$ 3,429,458</b>	<b>\$ 3,630,172</b>	<b>\$ 3,478,909</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 81,598</b>	<b>\$ -</b>	<b>\$ -</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	7	7	7

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Ground Power Unit	\$ 42,000	Delay	
Awning for mobile fuelers	\$ 30,000	Delay	
Pavement Maint	\$ 132,595	Delay	
<b>Total Capital</b>	<b>\$ 204,595</b>	<b>\$ -</b>	

## AIRPORT CUSTOMS SERVICE

E. L. Faison, City Manager

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Operations	\$ 26,877	\$ 36,101	\$ 36,190
Debt Service	-	-	-
Airport Customs Contract	123,438	123,438	50,000
<b>Subtotal</b>	<b>\$ 150,315</b>	<b>\$ 159,539</b>	<b>\$ 86,190</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 150,315</b>	<b>\$ 159,539</b>	<b>\$ 86,190</b>
Sales & Services	3,800	7,200	7,200
Other Revenue	-	-	-
Funding From General Fund	146,515	152,339	78,990
<b>Total Revenue Budget</b>	<b>\$ 150,315</b>	<b>\$ 159,539</b>	<b>\$ 86,190</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# AIRPORT Operations

	FISCAL YEAR					
	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Target</u>
<b>Inputs</b>						
Expenditures - Operations	\$1,716,745	\$1,920,843	\$1,996,846	\$2,030,750	\$1,920,740	\$2,143,560
Expenditures - Customs	\$162,775	\$151,298	\$147,160	\$151,758	\$150,315	\$159,539
Employees (Authorized Positions)	7	7	7	7	7	7
Subsidy from General Fund	\$ 1,527,311	\$ 1,696,387	\$ 1,526,647	\$ 1,785,261	\$ 1,638,973	\$1,652,834
Tax Value per Sq Ft Hangars (Aggregate)	\$ 1,216	\$ 1,747	\$ 1,274	\$ 1,475	\$ 1,473	
Total Billable Taxes (Hangars/Planes)	\$ 103,273	\$ 148,585	\$ 150,104	\$ 161,556	\$ 149,597	
<b>Output Measures</b>						
Gallons of Jet-A fuel sold - full service	143,278	184,903	205,909	164,410	152,777	172,097
Gallons of Jet-A fuel sold - self service	883	3,731	2,254	2,433	458	2,116
Gallons of Avgas sold - full service	110,148	122,990	116,832	123,909	132,129	106,955
Gallons of Avgas sold - self service	36,331	58,718	45,977	34,700	29,841	43,089
Overnight customers-Tie-down <sup>(3)</sup>	2,642	2,324	1,409	1,602	1,157	2,580
Overnight customers - Hangar	421	241	369	156	205	198
Fueling services provided (aircraft)	4,558	4,997	5,503	5,633	5,462	4,802
Towing services provided (aircraft)	3,900	4,810	6,605	6,500	6,913	4,595
Other line services provided (aircraft) <sup>(1)</sup>	1,999	2,801	3,750	3,445	3,143	2,556
<b>Effectiveness Measures</b>						
Bulk hangar leasable space (goal = 33 aircraft)	94%	100%	109%	85%	100%	100%
T-hangar leasable space (goal = 20 aircraft)	100%	100%	95%	95%	95%	100%
Hangar/Office leasable space (goal = 8 aircraft)	100%	100%	100%	100%	100%	100%
Tie-down leasable space (goal = 49 aircraft)	73%	90%	93%	98%	80%	100%
<b>Efficiency Measures</b>						
% Operating cost recovery - Airport <sup>(2)</sup>	84.2%	76.7%	87.7%	84.1%	97.0%	85.9%
% Operating cost recovery - Airport Customs	6.3%	12.8%	6.7%	3.7%	2.5%	
Average cost to the City per use of US Customs Service <sup>(5)</sup>	\$20,347	\$10,087	\$14,716	\$25,293	\$50,105	\$0.00

**Notes:**

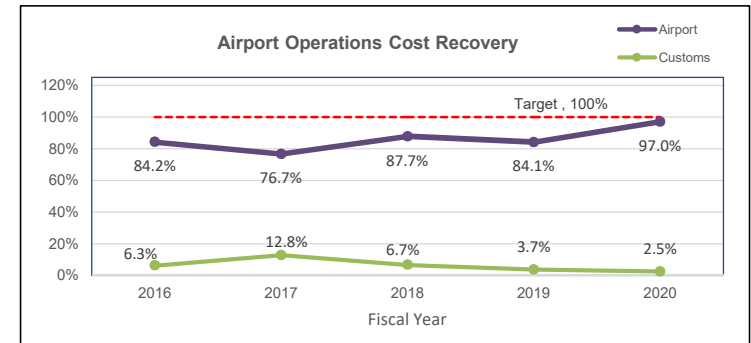
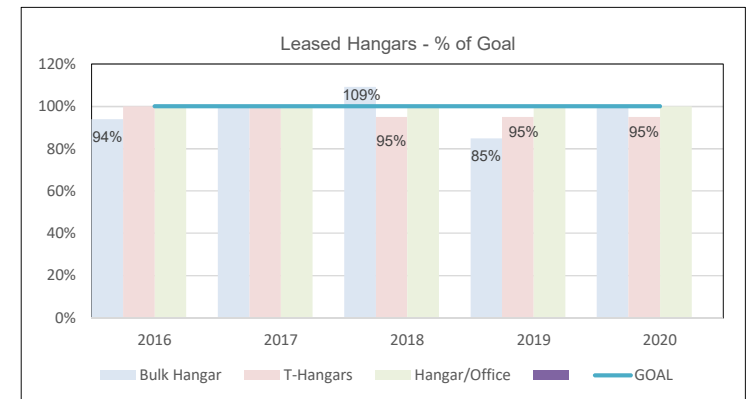
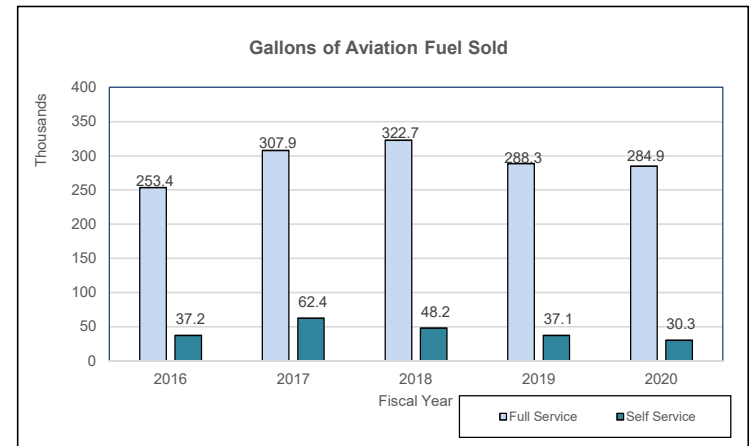
Performance measures not available for all years.

<sup>(1)</sup> Other line services provided include aircraft parking, catering, rental cars, aircraft loading/unloading.

<sup>(2)</sup> Operating cost recovery calculation excludes transfers from other funds, capital cost and debt service.

<sup>(3)</sup> The lower number of overnight tie downs has decreased due to fewer small, individual owned planes using the airport.

<sup>(4)</sup> In FY20, the Airport received CARES Funding in the amount of \$69K to use for operating costs. The operating





## SOLID WASTE OPERATIONS

Sarah McAllister, Director of Engineering

### FISCAL SUMMARY

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 145,189	\$ 189,041	\$ 200,155
Operations	2,196,638	2,454,023	2,513,311
Capital	-	-	-
Debt Service <sup>(1)</sup>	-	9,221	8,003
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 2,341,827</b>	<b>\$ 2,652,285</b>	<b>\$ 2,721,469</b>
Allocations	157,543	174,138	180,423
<b>Total Budget</b>	<b>\$ 2,499,370</b>	<b>\$ 2,826,423</b>	<b>\$ 2,901,892</b>

Notes:

<sup>(1)</sup> Debt Service includes Solid Waste's share of the ERP system financing.

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2.5	2.5	2.5

## COMMUNITY MAINTENANCE

Lisa Stiwinter, Director of Planning and Development

### FISCAL SUMMARY

Item	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Personnel	\$ 90,956	\$ 96,899	\$ 103,320
Operations	10,348	16,149	18,133
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 101,304</b>	<b>\$ 113,048</b>	<b>\$ 121,453</b>
Allocations	-	-	-
<b>Total Budget</b>	<b>\$ 101,304</b>	<b>\$ 113,048</b>	<b>\$ 121,453</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2020 Authorized	FY 2021 Authorized	FY 2022 Proposed
Positions	2	2	2

## SOLID WASTE FUND TOTALS

### EXPENDITURES

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Personnel	\$ 236,145	\$ 285,940	\$ 303,475
Operations	2,206,986	2,470,172	2,531,444
Capital	-	-	-
Unreserved	-	-	-
Debt Service	-	9,221	8,003
<b>Subtotal</b>	<b>\$ 2,443,131</b>	<b>\$ 2,765,333</b>	<b>\$ 2,842,922</b>
Allocations	157,543	174,138	180,423
<b>Total Fund Expenditures</b>	<b>\$ 2,600,674</b>	<b>\$ 2,939,471</b>	<b>\$ 3,023,345</b>

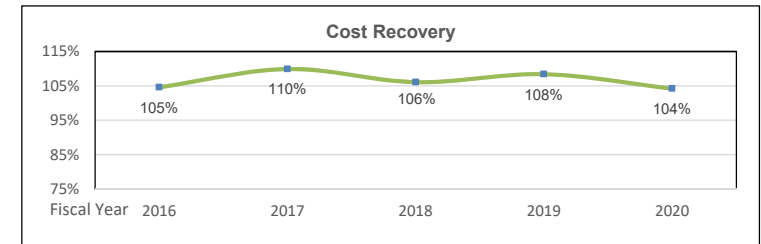
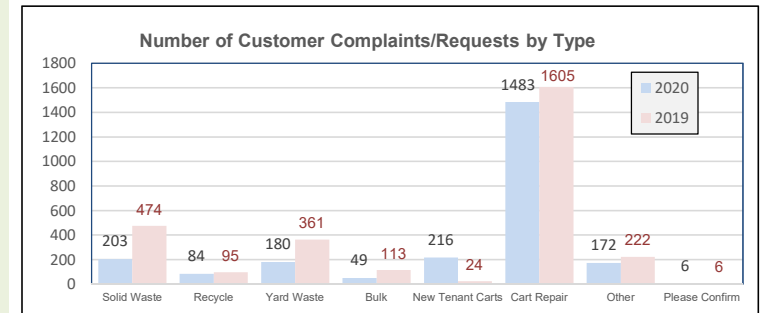
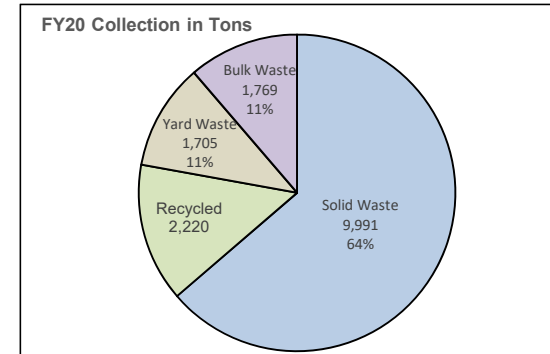
### REVENUE

Item	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed
Sales & services	\$ 2,537,627	\$ 2,623,970	\$ 2,768,906
Investment Earnings	19,988	13,465	5,565
Intergovernmental	27,720	23,000	23,000
Other Revenue	9,475	2,000	2,000
Installment Purchase	71,873	-	-
Appropriation of Fund Bal	-	277,036	223,874
<b>Total Revenue Budget</b>	<b>\$ 2,666,683</b>	<b>\$ 2,939,471</b>	<b>\$ 3,023,345</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 66,009</b>	<b>\$ -</b>	<b>\$ -</b>

# SOLID WASTE

## Administration

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Target
<b>Inputs</b>						
Expenditures	\$172,635	\$224,120	\$229,088	\$231,419	\$255,869	\$373,379
Refuse Collection Costs <sup>(3)</sup>	\$1,831,779	\$1,830,779	\$1,834,716	\$1,848,312	\$2,085,959	\$2,269,685
Employees (Authorized Positions) <sup>(1) &amp; (3)</sup>	1	1	1	1	2.5	2.5
Fund Balance Reserve	\$634,378	\$611,796	\$699,186	\$849,693	\$915,700	\$638,664
<b>Output Measures</b>						
Total Number of Households/Small Bus.	10,040	10,187	10,302	10,382	10,451	
Solid Waste (tons) <sup>(6)</sup>	9,219	9,696	9,735	9,435	9,991	
Recycled (tons) <sup>(6)</sup>	1,912	1,870	1,897	2,258	2,220	
Yard Waste (tons)	1,468	1,515	1,524	1,945	1,705	
Bulk Waste (tons) <sup>(5)</sup>	1,901	1,897	2,280	1,850	1,769	
# Customer complaints/requests handled	4,035	3,650	3,076	2,900	2,393	
# Citations issued - Carts	167	61	10	9	4	
# Citations issued - Bulk	24	41	58	61	94	
<b>Effectiveness Measures</b>						
% Cases - Cart repairs (goal to reduce)	58.0%	58.6%	56.2%	55.3%	62.0%	
<b>Efficiency Measures</b>						
% Total cost recovery for Solid Waste Administration services <sup>(2)</sup>	110%	106%	108%	100%	0%	100% or >



### Notes:

The City contracts with an external vendor to provide these services.

<sup>(1)</sup> A new full time Environmental Educator position was authorized in FY20. The cost of the position will be split with Stormwater.

<sup>(2)</sup> Solid Waste is an enterprise fund. Total cost recovery should be greater than 100%, except for fiscal years where fund balance reserve funds have been appropriated.

<sup>(3)</sup> In FY20, a new refuse collection contract was approved and implemented. Rates were increased to cover the new contract and a new Solid Waste Technician position that was needed.

<sup>(4)</sup> In FY20, Fund balance reserves are being appropriated to allow for needed rate increase to be phased in over 3 years.

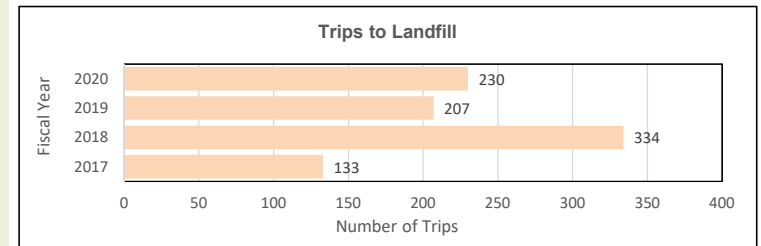
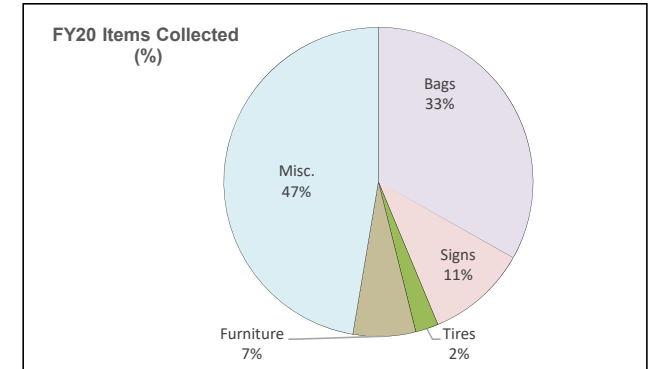
<sup>(5)</sup> In FY19, bulk waste tonnage gone down due to efforts of City's Community Maintenance staff picking up.

<sup>(6)</sup> In FY19, drop in garbage offset by increase in recycling.

# SOLID WASTE

## Community Maintenance

	FISCAL YEAR					
	2016 Actual	2017 Actual <sup>(1)</sup>	2018 Actual	2019 Actual	2020 Actual	2021 Budget
<b>Inputs</b>						
Expenditures		\$43,924	\$106,591	\$96,421	\$101,305	\$113,048
Employees (Authorized Positions)		2	2	2	2	2
<b>Output Measures</b>						
# Bags collected		497	2,628	3,768	3,123	
# Signs Collected		647	1,214	946	994	
# Tires Collected		100	218	138	227	
# Furniture Collected		108	367	411	614	
# Misc. Collected		319	1,841	3,645	4,460	
# Trips to the landfill		133	334	207	230	
<b>Effectiveness Measures</b>						
<b>Efficiency Measures</b>						



### Notes:

<sup>(1)</sup> In fiscal year 2017, a new community maintenance program was initiated. Two full time employees were hired to provide this service. Output measures for FY17 are for 5 months only. Staff hired in February.

<sup>(2)</sup> In FY18, Solid Waste fees were increased by fifty cents per residential customer per month to cover the cost of this service.

## SIF HEALTH & DENTAL

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY21 Financial Plan	FY22 Financial Plan
Operations	\$ 9,584,200	\$ 9,678,573	\$ 10,263,969
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 9,584,200</b>	<b>\$ 9,678,573</b>	<b>\$ 10,263,969</b>
Allocations	124,889	99,774	119,071
<b>Total Expenditure Budget</b>	<b>\$ 9,709,089</b>	<b>\$ 9,778,347</b>	<b>\$ 10,383,040</b>
Contributions (Employer/Employee)	\$ 7,538,543	\$ 8,474,050	\$ 8,855,140
Investment Earnings	\$ 45,642	37,767	13,390
Stop Loss Reimbursements	1,274,425	1,126,530	1,314,510
Caremark Rebate	218,382	140,000	200,000
Miscellaneous	2,181	-	-
Appropriation of Fund Bal	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 9,079,174</b>	<b>\$ 9,778,347</b>	<b>\$ 10,383,040</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ (629,915)</b>	<b>\$ -</b>	<b>\$ -</b>

#### Notes

*Employer health insurance contributions increases by 7.7% in FY22.*

## SIF PROPERTY & LIABILITY

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY21 Financial Plan	FY22 Financial Plan
Operations	\$ 692,559	\$ 721,202	\$ 740,014
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 692,559</b>	<b>\$ 721,202</b>	<b>\$ 740,014</b>
Allocations	94,103	83,418	98,275
<b>Total Expenditure Budget</b>	<b>\$ 786,662</b>	<b>\$ 804,620</b>	<b>\$ 838,289</b>
Contributions from Departments	770,204	774,436	813,417
Investment Earnings	18,038	10,181	4,869
Miscellaneous	34,509	20,003	20,003
Appropriation of Fund Bal	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 822,750</b>	<b>\$ 804,620</b>	<b>\$ 838,289</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 36,088</b>	<b>\$ -</b>	<b>\$ -</b>

## SIF WORKERS' COMPENSATION

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2020 Actual	FY21 Financial Plan	FY22 Financial Plan
Operations	\$ 189,670	\$ 284,814	\$ 197,483
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 189,670</b>	<b>\$ 284,814</b>	<b>\$ 197,483</b>
Allocations	113,062	95,373	112,804
<b>Total Expenditure Budget</b>	<b>\$ 302,732</b>	<b>\$ 380,187</b>	<b>\$ 310,287</b>
Contributions from Departments	300,000	300,549	300,549
Investment Earnings	29,143	20,033	9,738
Miscellaneous	-	-	-
Appropriation of Fund Bal	-	59,605	-
<b>Total Revenue Budget</b>	<b>\$ 329,143</b>	<b>\$ 380,187</b>	<b>\$ 310,287</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 26,411</b>	<b>\$ -</b>	<b>\$ -</b>

## HUMAN RESOURCES DEPARTMENT

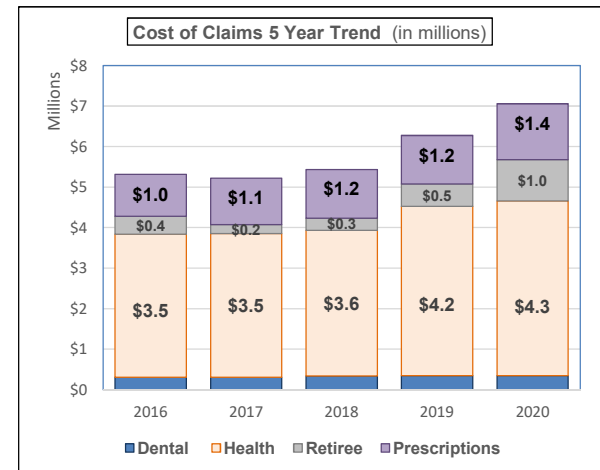
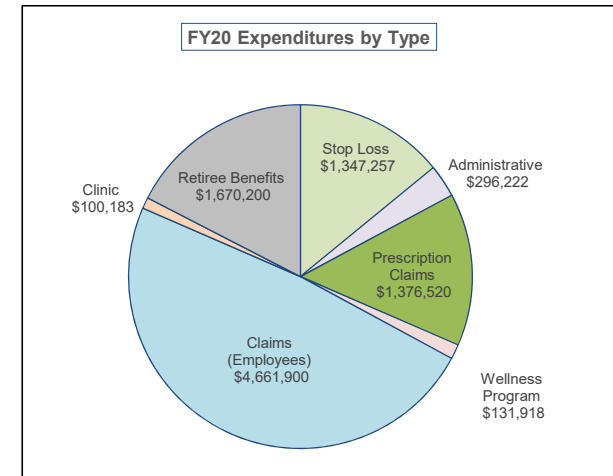
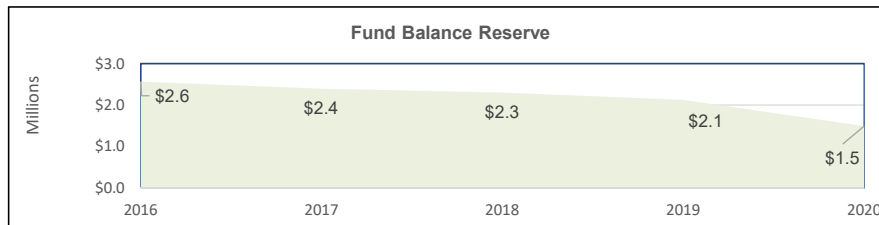
### Self Insurance Fund - Health and Dental

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Annual Plan
<b>Inputs</b>						
Expenditures	\$7,176,883	\$7,209,015	\$7,567,699	\$8,562,362	\$9,584,200	\$9,678,573
Fund Balance Reserve	\$2,561,830	\$2,395,411	\$2,301,185	\$2,123,264	\$1,493,349	\$1,500,000
Total FTE	429	445	447	487	499	
Total number of dependents covered	332	514	506	248	253	
Total number of retirees covered	26	22	35	37	44	
<b>Output Measures</b>						
# Employee Clinic visits (per calendar year) <sup>(2)</sup>	560	477	561	471	186	
\$ Total claims	\$5,219,181	\$5,437,274	\$5,527,913	\$6,280,145	\$7,058,117	
% Participation in Wellness Program	89%	92%	89%	89%	89%	
# Employees receiving health incentive	N/A	262	293	279	311	
<b>Effectiveness Measures</b>						
% Employees passing health assessment	76%	86%	82%	88%	82%	
<b>Efficiency Measures</b>						
Average cost per visit to Employee Clinic (Clinic Contract) <sup>(1) (2)</sup>	\$ 157.85	\$ 192.29	\$ 174.48	\$ 219.72	\$ 538.62	

Notes:

<sup>(1)</sup> Contractual cost for employee clinic increases annually by 6%.

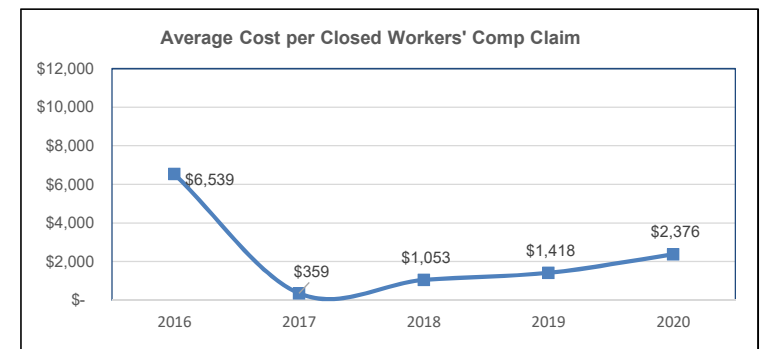
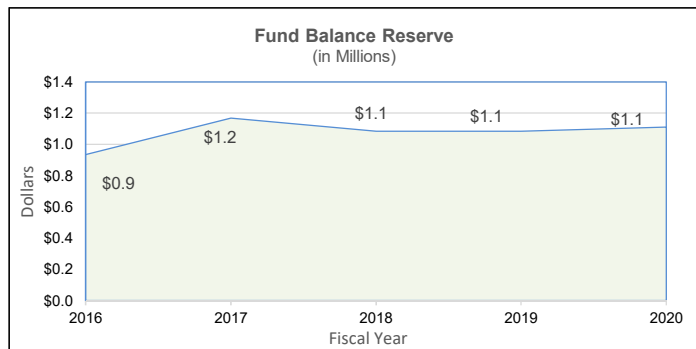
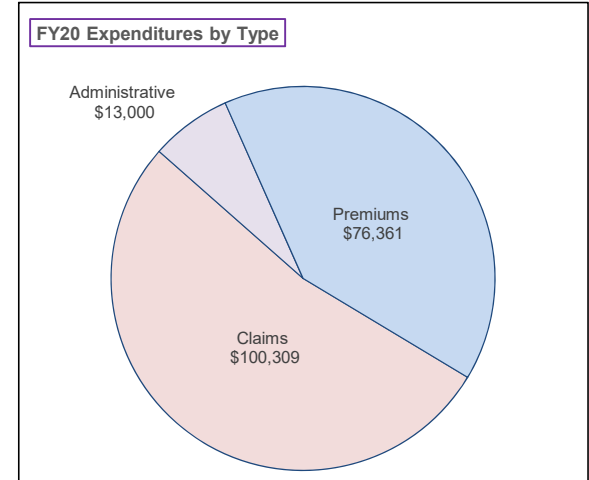
<sup>(2)</sup> The number of health clinic visits down in 2020 due to covid.



## HUMAN RESOURCES DEPARTMENT

### Self Insurance Fund - Workers' Compensation

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Annual Plan
<b>Inputs</b>						
Expenditures - Workers' Comp	\$351,181	\$185,526	\$166,032	\$165,410	\$189,670	\$284,814
Fund Balance Reserve	\$934,096	\$1,168,567	\$1,083,505	\$1,084,432	\$1,110,842	\$1,051,237
<b>Output Measures</b>						
# New workers' compensation cases opened	29	36	35	34	37	
# Workers' compensation cases handled	45	38	36	36	39	
\$ Workers' Comp claims	\$211,651	\$104,984	\$86,742	\$77,588	\$87,643	
<b>Effectiveness Measures</b>						
% Workers' Comp cases closed	88.9%	42.1%	44.4%	72.2%	56.7%	
<b>Efficiency Measures</b>						
Average cost per closed workers' comp claim	\$6,539	\$359	\$1,053	\$1,418	\$2,376	

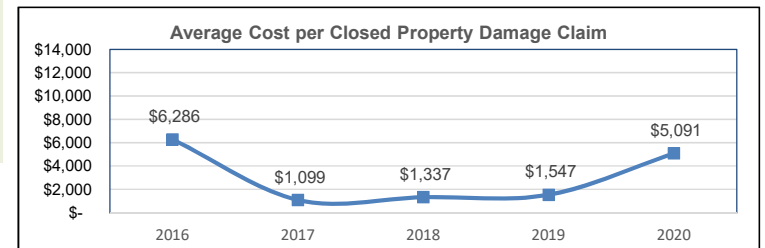
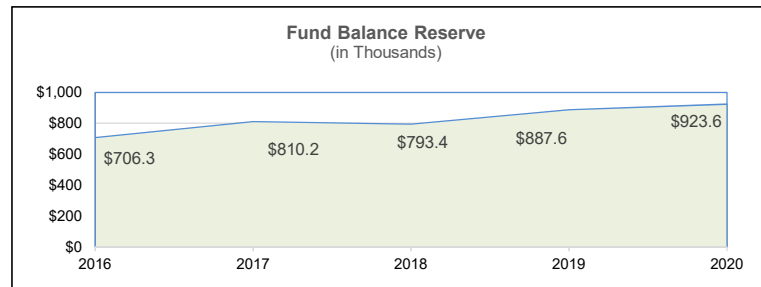
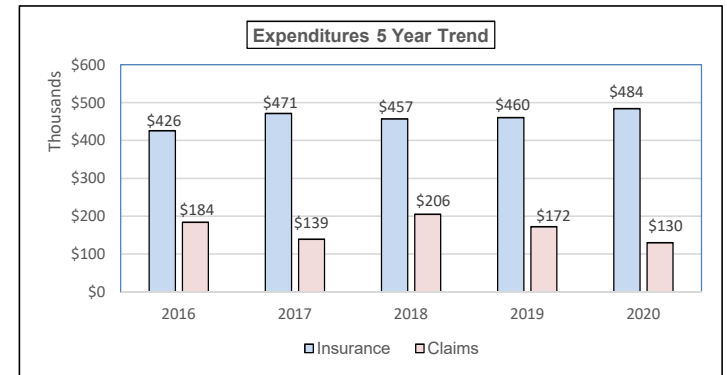




# HUMAN RESOURCES DEPARTMENT

## Property and Liability Insurance Fund

	FISCAL YEAR					
	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Annual Plan
<b>Inputs</b>						
Expenditures - Property and Liability	\$609,583	\$610,285	\$662,502	\$631,884	\$692,559	\$721,202
Fund Balance Reserve	\$706,321	\$810,174	\$793,369	\$887,550	\$923,638	\$923,638
<b>Output Measures</b>						
# New property damage cases	65	46	84	83	76	
# Property damage cases handled (internally by staff)	37	30	41	36	31	
\$ Cost of Claims	\$184,038	\$139,118	\$205,530	\$171,839	\$130,295	
\$ Premiums paid to insurer <sup>(1)</sup>	\$425,545	\$471,167	\$456,972	\$460,046	\$484,030	\$520,000
<b>Effectiveness Measures</b>						
% Property damage cases closed	38%	61%	74%	93%	84%	
<b>Efficiency Measures</b>						
Average cost per closed property damage claim	\$6,286	\$1,099	\$1,337	\$1,547	\$5,091	



Notes:

<sup>(1)</sup> The City is insured through the NC League of Municipalities

**CITY OF MONROE  
DEPARTMENT POSITION SUMMARY**

<b>GENERAL FUND</b>	<b>FY21 Authorized</b>			<b>FY22 Proposed</b>		
	<b>FT</b>	<b>PT 30+</b>	<b>PT 20+</b>	<b>FT</b>	<b>PT 30+</b>	<b>PT 20+</b>
<b>CITY ADMINISTRATION DEPARTMENT</b>						
CITY MANAGER	4			4		
CITY ATTORNEY	2			2		
PUBLIC INFORMATION	2			2		
<b>CITY FACILITIES DEPARTMENT</b>	8			9		
<b>FINANCE DEPARTMENT</b>						
ADMINISTRATION	3			3		
ACCOUNTING	4	1		4	1	
UTILITY BILLING	8			9		
PAYMENT CENTER	5			5		
CUSTOMER SERVICE	6		1	7		
PURCHASING	2			2		
FLEET	4			4		
WAREHOUSE	3	1		4		
<b>HUMAN RESOURCES DEPARTMENT</b>						
HUMAN RESOURCES	4			5		
SAFETY AND HEALTH	1			1		
<b>ENGINEERING DEPARTMENT</b>						
ENGINEERING	9			10		
STREET	19			19		
<b>PLANNING DEPARTMENT</b>						
CODE ENFORCEMENT	3			3		
BUILDING STANDARDS	5			6		
PLANNING	7			10		
COMMUNITY REDEVELOPMENT	1			1		
<b>POLICE DEPARTMENT</b>	105		5	109		5
<b>FIRE DEPARTMENT</b>	84		1	87		1
<b>IT DEPARTMENT</b>						
MIS	4			5		
GIS	1			1		
<b>PARKS &amp; RECREATION DEPARTMENT</b>						
ADMINISTRATION	2			2		
RECREATION	9		3	9		3
PARKS MAINTENANCE	12			13		
<b>GENERAL FUND POSITIONS</b>	<b>317</b>	<b>2</b>	<b>10</b>	<b>336</b>	<b>1</b>	<b>9</b>

<b>SUBSIDIZED FUND</b>	<b>FY21 Authorized</b>			<b>FY22 Proposed</b>		
	<b>FT</b>	<b>PT 30+</b>	<b>PT 20+</b>	<b>FT</b>	<b>PT 30+</b>	<b>PT 20+</b>
GOLF COURSE	6		1	6		1
DOWNTOWN MONROE	1			1		
CENTER THEATRE	3			3		
AIRPORT	7	1	2	7	1	2
MONROE-UNION COUNTY ECON DEV.	4			4		
<b>SUBSIDIZED FUND POSITIONS</b>	<b>21</b>	<b>1</b>	<b>3</b>	<b>21</b>	<b>1</b>	<b>3</b>

<b>ENTERPRISE FUND</b>
<b>AQUATICS &amp; FITNESS CENTER</b>
<b>WATER RESOURCES</b>
AMINISTRATION & ENGINEERING
WATER/SEWER MAINTENANCE
WATER/SEWER CONSTRUCTION
WATER TREATMENT PLANT
WASTEWATER TREATMENT PLANT
<b>STORMWATER</b>
<b>ELECTRIC</b>
ENERGY SERVICES ADMINISTRATION
ELECTRIC MAINTENANCE
<b>NATURAL GAS</b>
<b>SOLID WASTE</b>
ADMINISTRATION
COMMUNITY MAINTENANCE
<b>ENTERPRISE FUNDS POSITIONS</b>

FY21 Authorized		
FT	PT 30+	PT 20+
13		8
11	1	
17		
9		
12		
15	1	
13.5		
15		
20		
20		
2.5		
2		
150	2	8

FY22 Proposed		
FT	PT 30+	PT 20+
13	0	8
12		
17		
9		
12		
15	1	
14.5		
15		
20		
21		
2.5		
2		
153	1	8

<b>POSITIONS ALL FUNDS</b>
----------------------------

FY21 Authorized		
FT	PT 30+	PT 20+
488	5	21

FY22 Proposed		
FT	PT 30+	PT 20+
510	3	20

Notes:

**New Positions Proposed for FY22**

**General Fund**

Facility Maint. Equipment Operator I	1	Facilities Maintenance
Utility Billing Field Technician I	1	Finance / Billing
Human Resources Analyst I	1	Human Resources
Construction Inspector I	1	Engineering
Building Inspector I	1	Planning
Planner	2	Planning
Permit Technician	1	Planning
Police Officer Positions	4	Police
Fire Station 6 - Captains	3	Fire
Technical Administrative Specialist	1	Information Tech.
Facilities Maintenance Worker II	1	Parks Maintenance
Total General Fund	17	

**Enterprise Funds**

Stormwater Construction Inspector II	1	Stormwater
LNG Facility Mechanical Supr.	1	Natural Gas

**Organizational Changes Proposed for FY22**

**General Fund**

Change Customer Service Representative from 20+ (PT) to FT  
Increase Budget Analyst hours from 30+ to 35 hours per week  
Change Warehouse Clerk/Buyer from 30+ (PT) to FT  
Professional Development Incentive Program  
Education Incentives Program Phase 3  
Paid Internship Program  
Temporary Labor

**Enterprise Funds**

Change Administrative Assistant II from 30+ (PT) to FT  
Increase Contract for Lake Inspectors

**Department/Division**

Finance / Customer Service  
Finance / Accounting  
Finance / Warehouse  
Fire  
Fire  
City Wide  
Human Resources

Water Resources / Administration  
Water Resources / Water Treatment Plant

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**EQUIPMENT REPLACEMENTS**  
**CA01 as of April 27, 2021**

Priority Descriptions

Imperative (must do) postponement may result in harmful or undesirable consequences  
 Essential (should do) addresses demonstrated need or objective  
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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b><u>Facilities Maintenance</u></b>							
Landscape Truck # 2101	37		\$ 44,000	\$ -	\$ -	\$ -	\$ -
Facility Maintenance Service Van # 2199	36		44,000	-	-	-	-
Single Man Aerial Lift			-	15,000	-	-	-
Single Axle Trailer			-	8,000	-	-	-
Ride On Aerator			-	-	-	14,000	-
Mulch Blower			-	-	-	-	90,000
Dingo Mini Track Loader			-	-	22,000	-	-
<b>Total Facilities Maintenance</b>			<b>\$ 88,000</b>	<b>\$ 23,000</b>	<b>\$ 22,000</b>	<b>\$ 14,000</b>	<b>\$ 90,000</b>
<b><u>Finance &amp; Administration - Finance Admin</u></b>							
Replace 2017 Toyota Rav 4			\$ -	\$ -	\$ -	\$ -	20,000
			\$ -	\$ -	\$ -	\$ -	20,000
<b><u>Finance &amp; Administration - Utility Billing</u></b>							
Replace Truck #2576 '12 Chevrolet Colorado	29		\$ 30,000	\$ -	\$ -	\$ -	-
Replace Printronix Printer			-	8,000	-	-	-
			\$ 30,000	\$ 8,000	\$ -	\$ -	-
<b><u>Finance &amp; Administration - Administrative Services</u></b>							
Replace #2401 '09 Toyota Prius			\$ -	\$ 35,000	\$ -	\$ -	-
			\$ -	\$ 35,000	\$ -	\$ -	-
<b><u>Finance &amp; Administration - Warehouse</u></b>							
1998 Yamaha Golf Cart Replacement			\$ -	\$ 5,000	\$ -	\$ -	-
			\$ -	\$ 5,000	\$ -	\$ -	-
<b>Total Finance</b>			<b>\$ 30,000</b>	<b>\$ 48,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>20,000</b>
<b><u>Human Resources</u></b>							
Replace 2008 Honda Civic Hybrid # 2385			\$ -	\$ 30,000	\$ -	\$ -	-
			\$ -	\$ 30,000	\$ -	\$ -	-
<b><u>Engineering</u></b>							
Ford F-150 4X4 To Replace #2489 (2010)			\$ -	\$ 36,500	\$ -	\$ -	-
Ford F-150 4X4 to Replace #2620 (2013)			-	-	36,500	-	-
			\$ -	\$ 36,500	\$ 36,500	\$ -	-
<b><u>Engineering - Powell Bill</u></b>							
Tandem Dump Truck To Replace #2186 (2004)	30		\$ 176,000	\$ -	\$ -	\$ -	-
Small Salt Spreader (co4727) #2079 (2003)	27		11,000	-	-	-	-
Small Salt Spreader(co4728) #2080 (2003)	27		11,000	-	-	-	-
Tandem Truck To Replace # 2216 (2005)			-	177,000	-	-	-
Tandem Truck To Replace # 2217 (2005)			-	-	178,000	-	-
Tandem Dump Truck To Replace #2218 (2005)			-	-	-	179,000	-
Motor Grader To Replace #2329 (2006)			-	-	-	-	150,000

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
Standby Truck F-150 #2564 (2012)			-	34,000	-	-	-
Case Backhoe #2351 (2007)			-	-	125,000	-	-
Flusher Truck 2362 (2008)			-	-	-	145,000	-
			\$ 198,000	\$ 211,000	\$ 303,000	\$ 324,000	\$ 150,000
<b>Total Engineering</b>			<b>\$ 198,000</b>	<b>\$ 247,500</b>	<b>\$ 339,500</b>	<b>\$ 324,000</b>	<b>\$ 150,000</b>
<b><u>Building Standards - Code Enforcement</u></b>							
Replace Vehicle 2430 / C01754 '09 Toyota Highlander			\$ -	\$ 37,000	\$ -	\$ -	\$ -
Replace Vehicle 2431 / C01755 '09 Toyota Highlander			-	37,000	-	-	-
Replace Vehicle 2665 / C06034 '13 Toyota Highlander			-	37,000	-	-	-
			\$ -	\$ 111,000	\$ -	\$ -	\$ -
<b>Total Building Standards</b>			<b>\$ -</b>	<b>\$ 111,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Planning &amp; Development</u></b>							
Replace Vehicle #2363 '08 Ford F150			\$ -	\$ 38,000	\$ -	\$ -	\$ -
Replace '09 Toyota Highlander 02429 / C01753			-	37,000	-	-	-
Replace '16 Chevy Traverse 02706 / C02358			-	-	-	32,000	-
Replace '16 Nissan Pathfinder 02745 / C02382			-	-	-	-	32,000
<b>Total Planning</b>			<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>
<b><u>Police</u></b>							
2009 Crown Vic #2455	32		\$ 48,000	\$ -	\$ -	\$ -	\$ -
2009 Crown Vic #2478	28		48,000	-	-	-	-
2011 Toyota Camry #2535	30		48,000	-	-	-	-
2011 Nissan Xterra #2662	27		48,000	-	-	-	-
2013 Ford Police Interceptor #2560	33		48,000	-	-	-	-
2013 Ford Police Interceptor #2595	30		48,000	-	-	-	-
2013 Ford Police Interceptor #2601	28		48,000	-	-	-	-
2014 Ford Police Interceptor #2656	25		48,000	-	-	-	-
2014 Ford Police Interceptor #2644	26		48,000	-	-	-	-
2015 Ford Taurus Interceptor #2678	34		48,000	-	-	-	-
2018 Ford Taurus Interceptor #2825	27		48,000	-	-	-	-
Annual Replacement Schedule			-	576,000	576,000	576,000	576,000
<b>Total Police</b>			<b>\$ 528,000</b>	<b>\$ 576,000</b>	<b>\$ 576,000</b>	<b>\$ 576,000</b>	<b>\$ 576,000</b>
<b><u>Fire</u></b>							
Replacement 800 MHz Portable Radios (6 per year)		Imperative	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
Replace Thermal Imaging Cameras ( 2 Per Year At \$10,000 Each)		Imperative	20,000	20,000	20,000	20,000	20,000

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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**EQUIPMENT REPLACEMENTS**  
**CA01 as of April 27, 2021**

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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
Replace # 4847 - 2003 International Tractor & Trailer - Hazmat 5			-	500,000	-	-	-
Replace / Repair Driver Training Pad At Training Center			-	230,000	-	-	-
Replace # 1757- 2009 Ford F-450- Medic 3			-	80,000	-	-	-
Replace Electronic Personnel Accountability System			-	75,000	-	-	-
Replace # 2345 2015 Ford F250 Battalion 1			-	65,000	-	-	-
Replace / Repair / Asphalt Main Drive To Fire Training Center			-	60,000	-	-	-
Replace # 2350 - 2008 Chevy Tahoe -Chief 1			-	50,000	-	-	-
Replace Rescue Lift Air Bag System			-	30,000	-	-	-
Replace ATV #2262 and Trailer #2191 (Station 1)			-	23,000	-	-	-
Replace Emergency Shelter For Mass Decon (Zumro) 1 Per Yr			-	20,000	-	-	-
Replace Fire St #1 fire panel/system			-	16,333	-	-	-
Replace sign at Fire Station # 2			-	14,000	-	-	-
Replace Hose Dryer with Ramair Gear Dryer TG6-6			-	11,000	-	-	-
Replace # 6003 - 2012 Rescue 1			-	-	1,000,000	-	-
Replace # 2343 - 2015 Quint 2			-	-	-	1,000,000	-
Replace # 2016 - 2016 Engine 3			-	-	-	-	700,000
Replace # 2363 - 2016 Chief 3			-	-	-	-	65,000
Replace # 2360 - 2016 Fire Marshal 1			-	-	-	-	65,000
<b>Total Fire</b>			<b>\$ 60,000</b>	<b>\$ 1,234,333</b>	<b>\$ 1,020,000</b>	<b>\$ 1,020,000</b>	<b>\$ 850,000</b>

**Information Technology**

Fiber Optics for Network Backbone	Imperative	\$ 180,000	\$ -	\$ -	\$ -	\$ -	-
Storage - Video Cameras	Essential	60,000	-	-	-	-	60,000
Access Switches		-	350,000	-	-	-	-
Multi-Channel Fiber Conversion		-	125,000	-	-	-	-
Datacenter Backup Power (Ups)		-	90,000	-	-	-	-
Storage Expansion for Tier 2		-	60,000	-	-	-	-
Backup Storage Expansion		-	50,000	-	-	-	50,000
Firewall Refresh (Hardware)		-	-	150,000	-	-	-
Blade Server Refresh		-	-	96,000	-	-	-
vSAN Refresh		-	-	70,000	-	-	-
Core Switch Replacements		-	-	-	400,000	-	-
<b>Total IT</b>		<b>\$ 240,000</b>	<b>\$ 675,000</b>	<b>\$ 316,000</b>	<b>\$ 400,000</b>	<b>\$ 110,000</b>	
<b>Total General Fund 110</b>		<b>\$ 1,144,000</b>	<b>\$ 3,019,833</b>	<b>\$ 2,273,500</b>	<b>\$ 2,366,000</b>	<b>\$ 1,828,000</b>	

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b><u>Parks &amp; Recreation - Recreation</u></b>							
Replace #2158 2003 Chevy. Athletic Dir. Truck	31		\$ 40,000	\$ -	\$ -	\$ -	\$ -
Replace # 1937 '90 Bus (with used bus)	47		30,000	-	-	-	-
Replace #2356 Ford Elkhart Bus 2008 (Senior Center)			-	65,000	-	-	-
Replace #2579 2013 Chevy Mini Bus			-	-	60,000	-	-
Replace #2578 2012 Chevy Mini Bus			-	-	60,000	-	-
Total P&R Recreation			\$ 70,000	\$ 65,000	\$ 120,000	\$ -	\$ -
<b><u>Parks &amp; Recreation - Parks Maintenance</u></b>							
Replace Leaf Truck #2180	27		\$ 210,000	\$ -	\$ -	\$ -	\$ -
Replace Truck # 2378	35		40,000	-	-	-	-
Replace Mower # 1924 & # 1926	29		27,000	-	-	-	-
Replace Mowers #6249 & # 6250			-	30,000	-	-	-
Replace TS90 #4433			-	100,000	-	-	-
Replace Toro 4100D #6248			-	70,000	-	-	-
Replace Ballfield Pickup #2267			-	40,000	-	-	-
Replace Greenway Blower # 1725			-	7,000	-	-	-
Replace Toro 4100D #6219			-	-	70,000	-	-
Replace Leaf Truck # 2286			-	-	230,000	-	-
Replace Bob Cat T300 #5263			-	-	80,000	-	-
Replace 2 Ton Dump Truck # 981			-	-	100,000	-	-
Replace Bob Cat 773 #1362			-	-	-	50,000	-
Replace 2 Ton Dump Truck # 1668			-	-	-	100,000	-
Replace Toro Ballfield Mower # 5754			-	-	-	55,000	-
Replace Toro Sand Pro # 0324			-	-	-	30,000	-
Replace Pickup Truck #2468			-	-	-	-	40,000
Replace Leaf Truck #2648			-	-	-	-	230,000
Replace Pickup Truck #2098			-	-	-	-	45,000
			\$ 277,000	\$ 247,000	\$ 480,000	\$ 235,000	\$ 315,000
<b>Total Parks and Recreation 130</b>			<b>\$ 347,000</b>	<b>\$ 312,000</b>	<b>\$ 600,000</b>	<b>\$ 235,000</b>	<b>\$ 315,000</b>
<b>Total Funds 110 &amp; 130</b>			<b>\$ 1,491,000</b>	<b>\$ 3,331,833</b>	<b>\$ 2,873,500</b>	<b>\$ 2,601,000</b>	<b>\$ 2,143,000</b>



**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**EQUIPMENT REPLACEMENTS**  
**CA01 as of April 27, 2021**

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 Important (could do) beneficial but can be delayed without detrimental effects to basic services.  
 Desirable (other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>GF Funding Sources:</b>			<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)			\$ 528,000	\$ 528,000	\$ 576,000	\$ 576,000	\$ 576,000
Grants / Oth External Funding			198,000	211,000	303,000	324,000	150,000
Fund Balance Appropriation			765,000	2,592,833	1,994,500	1,701,000	1,417,000
Installment Financing			-	-	-	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 1,491,000</b>	<b>\$ 3,331,833</b>	<b>\$ 2,873,500</b>	<b>\$ 2,601,000</b>	<b>\$ 2,143,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 1,491,000</b>	<b>\$ 3,331,833</b>	<b>\$ 2,873,500</b>	<b>\$ 2,601,000</b>	<b>\$ 2,143,000</b>
<b>Net Overage/ (Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Parks &amp; Recreation - Golf Course</b>							
Replace 2005 Toro 5500 Fairway Mower #5322	27		\$ 79,000	\$ -	\$ -	\$ -	\$ -
Replace Toro 3500 Rough Mower #1745	23		41,000	-	-	-	-
Replace 2008 John Deere Sprayer #1759	24		66,000	-	-	-	-
Replace 2007 Toro 4700 Rough Mower #9153			-	70,000	-	-	-
Replace Toro 3100 D Trim Mower #1972			-	35,000	-	-	-
Replace Toro Sand Pro 5040 #1733			-	25,000	-	-	-
Replace Buffalo Twin Turbine Blower #1725			-	15,000	-	-	-
Replace Toro 5510 Fairway Mower #2231			-	-	75,000	-	-
Replace Express Dual Reel Grinder #596			-	-	25,000	-	-
Replace 1993 Bedknife Grinder #1975			-	-	21,000	-	-
Replace 2016 Toro 3300 Triflex Greens Mower #CO6077			-	-	-	50,000	-
Replace 2015 Toro 4500 D Rough Mower #6051			-	-	-	75,000	-
Replace 2018 Toro 3300 Triflex Greens Mower #CO6247			-	-	-	-	50,000
Replace 2018 Smithco Spraystar Greens Sprayer #CO6246			-	-	-	-	35,000
			\$ 186,000	\$ 145,000	\$ 121,000	\$ 125,000	\$ 85,000
<b>Total Golf Course</b>			<b>\$ 186,000</b>	<b>\$ 145,000</b>	<b>\$ 121,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>
<b>MCC Funding Sources:</b>			<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)			\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from General Fund			-	-	-	-	-
General Fund Balance Appropriation			186,000	145,000	121,000	125,000	85,000
Installment Financing			-	-	-	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 186,000</b>	<b>\$ 145,000</b>	<b>\$ 121,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 186,000</b>	<b>\$ 145,000</b>	<b>\$ 121,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>
<b>Net Overage/ (Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**EQUIPMENT REPLACEMENTS**  
**CA01 as of April 27, 2021**

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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>Aquatics &amp; Fitness Center</b>							
Hot Water Heater (5-7Yr) Locker Rooms		Imperative	\$ 13,500	\$ -	\$ -	\$ 13,500	\$ -
Indoor Pool Pump		Imperative	12,000	-	-	-	-
Hvac Replacements		Imperative	9,000	25,000	25,000	-	-
Treadmill Replacements (\$5,200 Each) (4-5Yrs)			-	104,000	32,000	42,500	42,500
Gymnasium/ Rball Hard Wood Refinishing (10Yr)			-	30,000	-	-	-
Water park grate replacement (13-15Yrs)			-	18,000	-	-	-
Replace Industrial Dryers (8-10Yr)			-	5,000	-	-	-
Water Park feature replacements			-	-	150,000	-	-
Pool Heater (5-7Yrs)			-	-	18,000	-	-
Steam Generator (3-5Yr)			-	-	8,000	-	-
Pool Vacuum (5Yrs)			-	-	5,000	-	-
Spa Heater (5-7Yr)			-	-	-	18,000	-
Cardio Room Floor Replacement			-	-	-	-	60,000
Double Side Color Graphics Component For Front Sign			-	-	-	-	19,500
Replace Industrial Washer (8-10Yr)			-	-	-	-	19,000
WP Pump Replacement			-	-	-	-	-
<b>Total Aquatics &amp; Fitness Center</b>			<b>\$ 34,500</b>	<b>\$ 182,000</b>	<b>\$ 238,000</b>	<b>\$ 74,000</b>	<b>\$ 141,000</b>

<b>MAFC Funding Sources:</b>			<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)			\$ 34,500	\$ 182,000	\$ 238,000	\$ 74,000	\$ 141,000
Oth External Funding			\$ -	\$ -	\$ -	-	-
Fund Balance Appropriation			\$ -	\$ -	\$ -	-	-
Installment Financing			\$ -	\$ -	\$ -	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 34,500</b>	<b>\$ 182,000</b>	<b>\$ 238,000</b>	<b>\$ 74,000</b>	<b>\$ 141,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 34,500</b>	<b>\$ 182,000</b>	<b>\$ 238,000</b>	<b>\$ 74,000</b>	<b>\$ 141,000</b>
<b>Net Overage/ (Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Water Resources - Administration & Engineering**

Replace OCE 300 Plotter		Essential	\$ 15,500	\$ -	\$ -	\$ -	\$ -
Replace #2352 EIM Supv. 2007 Truck	27		39,625	-	-	-	-
			<b>\$ 55,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Water Resources - Maintenance**

Replace Kohler 150 KW Generator w/ 110 KW generator		Essential	\$ 78,500	\$ -	\$ -	\$ -	\$ -
Replace #1701 New Holland Back Hoe w/Mini Excavator 306	31		87,000	-	-	-	-
Replace #936 Hudson Trailer			-	15,000	-	-	-
Replace # 2521 2 Wd Pickup			-	30,000	-	-	-
Replace #4863 10' Bush Hog			-	10,000	-	-	-
Replace #4871 7' Bush Hog			-	5,500	-	-	-
Replace # 2548 F150 Pickup			-	40,000	-	-	-

**CITY OF MONROE**  
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Replace # 2520 2Wd Pickup			-	30,000	-	-	-
Replace #2602 Mini Excavator			-	-	110,000	-	-
Replace #5275 Service Truck			-	-	75,000	-	-
Replace #1489 Jet Serco Trailer			-	-	40,000	-	-
Replace #923 97 Thompson Trash Pump			-	-	20,000	-	-
Replace #2242 Sterling 2006 Utility Service Truck			-	-	-	100,000	-
Replace #1783 2001 Pickup F-250			-	-	-	50,000	-
Replace Bobcat mower #2542			-	-	-	-	8,000
Replace #2577 Service truck			-	-	-	-	65,000
			\$ 165,500	\$ 130,500	\$ 245,000	\$ 150,000	\$ 73,000
<b><u>Water Resources - Construction</u></b>							
Replace #2204 2004 Case 160 36,000# Class Excavator asset # 4873 (down size to a 20,000# Class Excavator)	25		\$ 140,000	\$ -	\$ -	\$ -	\$ -
Replace #2243 2006 Utility Truck asset # 5276 (down size to a 1 3/4 ton 550)	26		75,000	-	-	-	-
Replace #163 Lowboy Trailer asset # 163 With Low Profile 20 Ton Trailer and surplus # 731 1991 Road Tractor asset # 162	62		22,000	-	-	-	-
Replace #1241 '98 Tandem Axle Dump Truck			-	165,000	-	-	-
Replace 2007 Freightliner Utility Truck			-	120,000	-	-	-
Replace 2011 Kubota 80 Excavator			-	120,000	-	-	-
Replace #2549 4Wd Pickup			-	30,000	-	-	-
Replace Shoring Boxes			-	20,000	-	-	-
Replace # 2636 F250 4Wd Pickup			-	-	39,000	-	-
Replace #2210 2005 Hudson Bros.12 Ton Trailer Asset #C05033			-	-	-	15,000	-
Replace #2708 2016 Cat Mini Excavator Asset # CO2357			-	-	-	-	85,000
			\$ 237,000	\$ 455,000	\$ 39,000	\$ 15,000	\$ 85,000
<b><u>Water Resources - Water Treatment Plant</u></b>							
Replace Boat Motor			\$ -	\$ 10,000	\$ -	\$ -	\$ -
Lagoon Cleaning			-	100,000	-	-	-
Replace Operator Utility Vehicle			-	13,000	-	-	-
Replace Backhoe #558			-	-	87,000	-	-
Replace #2622 F150 Pickup			-	-	-	30,000	-
Replace Filter Media			-	-	-	-	120,000
			\$ -	\$ 123,000	\$ 87,000	\$ 30,000	\$ 120,000
<b><u>Water Resources - Wastewater Treatment Plant</u></b>							
Replace Eq Drain Pumps	25	Essential	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Replace Spreader for land application			35,000	-	-	-	-
Replace Filter Media			-	120,000	-	-	-
Replace Mower C02355			-	-	16,000	-	-
			\$ 110,000	\$ 120,000	\$ 16,000	\$ -	\$ -

**CITY OF MONROE**  
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<b>Total Water Resources</b>			<b>\$ 567,625</b>	<b>\$ 828,500</b>	<b>\$ 387,000</b>	<b>\$ 195,000</b>	<b>\$ 278,000</b>

**WR Funding Sources:**

Operating Revenue (annual)  
 Oth External Funding  
 Fund Balance Appropriation  
 Installment Financing  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/ (Shortage)**

<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
\$ -	\$ 828,500	\$ 387,000	\$ 195,000	\$ 278,000
\$ -	\$ -	\$ -	-	-
\$ 567,625	\$ -	\$ -	-	-
\$ -	\$ -	\$ -	-	-
<b>\$ 567,625</b>	<b>\$ 828,500</b>	<b>\$ 387,000</b>	<b>\$ 195,000</b>	<b>\$ 278,000</b>
<b>\$ 567,625</b>	<b>\$ 828,500</b>	<b>\$ 387,000</b>	<b>\$ 195,000</b>	<b>\$ 278,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Stormwater**

Replace Street Sweepers (FY18)  
 Tractor To Replace #2465 (2010)  
 Mower Tractor with Boom (JD6430) to replace #2470

\$ -	\$ -	\$ 600,000	\$ -	\$ -
-	-	-	40,000	-
-	-	-	-	100,000
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>

**Total Stormwater**

**SU Funding Sources:**

Operating Revenue (annual)  
 Fund Balance Appropriation  
 Installment Financing  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/ (Shortage)**

<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
\$ -	\$ -	\$ -	\$ 40,000	\$ -
\$ -	\$ -	\$ -	\$ -	\$ 100,000
\$ -	\$ -	\$ 600,000	-	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ES Admin**

Replace Printer OCE Plotter/Scanner Asset # 1603

\$ -	\$ 30,000	\$ -	\$ -	\$ -
<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Electrical**

Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator  
 Replace Vehicle # 2499, '11 Digger Derrick  
 Replace Vehicle # 2504 '10 Cable Pusher  
 Replace Vehicle # 2559, '12 Mini Excavator  
 Replace Vehicle # 2580, '12 3/4 ton 4WD Pickup Truck w/Srv Body  
 Replace Vehicle # 2581, '12 4WD Pickup Truck w/Service Body  
 Replace Asset # CO5753, Locator, HV Cable Fault  
 Replace Asset # CO1372, Sectionalizer and TDR  
 Replace Asset # CO5997, Thermal Imaging Camera  
 Replace Asset # CO5998, Thermal Imaging Camera  
 Replace Vehicle # 2603, '13 Bucket Truck

20	\$ 300,000	\$ -	\$ -	\$ -	\$ -
20	275,000	-	-	-	-
24	75,000	-	-	-	-
22	100,000	-	-	-	-
37	50,000	-	-	-	-
30	50,000	-	-	-	-
	Imperative 40,000	-	-	-	-
	Imperative 40,000	-	-	-	-
	Imperative 7,500	-	-	-	-
	Imperative 7,500	-	-	-	-
	-	241,000	-	-	-

**CITY OF MONROE**  
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Replace Vehicle # 2179, '97 3-Reel Turret Trailer			-	50,000	-	-	-
Replace Vehicle # 2621, '13 Fiber Optic Splicing Trailer			-	50,000	-	-	-
Replace Vehicle # 2424, '09 SUV 4WD			-	50,000	-	-	-
Replace Vehicle # 2427, '09 SUV 4WD			-	50,000	-	-	-
Replace Vehicle #2432, '09 SUV 4WD			-	50,000	-	-	-
Replace Vehicle # 2432, '09 SUV 4WD			-	50,000	-	-	-
Replace Vehicle # 2492, '10 SUV 4WD			-	50,000	-	-	-
Replace Vehicle # 2108, '14 Bucket Truck			-	-	241,000	-	-
Replace Vehicle # 2466 '10 Mini Skid Loader w/Attachments			-	-	75,000	-	-
Replace Vehicle # 2258, '14 Trailer, Wire Puller			-	-	60,000	-	-
Replace Vehicle # 2653, '14 4WD Pickup Truck Crew Cab			-	-	50,000	-	-
Replace Vehicle # 2236, '14 4WD Pickup Truck w/Service Body			-	-	50,000	-	-
Replace Vehicle # 2467, '14 Equipment Trailer			-	-	20,000	-	-
Replace Vehicle # 2688, '15 Digger Derrick			-	-	-	300,000	-
Replace Vehicle # 2689, '15 55' Bucket Truck			-	-	-	240,000	-
Replace Vehicle # 2726, '15 Digger Derrick			-	-	-	200,000	-
Replace Vehicle # 2692, 15 Track Loader			-	-	-	120,000	-
Replace Vehicle #2733 '16 Pickup Truck			-	-	-	-	50,000
Replace Vehicle #2735 '16 Van			-	-	-	-	55,000
Total Electric			\$ 945,000	\$ 591,000	\$ 496,000	\$ 860,000	\$ 105,000

**Total Electric Fund**

**\$ 945,000 \$ 621,000 \$ 496,000 \$ 860,000 \$ 105,000**

**EL Funding Sources:**

Operating Revenue (annual)  
 Fund Balance Appropriation

<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
\$ 930,000	\$ 621,000	\$ 496,000	\$ 860,000	\$ 105,000
\$ 15,000	\$ -	\$ -	\$ -	\$ -
<b>\$ 945,000</b>	<b>\$ 621,000</b>	<b>\$ 496,000</b>	<b>\$ 860,000</b>	<b>\$ 105,000</b>
<b>\$ 945,000</b>	<b>\$ 621,000</b>	<b>\$ 496,000</b>	<b>\$ 860,000</b>	<b>\$ 105,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**TOTAL AVAILABLE**

**TOTAL REQUESTED**

**Net Overage/ (Shortage)**

**Natural Gas**

1997 Ford F-800 Service Truck (1149)	37		\$ 150,000	\$ -	\$ -	\$ -	\$ -
2011 Ford Super Duty F-250 4x4 Pickup Replacement, (2494)	31		75,000	-	-	-	-
Replace '46 Hawk Leak Detector #2, S/N: 1612607 (CO6089)		Imperative	20,000	-	-	-	-
2000 GMC Dump truck (1582)	25		95,000	-	-	-	-
2011 Ford F-350 KUV Standby Van Replacement, (2513)	35		90,000	-	-	-	-
2011 Ford Super Duty F-250 4x4 Pickup Replacement, (2493)			-	75,000	-	-	-
2006 Trailer Hudson 12 Ton Replacement (air brakes), (2259)			-	30,000	-	-	-
Replace '46 Hawk Leak Detector #3, S/N: 1709641 (CO6229)			-	20,000	-	-	-
2013 Ford F-350 4x4 Pickup Replacement, (2630)			-	-	75,000	-	-
2011 Ford F-250 4x4 Pickup Replacement, (2532)			-	-	75,000	-	-

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2011 Ford F-350 BiFuel Supercab 4x4 Pickup Replacement, (2629)			-	-	75,000	-	-
Air Compressor Replacement, (1167)			-	-	25,000	-	-
2011 Polaris Ranger 4x4 500 EFI Replacement			-	-	25,000	-	-
2016 Ford 350 KUV 4X4 Regular Cab Pickup (2719)			-	-	-	90,000	-
2016 Ford F-150 XL 4x4 Pickup Replacement, (2733)			-	-	-	45,000	-
2018 Ford F150 4x4 Extended Cab Pickup (2793)			-	-	-	45,000	-
2018 Ford F150 4x4 Extended Cab Pickup (2794)			-	-	-	45,000	-
2011 Scag Cheetah Mower Replacement			-	-	-	20,000	-
Replace Ditch Witch RT55 Trencher			-	-	-	-	165,000
Freightliner Haul Truck (Automatic), (2360)			-	-	-	-	150,000
<b>Total Gas</b>			<b>\$ 430,000</b>	<b>\$ 125,000</b>	<b>\$ 275,000</b>	<b>\$ 245,000</b>	<b>\$ 315,000</b>

**NG Funding Sources:**

Operating Revenue (annual)  
 Oth External Funding  
 Fund Balance Appropriation  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/ (Shortage)**

<b>FY 2020-21</b>	<b>FY 2020-22</b>	<b>FY 2020-22</b>	<b>FY 2020-22</b>	<b>FY 2020-23</b>
\$ 185,000	\$ 125,000	\$ 275,000	\$ 245,000	\$ 315,000
-	-	-	-	-
245,000	-	-	-	-
<b>\$ 430,000</b>	<b>\$ 125,000</b>	<b>\$ 275,000</b>	<b>\$ 245,000</b>	<b>\$ 315,000</b>
<b>\$ 430,000</b>	<b>\$ 125,000</b>	<b>\$ 275,000</b>	<b>\$ 245,000</b>	<b>\$ 315,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Airport**

Replace '21 Ford Bronco Sport  
**Total Airport**

\$ -	\$ -	\$ -	\$ -	\$ 35,000
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>

**AP Funding Sources:**

Operating Revenue (annual)  
 Fund Balance Appropriation (General Fund)  
 Installment Financing  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/ (Shortage)**

<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
\$ -	\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-	35,000
\$ -	\$ -	\$ -	-	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**EQUIPMENT REPLACEMENTS**  
**CA01 as of April 27, 2021**

Priority Descriptions

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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b><u>Solid Waste Administration</u></b>							
Replace CO6062 - Nissan Frontier Truck			\$ -	\$ -	\$ 20,000	\$ -	\$ -
Total Solid Waste			\$ -	\$ -	\$ 20,000	\$ -	\$ -
<b><u>Community Maintenance</u></b>							
Replace CO2394 - Ford F450 Dump Truck			\$ -	\$ -	\$ -	\$ 60,000	\$ -
Total Community Maintenance			\$ -	\$ -	\$ -	\$ 60,000	\$ -
<b>Total Solid Waste</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>
<b>SW Funding Sources:</b>			<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)			\$ -	\$ -	\$ 20,000	\$ -	\$ -
Fund Balance Appropriation			-	-	-	60,000	-
<b>TOTAL AVAILABLE</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>
<b>TOTAL REQUESTED</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>
<b>Net Overage/ (Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Grand Total - All Funds			\$ 3,654,125	\$ 5,233,333	\$ 5,010,500	\$ 4,140,000	\$ 3,202,000

<sup>(1)</sup> Garage evaluation score and class descriptions:

<18 Points Class 1: Excellent  
 18-22 Points Class 2: Good  
 23-27 Points Class 3: Qualifies for Replacement  
 28-30 Points Class 4: Needs Immediate Consideration  
 > 30 Points Class 5: Unsafe and/or functionally obsolete.  
 Subject to removal from City Fleet by Purchasing and Garage

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>City Manager</b>						
Downtown Parking Structure*		\$ -	\$ 5,800,000	\$ -	\$ -	\$ -
* Contingent upon participation by Union County		\$ -	\$ 5,800,000	\$ -	\$ -	\$ -
<b>Total City Administration</b>		<b>\$ -</b>	<b>\$ 5,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Economic Development</b>						
Industrial Park #3 Planning/Infrastructure		\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Sutton Park Master Planning		-	400,000	-	-	-
Monroe Corp. Ctr Phs I-II Sidewalk/Landscape Completion		-	180,000	-	-	-
Land Options Future Industrial Area(S)-Ind. Park #3		-	150,000	150,000	150,000	-
Corporate Center Sign - South Entrance		-	18,000	-	-	-
Speculative Bldg. #5 100,000 Sf-Monroe Corp. Ctr		-	-	-	3,500,000	-
Speculative Bldg. #6 100,000 Sf-Monroe Corp. Ctr		-	-	-	-	3,500,000
Speculative Bldg. #8 100,000 Sf-Location Tbd		-	-	-	-	4,000,000
Speculative Bldg. #7 100,000 Sf-Monroe Corp.Ctr		-	-	-	-	3,500,000
<b>Total Economic Development</b>		<b>\$ -</b>	<b>\$ 2,748,000</b>	<b>\$ 2,150,000</b>	<b>\$ 3,650,000</b>	<b>\$ 11,000,000</b>
<b>Facilities Maintenance</b>						
Roof Replacement - Mars Meeting Rm (Dickerson)	Imperative	\$ 70,000	\$ -	\$ -	\$ -	\$ -
Roof Replacement - Bazemore Center (Winchester)	Imperative	70,000	-	-	-	-
Hvac Replacements/Hvac Inventory	Imperative	50,000	52,000	75,000	50,000	-
Roof Replacement - Senior Center (Current Facility)		-	85,000	-	-	-
Roof Replacement - Old City Hall		-	-	15,000	-	-
Roof Replacement - City Hall		-	-	-	350,000	-
Roof Replacement - Winchester Ceramics		-	-	-	-	120,000
<b>Total Facilities</b>		<b>\$ 190,000</b>	<b>\$ 137,000</b>	<b>\$ 90,000</b>	<b>\$ 400,000</b>	<b>\$ 120,000</b>
<b>Finance &amp; Administration - Billing</b>						
Truck for requested new Technician Position	Imperative	\$ 32,000	\$ -	\$ -	\$ -	\$ -
<b>Total Finance</b>		<b>\$ 32,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Human Resources</b>						
Office, Filing, and Applicant Space (Library Conf. Rm)	Essential	\$ 34,944	\$ -	\$ -	\$ -	\$ -
<b>Total Human Resources</b>		<b>\$ 34,944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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**STRATEGIC PLAN / CAPITAL PROJECTS**  
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b><u>Engineering - Engineering Services</u></b>						
Parking Lot Resurfacing (Church St at Crowell St)		\$ -	\$ 30,000	\$ -	\$ -	\$ -
Parking Lot Resurfacing (Church St At Rr Depot)		-	170,000	-	-	-
		\$ -	\$ 200,000	\$ -	\$ -	\$ -
<b><u>Engineering - Street</u></b>						
Contract Resurfacing \$30 Vehicle Tax	<i>Restricted Imperative</i>	\$ 833,700	\$ 833,700	\$ 833,700	\$ 833,700	\$ 833,700
Vehicle for new Construction Inspector I position		36,500	-	-	-	-
Additional Resurfacing/Pavement Preservation		-	500,000	500,000	500,000	500,000
Continued Contract Resurfacing <sup>(1)</sup>		-	300,000	300,000	300,000	300,000
2- 31 Ft. X 28 Ft. X 14 Ft. Tall Equipment Shelters		-	18,000	-	-	-
New Combination V-box Salt Spreader (2)		-	12,000	-	-	-
		\$ 870,200	\$ 1,663,700	\$ 1,633,700	\$ 1,633,700	\$ 1,633,700
<b>Total Engineering</b>		<b>\$ 870,200</b>	<b>\$ 1,863,700</b>	<b>\$ 1,633,700</b>	<b>\$ 1,633,700</b>	<b>\$ 1,633,700</b>
<b><u>Building Standards - Code Enforcement</u></b>						
Non-Hybrid 4 Wheel Drive Suv (New Position)		\$ -	\$ 37,000	\$ -	\$ -	\$ -
		\$ -	\$ 37,000	\$ -	\$ -	\$ -
<b><u>Building Standards - Inspections</u></b>						
Non-Hybrid 4 Wheel Drive Suv (New Position)	<i>Essential</i>	\$ 37,000	\$ -	\$ -	\$ -	\$ -
		\$ 37,000	\$ -	\$ -	\$ -	\$ -
<b>Total Building Standards</b>		<b>\$ 37,000</b>	<b>\$ 37,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Police</u></b>						
New Vehicle For 4 New Police Officer Positions	<i>Essential</i>	\$ 208,000	\$ -	\$ -	\$ -	\$ -
New Vehicle For Crime Scene Technician Position		-	50,000	-	-	-
<b>Total Police</b>		<b>\$ 208,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Fire</u></b>						
Fire Engine For Station 6		\$ -	\$ 650,000	\$ -	\$ -	\$ -
4 Door 3/4 Ton Pickup Truck ( Medic 6 )		-	55,000	-	-	-
Fencing For Training Grounds		-	25,000	-	-	-
Storage Buildings For Fire Dept. Trailers 1500 sq ft metal buildings and Re-Erect The 15X50 Building In Storage.)		-	25,000	-	-	-
4 Door 3/4 Ton Pickup Truck & Portable Radio		-	71,000	-	-	-
New Opticom Traffic Control Devices (3 Intersections @ \$6K Ea.)			45,000	45,000	-	-
<b>Total Fire</b>		<b>\$ -</b>	<b>\$ 871,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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<b><u>Information Technology (Division)</u></b>						
MX 7000 Blade Chassis	Essential	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Virtual Desktop / Virtual Application		-	250,000	250,000	-	-
Data Center Expansion		-	-	250,000	-	-
Department Building		-	-	-	2,300,000	-
Total IT (Division)		\$ 21,000	\$ 250,000	\$ 500,000	\$ 2,300,000	\$ -
<b>Total IT</b>		<b>\$ 21,000</b>	<b>\$ 250,000</b>	<b>\$ 500,000</b>	<b>\$ 2,300,000</b>	<b>\$ -</b>
<b>Total General Fund</b>		<b>\$ 1,393,144</b>	<b>\$ 11,756,700</b>	<b>\$ 4,418,700</b>	<b>\$ 7,983,700</b>	<b>\$ 12,753,700</b>

**General Fund Funding Sources:**

Operating Revenue (annual)  
 \$30 Vehicle Tax  
 Fund Balance Appropriation  
 Water Resources Fund (interfund loan)  
 Allocation to Enterprise Funds  
 Installment Financing  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/(Shortage)**

<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
\$ 366,444	\$ 8,175,000	\$ 1,435,000	\$ 3,500,000	\$ 920,000
833,700	833,700	833,700	833,700	833,700
161,000	-	-	-	-
-	2,748,000	2,150,000	3,650,000	11,000,000
32,000	-	-	-	-
-	-	-	-	-
<b>\$ 1,393,144</b>	<b>\$ 11,756,700</b>	<b>\$ 4,418,700</b>	<b>\$ 7,983,700</b>	<b>\$ 12,753,700</b>
<b>\$ 1,393,144</b>	<b>\$ 11,756,700</b>	<b>\$ 4,418,700</b>	<b>\$ 7,983,700</b>	<b>\$ 12,753,700</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Parks & Recreation - Parks Maintenance**

1/2 Ton Pickup Truck (new position)	Imperative	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Fencing Replacement And Repairs-Parks Maint Shop	Imperative	25,000	25,000	25,000	25,000	25,000
Purchase New Automated Gate Maintenance Shop	Essential	22,000	-	-	-	-
Resurface Basketball Courts at Dickerson Park	Important	22,000	-	-	-	-
Sunset Park Renovations		-	250,000	-	-	-
Don Griffin Park Bathroom Replacement Pre-fab		-	125,000	-	-	-
Winchester Picnic Shelter		-	87,000	-	-	-
J. Ray Shute Playground Equip.- Replace with Shade Structure		-	80,000	-	-	-
Don Griffin Ballfield Parking Area		-	75,000	-	-	-
Replace Creft Park Playground Equip. & Install Shade Structure		-	60,000	-	-	-
Winchester Playground & Installation of Shade Structure		-	60,000	-	-	-
Don Griffin Park Playground Equip.- Replace with Shade Structure		-	60,000	-	-	-
Dickerson Restroom Renovation and Control Link		-	40,000	-	-	-
Resurface Basketball Courts at Creft Park		-	30,000	-	-	-

**CITY OF MONROE**

**FY 2022 CAPITAL IMPROVEMENT BUDGET AND  
5 YEAR CAPITAL IMPROVEMENT PLAN**

**STRATEGIC PLAN / CAPITAL PROJECTS**

**CA01 as of April 27, 2021**

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
Belk Tonawanda Camera/Security Project		-	20,000	20,000	20,000	-
Purchase New Kubota Utility Vehicle		-	12,000	-	-	-
Sutton Park Pre-fab Restrooms		-	-	125,000	-	-
Dickerson Ballfield Restroom Renovation & Control Link		-	-	50,000	-	-
Sunset Park Pre-fab Restrooms		-	-	-	125,000	-
Old Armory Park Pre-fab Restrooms		-	-	-	125,000	-
Install New Playground & Install Shade Structure Parks Williams		-	-	-	-	150,000
Parks Williams Picnic Shelter		-	-	-	-	100,000
Replace Don Griffin Playground Equip. & Install Shade Structure		-	-	-	-	60,000
Total Facilities Maintenance		\$ 109,000	\$ 924,000	\$ 220,000	\$ 295,000	\$ 335,000
<b>Total Parks and Recreation</b>		<b>\$ 109,000</b>	<b>\$ 924,000</b>	<b>\$ 220,000</b>	<b>\$ 295,000</b>	<b>\$ 335,000</b>

<b>Parks &amp; Recreation</b>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
Operating Revenue	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Greenway Reserves				\$ -	\$ -
Gen Fund Balance Appropriation	\$ 69,000	\$ 924,000	\$ 220,000	\$ 295,000	\$ 335,000
<b>TOTAL AVAILABLE</b>	\$ 109,000	\$ 924,000	\$ 220,000	\$ 295,000	\$ 335,000
<b>TOTAL REQUESTED</b>	\$ 109,000	\$ 924,000	\$ 220,000	\$ 295,000	\$ 335,000
<b>Net Overage/(Shortage)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**Parks & Recreation - Golf Course**

Add Greens Roller	Essential	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Add verticutting reel set of 3	Essential	10,100	-	-	-	-
New Irrigation System Front 9		-	325,000	-	-	-
Pave Equipment Storage & Parking area at Maint. Shop		-	42,000	-	-	-
Golf Cart Wash Pad		-	40,000	-	-	-
New irrigation System Back 9		-	-	400,000	-	-
Rebuild Back Nine Greens to USGA Specifications		-	-	-	350,000	-
3 Bay Landscape Material Storage Bin w/ Privacy fence		-	-	-	20,000	-
Rebuild Front Nine Greens to USGA Specifications		-	-	-	-	280,000
Enclose 2 Outdoor Bays at Shop & add Garage Doors		-	-	-	-	35,000
Replace Chemical Storage Building		-	-	-	-	30,000
Replace Tool Shed		-	-	-	-	15,000
		\$ 30,100	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>Total Golf Course</b>		<b>\$ 30,100</b>	<b>\$ 407,000</b>	<b>\$ 400,000</b>	<b>\$ 370,000</b>	<b>\$ 360,000</b>

**CITY OF MONROE**

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<b>MCC (Golf Course)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Gen Fund Balance Appropriation	\$ 30,100	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>TOTAL AVAILABLE</b>	\$ 30,100	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>TOTAL REQUESTED</b>	\$ 30,100	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>Net Overage/(Shortage)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**General Gov't Capital Projects**

**Parks & Rec**

Greenway Design/Construction (Annual Funding)	<i>On-going</i>	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
Belk Tonawanda Park Master Plan Phase II Implementation (PARTF Match)		-	400,000	-	-	-
Winchester Teen Center (GB1501)		-	-	500,000	-	-
Phase 3 Parks Williams Athl. Complex-PARTF Match <sup>(1)</sup>		-	-	-	500,000	-

<sup>(1)</sup> Includes - Fully Accessible Playground / Shelter / Restrooms, Parking

**Engineering**

Hayne Street Streetscape (Houston St to Sunset Dr)		\$ -	\$ 1,040,000	\$ -	\$ -	\$ -
Ops Center Parking Lot (1)	<i>On-going</i>	72,500	80,000	62,500	-	-
Sidewalk Maintenance (GB1701)		-	200,000	200,000	200,000	-

<sup>(1)</sup> Two-thirds of project costs will be transferred from Water Resources and Electric Funds.

**Parks & Recreation - Golf Course**

Tee Box/Bunker Renovation (Annual Funding)	<i>On-going</i>	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -
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**Planning**

Implementation Concord Ave. Redevelopment		\$ -	\$ 500,000	\$ -	\$ -	\$ -
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**Public Safety**

Fire Station Renovations (Station 1, 2and 5) Up Fit Kitchen, Dorms, Dayroom, And Locker Area,	<i>Imperative</i>	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Live Fire Training, Burn Building At Fire Training Ctr (Possible Cost Share W/Union Co)		-	1,000,000	-	-	-
Fire Station 6 (Additional Station In Northwest Area)		-	450,000	4,500,000	-	-
Fire Administration Renovation at 117 N Church St.		-	200,000	-	-	-
New Fire Station 1 / Fire Administration Offices		-	1,000,000	10,000,000	-	-

**Downtown**

Roundabout @ Charlotte Ave & Lancaster Ave		\$ -	\$ 2,191,440	\$ -	\$ -	\$ -
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**CITY OF MONROE**

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<i>Morgan-Windsor Alley:</i>						
Demo Of 113 W. Morgan (Asbestos & Utilities)	Essential	300,000	-	-	-	-
Construction-Morgan-Windsor Alley	Essential	500,000	-	-	-	-
<i>One Way Street Conversion Elements:</i>						
One Way Street conversion (design/const. plans)		-	1,200,000	-	-	-
Jefferson & Franklin Two Way Traffic conversion		-	3,000,000	-	-	-
Jefferson & Franklin Roundabout (Peanut, w/conversion)		-	2,600,000	-	-	-
718 N. Charlotte Ave Acquisition - Belk Tonawanda Gateway		-	410,000	-	-	-
Five Points Improvements, eliminates 2 traffic signals		-	970,000	-	-	-
Jefferson Connector (alternative)		-	830,000	-	-	-
Main Street Sidewalk improvements per Master Plan		-	-	2,200,000	-	-
Charlotte Avenue Road Diet		-	-	1,050,000	-	-
Downtown Speaker System		-	-	200,000	-	-
<b>Total General Government Capital Projects</b>		<b>\$ 1,122,500</b>	<b>\$ 16,221,440</b>	<b>\$ 18,862,500</b>	<b>\$ 700,000</b>	<b>\$ -</b>

<b>Fund 350 Cap Proj</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Installment Financing	\$ -	\$ 15,018,107	\$ 18,208,333	\$ 500,000	\$ -
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Balance	\$ 1,074,167	\$ 1,150,000	\$ 612,500	\$ 200,000	\$ -
Transfers from other Funds	\$ 48,333	\$ 53,333	\$ 41,667	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	\$ 1,122,500	\$ 16,221,440	\$ 18,862,500	\$ 700,000	\$ -
<b>TOTAL REQUESTED</b>	\$ 1,122,500	\$ 16,221,440	\$ 18,862,500	\$ 700,000	\$ -
<b>Net Overage/(Shortage)</b>	\$ 0	\$ -	\$ -	\$ -	\$ -

**Aquatics & Fitness Center**

Replacement roof sections (12-15yr)	Imperative	\$ 50,000	\$ 10,000	\$ -	\$ 30,000	\$ -
Water Park ADA stationary chair lift (10-12Yrs)	Imperative	9,000	-	-	-	-
Indoor pool deck resurfacing (8-10Yrs)		-	13,000	-	-	-
Parking lot resurfacing		-	50,000	50,000	-	-
Renovation of Parks/Rec offices		-	10,000	-	-	-
Exterior Door replacements (15-20Yrs)		-	-	-	28,000	-
Water Park Resurfacing (10-12yrs)		-	-	-	-	100,000
<b>Total Aquatics &amp; Fitness Center</b>		<b>\$ 59,000</b>	<b>\$ 83,000</b>	<b>\$ 50,000</b>	<b>\$ 58,000</b>	<b>\$ 100,000</b>

**CITY OF MONROE**

**FY 2022 CAPITAL IMPROVEMENT BUDGET AND  
5 YEAR CAPITAL IMPROVEMENT PLAN**

**STRATEGIC PLAN / CAPITAL PROJECTS**

**CA01 as of April 27, 2021**

Priority Descriptions

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Essential	(should do) addresses demonstrated need or objective
Important	(could do) beneficial but can be delayed without detrimental effects to basic srvc's.
Desirable	(other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>MAFC (Aquatic Center)</b>		<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue		\$ -	\$ 33,000	\$ -	\$ -	\$ -
Fund Balance Appropriation		\$ 59,000	\$ 50,000	\$ 50,000	\$ 58,000	\$ 100,000
Installment Financing		\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>		\$ 59,000	\$ 83,000	\$ 50,000	\$ 58,000	\$ 100,000
<b>TOTAL REQUESTED</b>		\$ 59,000	\$ 83,000	\$ 50,000	\$ 58,000	\$ 100,000
<b>Net Overage/(Shortage)</b>		\$ -	\$ -	\$ -	\$ -	\$ -

**Water Treatment Plant**

WTP FWPS#2 New Pump #6	\$ -	\$ -	\$ -	\$ -	\$ 500,000
WTP Filter #4 Addition W/ Engineering	-	-	-	-	1,450,000
Plate/Tube Settlers For Basins	-	-	-	-	1,250,000
Replace FWPS#1 High Service Pumps/MCC's	-	-	750,000	-	-
	\$ -	\$ -	\$ 750,000	\$ -	\$ 3,200,000

**Wastewater Treatment Plant**

WWTP 7.5 MGD Expansion Design (Must complete by 2026) Pre-Fund Resolution	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -
	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -

**Water Resources - Water Capital Projects**

North Charlotte/MLK Intersection Improvements (75% NCDOT Pay)	\$ -	\$ 375,000	\$ -	\$ -	\$ -
Hwy 601/West Roosevelt Blvd Interchange Improvements (75% NCDOT Pay)	-	275,000	-	-	-
Water Master Plan	-	-	400,000	-	-
Goldmine Pumps Replacement	-	-	250,000	-	-
Highway 74 Widening 12-Inch Water Main & 8" Sewer Replacement (75% NCDOT Pay)	-	-	-	1,250,000	-
Replace Nelson Heights Tank w/ 1.5 MG East Zone Tank	-	-	-	3,000,000	-
	\$ -	\$ 650,000	\$ 650,000	\$ 4,250,000	\$ -

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>Water Resources - Wastewater Capital Projects</b>						
Stewart Creek add Pump #4 & Repl. 12-inch FM with 7000 lf 20-inch FM	Imperative	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
Decommission Hillsdale Pump station and Install Gravity Sewer	Essential	350,000	-	-	-	-
Unionville Indian Trail Pump station parallel force main		-	1,425,000	-	-	-
Decommission Kimberly & Euclid Pump Stations (Install Gravity Sewer)		-	650,000	-	-	-
Bearskin Creek Outfall Upgrade		-	-	-	14,000,000	-
Highway 207 Regional Pump Station and 21,000 LF Force Main		-	-	-	-	4,650,000
Richardson Creek Outfall Rehab		-	-	-	-	2,000,000
		\$ 2,350,000	\$ 2,075,000	\$ -	\$ 14,000,000	\$ 6,650,000
<b>Total Water Resources</b>		<b>\$ 2,350,000</b>	<b>\$ 6,725,000</b>	<b>\$ 1,400,000</b>	<b>\$ 18,250,000</b>	<b>\$ 9,850,000</b>

**Water Res. Funding Sources:**

Operating Revenue (annual)  
 Fund Balance Appropriation  
 Capital Reserve Fund  
 Revenue Bonds

<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
\$ -	\$ 2,725,000	\$ 1,400,000	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -
\$ 2,350,000	\$ 4,000,000			
\$ -	\$ -		\$ 18,250,000	\$ 9,850,000
<b>\$ 2,350,000</b>	<b>\$ 6,725,000</b>	<b>\$ 1,400,000</b>	<b>\$ 18,250,000</b>	<b>\$ 9,850,000</b>
<b>\$ 2,350,000</b>	<b>\$ 6,725,000</b>	<b>\$ 1,400,000</b>	<b>\$ 18,250,000</b>	<b>\$ 9,850,000</b>
<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>

**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/(Shortage)**

**Stormwater - New**

2WD Mid-Size Pickup Truck

\$ 40,000	\$ -	\$ -	\$ -	\$ -
\$ 40,000	\$ -	\$ -	\$ -	\$ -

**Stormwater - Capital Projects**

Pinedell Road Culvert Replacement Project  
 Street Division Equipment Wash Down Facility  
 Small Construction Projects by Contract  
 Water Quality Cap Project (Stewarts Creek Watershed)  
 James Hamilton Road Culvert Replacement Project

Essential	\$ 520,000	\$ -	\$ -	\$ -	\$ -
Imperative	165,000	-	-	-	-
Essential	100,000	100,000	100,000	100,000	100,000
Essential	50,000	50,000	50,000	75,000	75,000
	-	-	-	-	417,000
	\$ 835,000	\$ 150,000	\$ 150,000	\$ 175,000	\$ 592,000
<b>Total Stormwater</b>	<b>\$ 875,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 175,000</b>	<b>\$ 592,000</b>

**Stormwater**  
 Operating Revenue (annual)  
 Fund Balance Appropriation  
**TOTAL AVAILABLE**  
**TOTAL REQUESTED**  
**Net Overage/(Shortage)**

<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
\$ 40,000	\$ 100,000	\$ 150,000	\$ 175,000	\$ 175,000
835,000	50,000	-	-	417,000
<b>\$ 875,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 175,000</b>	<b>\$ 592,000</b>
<b>\$ 875,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 175,000</b>	<b>\$ 592,000</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2022 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
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**CA01 as of April 27, 2021**

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b><u>Electric - New Equipment</u></b>						
Purchase Transformer LTC oil filtration, oil drying, vacuum rig	Imperative	\$ 125,000	\$ -	\$ -	\$ -	\$ -
Purchase All terrain Telehandler Forklift	Imperative	100,000	-	-	-	-
Purchase Substation Transformer Bushings	Imperative	80,000	-	-	-	-
Purchase New Test Equipment	Imperative	50,000	-	-	-	-
Purchase New Trench Covers	Essential	20,000	-	-	-	-
Purchase Trailer for Substation Supply Generator	Imperative	7,000	-	-	-	-
		<b>\$ 382,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Electrical Capital Projects</u></b>						
New Subdivision Construction EL1101	Imperative	\$ 1,000,000	\$ 850,000	\$ 450,000	\$ 300,000	\$ 250,000
Future Industrial Park EL2101	Imperative	500,000	-	-	-	-
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr EL2001	Imperative	465,000	436,617	300,000	-	-
Shepply Property	Imperative	300,000	250,000	-	-	-
AMI Metering Solutions EL1701	Essential	100,000	100,000	100,000	100,000	100,000
Scada Mate Switch Installations	Essential	100,000	100,000	100,000	100,000	100,000
Replace/Retire Old Underground Primary EL0803	Imperative	60,000	60,000	60,000	60,000	60,000
Scada System Upgrade EL2002	Imperative	50,000	50,000	50,000	50,000	50,000
Substation Wildlife Protection & Security EL1503	Imperative	25,000	25,000	25,000	25,000	25,000
Add Additional Rock To Substation Yards EL 1502	Imperative	20,000	20,000	20,000	20,000	20,000
Corporate Center Expansion		-	250,000	250,000	-	-
Purchase Additional Storage for Energy Services		-	250,000	-	-	-
Third Delivery Point From Duke Energy		-	-	500,000	1,000,000	1,000,000
Goldmine Substation 13 kV Build out		-	-	200,000	400,000	400,000
Hal Coan Oil Containment		-	226,000	-	-	-
		<b>\$ 2,620,000</b>	<b>\$ 2,617,617</b>	<b>\$ 2,055,000</b>	<b>\$ 2,055,000</b>	<b>\$ 2,005,000</b>
<b>Total Electric</b>						
		<b>\$ 3,002,000</b>	<b>\$ 2,617,617</b>	<b>\$ 2,055,000</b>	<b>\$ 2,055,000</b>	<b>\$ 2,005,000</b>

<b>Electric</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)	\$ 1,502,000	\$ 2,617,617	\$ 2,055,000	\$ 2,055,000	\$ 2,005,000
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects Reserve for Future Proj.	\$ 1,500,000				
<b>TOTAL AVAILABLE</b>	<b>\$ 3,002,000</b>	<b>\$ 2,617,617</b>	<b>\$ 2,055,000</b>	<b>\$ 2,055,000</b>	<b>\$ 2,005,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 3,002,000</b>	<b>\$ 2,617,617</b>	<b>\$ 2,055,000</b>	<b>\$ 2,055,000</b>	<b>\$ 2,005,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**CITY OF MONROE**

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
<b>Natural Gas</b>						
Purchase New 4x4 1/2 Ton Crew Cab Pickup with Tool Box	Imperative	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Purchase Tracking & Traceability Equip. And Software	Imperative	50,000	-	-	-	-
Purchase 2 New Equipment Trailers	Imperative	30,000	-	-	-	-
Purchase New Ethane Detector	Essential	30,000	-	-	-	-
		<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Natural Gas Capital Projects**

Subdivision Fund (NG1401)	Imperative	\$ 1,000,000	\$ 900,000	\$ 750,000	\$ 600,000	\$ 600,000
System Reinforcement Projects-Miscellaneous (NG 1503)	Imperative	500,000	300,000	300,000	300,000	250,000
NCDOT Roadway Relocations (NG 1901)	Imperative	300,000	300,000	300,000	200,000	200,000
Shepply Property	Imperative	200,000	150,000			
Distribution Integrity Management Program (NG 1202)	Imperative	100,000	100,000	250,000	250,000	250,000
Revenue Based Expansions (NG 1701)	Imperative	100,000	100,000	175,000	175,000	175,000
AMI Metering Solutions (NG 1902)	Imperative	75,000	75,000	75,000	75,000	75,000
Transmission Pipeline Integrity Mngt Assessment (NG 1501)	Imperative	35,000	35,000	35,000	35,000	35,000
SCADA System Upgrade (NG 2002)	Imperative	50,000	50,000	50,000	50,000	50,000
Pipeline Replacement (NG0913)	Essential	50,000	100,000	250,000	300,000	300,000
Cathodic Protection Remediation / Replacement (NG 1502)	Essential	50,000	100,000	100,000	100,000	100,000
Industrial Park (NG 2101)	Essential	75,000	75,000	100,000	100,000	100,000
LNG Facility Upgrades / Additional Storage	Important	75,000	100,000	250,000	300,000	300,000
System Uprate Projects (NG 1404)	Important	25,000	125,000	125,000	125,000	-
Industrial Meter Rebuilds / Upgrades (NG 1403)	Important	25,000	-	25,000	-	25,000
Purchase Additional Storage for Energy Services (NG 2003)		-	250,000	-	100,000	250,000
		<b>\$ 2,660,000</b>	<b>\$ 2,760,000</b>	<b>\$ 2,785,000</b>	<b>\$ 2,710,000</b>	<b>\$ 2,710,000</b>

**Total Gas**

**\$ 2,815,000 \$ 2,760,000 \$ 2,785,000 \$ 2,710,000 \$ 2,710,000**

<b>N Gas</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Operating Revenue (annual)	\$ -	\$ 2,760,000	\$ 2,785,000	\$ 2,710,000	\$ 2,710,000
Fund Balance Appropriation	\$ 2,815,000	\$ -		\$ -	\$ -
Revenue Bonds	\$ -	\$ -		\$ -	\$ -
Installment Financing	\$ -	\$ -		\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ 2,815,000</b>	<b>\$ 2,760,000</b>	<b>\$ 2,785,000</b>	<b>\$ 2,710,000</b>	<b>\$ 2,710,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 2,815,000</b>	<b>\$ 2,760,000</b>	<b>\$ 2,785,000</b>	<b>\$ 2,710,000</b>	<b>\$ 2,710,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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<b>Airport</b>						
Awning cover for mobile fuelers		\$ -	\$ 30,000	\$ -	\$ -	\$ -
Replace 1994 Tron Air Start Cart – Ground Power Unit		-	42,000	-	-	-
Total		\$ -	\$ 72,000	\$ -	\$ -	\$ -

**Airport Capital Projects**

Pavement Maint.– Misc. AP Parking Lots/Private Drive		\$ -	\$ 132,595	\$ -	\$ -	\$ -
Runway Strengthening Project (Design/Bidding)		-	526,820	-	-	-
Runway Strengthening Project (Construction)		-	-	4,741,380	-	-
Terminal Building Expansion		-	-	-	1,900,000	-
Taxiway Strengthening/Fillet Widening (Design/Bidding)		-	-	-	580,520	-
Taxiway Strengthening/Fillet Widening (Construction)		-	-	-	-	5,224,680
Total		\$ -	\$ 659,415	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680

**Total Airport**

<b>\$ -</b>	<b>\$ 731,415</b>	<b>\$ 4,741,380</b>	<b>\$ 2,480,520</b>	<b>\$ 5,224,680</b>
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**CMEA (Airport) Funding Sources**

	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ 474,138	\$ 4,267,242	\$ 2,232,468	\$ 4,702,212
Fund Balance Assigned for Airport Grants	\$ -	\$ 52,682	\$ 266,263	\$ -	\$ -
GF Fund Balance Appropriation	\$ -	\$ 204,595	\$ 207,875	\$ 248,052	\$ 522,468
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ -</b>	<b>\$ 731,415</b>	<b>\$ 4,741,380</b>	<b>\$ 2,480,520</b>	<b>\$ 5,224,680</b>
<b>TOTAL REQUESTED</b>	<b>\$ -</b>	<b>\$ 731,415</b>	<b>\$ 4,741,380</b>	<b>\$ 2,480,520</b>	<b>\$ 5,224,680</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Grand Total - All Funds**

<b>\$ 11,755,744</b>	<b>\$ 42,376,172</b>	<b>\$ 35,082,580</b>	<b>\$ 35,077,220</b>	<b>\$ 33,930,380</b>
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Notes:

<sup>(1)</sup> Items requested are contingent upon new personnel request approval.

**CITY OF MONROE  
DEBT OBLIGATIONS  
FISCAL YEAR 2022**

**GENERAL FUND**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Propel - Land Conveyance	\$ 900,020	Economic Incentive	Interfund Loan	15	2022	\$ 76,385	\$ 2,819	\$ -	\$ -
Allvac - Land Conveyance	\$ 594,000	Economic Incentive	Interfund Loan	15	2022	\$ 50,413	\$ 1,860	\$ -	\$ -
ATI Specialty Materials - Land Conveyance	\$ 1,058,562	Economic Incentive	Interfund Loan	15	2031	\$ 66,241	\$ 21,408	\$ 687,566	\$ 101,276
15 Fire Station #4	\$ 4,400,000	Build Permanent Fire Station # 4	Installment	10	2025	\$ 440,000	\$ 30,030	\$ 1,100,000	\$ 34,650
17 Fire Trucks	\$ 1,788,000	Replace Three Fire Trucks	Installment	10	2027	\$ 176,000	\$ 24,027	\$ 940,000	\$ 61,582
18 Fire Trucks	\$ 1,614,000	Replace Two Fire Trucks	Installment	10	2028	\$ 154,000	\$ 35,912	\$ 1,025,000	\$ 112,070
19 Fire Trucks	\$ 635,000	Replace One Fire Truck	Installment	10	2029	\$ 59,000	\$ 14,275	\$ 462,000	\$ 52,005
20 Fire Trucks	\$ 856,000	Replace Fire Department Blaze Unit	Installment	10	2030	\$ 80,000	\$ 15,470	\$ 697,000	\$ 63,851
09 Winchester Ctr/J Ray Shute Gym	\$ 2,391,720	Winchester Center/J Ray Shute Gym	Installment	15	2024	\$ 159,448	\$ 11,707	\$ 318,896	\$ 10,643
18B Limited Obligation Bonds	\$ 600,000	Demolish Building and Pave Parking Lot	Installment	20	2039	\$ 29,025	\$ 22,204	\$ 493,425	\$ 176,690
18B Limited Obligation Bonds	\$ 3,849,700	Renovation to Center Theatre	Installment	20	2039	\$ 185,975	\$ 142,271	\$ 3,161,575	\$ 1,132,123
21 LOBs (New) Estimate <sup>(1)</sup>	\$ 3,566,792	Renovation to EJ Bldg. (Senior Ctr.)	Installment	20	2039	\$ 167,487	\$ 123,152	\$ 3,198,989	\$ 1,374,766
21 LOBs (New) Estimate <sup>(1)</sup>	\$ 11,250,569	Police Headquarters	Installment	20	2039	\$ 559,730	\$ 411,566	\$ 10,690,838	\$ 4,594,382
20 ERP System <sup>(2)</sup>	\$ 1,155,906	Purchase new Software	Installment	10	2030	\$ 107,810	\$ 20,908	\$ 942,321	\$ 86,364
<b>Totals</b>	<b>\$ 34,660,269</b>					<b>\$ 2,311,514</b>	<b>\$ 877,609</b>	<b>\$ 23,717,610</b>	<b>\$ 7,800,402</b>

**OCCUPANCY TAX CAPITAL FUND**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Science Center	\$ 3,319,883	Finish Science Center Project	Limited Obligation	20	2038	\$ 120,000	\$ 134,963	\$ 3,245,000	\$ 1,360,700
<b>Totals</b>	<b>\$ 3,319,883</b>					<b>\$ 120,000</b>	<b>\$ 134,963</b>	<b>\$ 3,245,000</b>	<b>\$ 1,360,700</b>

**WATER RESOURCES**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20A Refunding Rev	\$ 595,000	Refinance 2011 Refunding	Revenue Bonds	7	2023	\$ 295,000	\$ 5,474	\$ 300,000	\$ 2,760
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 194,816	\$ 132,119	\$ 2,770,622	\$ 823,851
17 Rev (W)	\$ 7,505,320	WTP Improve/Franklin Ave water line re	Revenue Bonds	25	2043	\$ 167,400	\$ 295,917	\$ 6,120,900	\$ 3,614,983
17 Rev (S)	\$ 4,126,000	WWTP Improve/Chlorine Scrubber	Revenue Bonds	25	2043	\$ 91,760	\$ 162,206	\$ 3,355,160	\$ 1,981,546
20B Refunding Rev	\$ 6,776,000	Refinance SRF Loan-Sewer Improv.	Revenue Bonds	14	2034	\$ 507,000	\$ 88,172	\$ 5,791,000	\$ 519,274
Union County Agreement	\$ 3,670,000	Catawba River WTP Improvements	County	23	2040	\$ 317,289	\$ 106,411	\$ 4,214,393	\$ 1,177,384
20 ERP System <sup>(2)</sup>	\$ 275,013	Purchase new Software	Installment	10	2030	\$ 25,650	\$ 4,974	\$ 224,197	\$ 20,548
<b>Totals</b>	<b>\$ 43,607,333</b>					<b>\$ 1,598,915</b>	<b>\$ 795,273</b>	<b>\$ 22,776,272</b>	<b>\$ 8,140,346</b>

**STORMWATER**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
18 Street Sweepers	\$ 509,000	Replace Two Street sweepers	Installment	5	2023	\$ 108,000	\$ 3,290	\$ -	\$ -
20 ERP System <sup>(2)</sup>	\$ 93,118	Purchase new Software	Installment	10	2030	\$ 8,685	\$ 1,684	\$ 75,912	\$ 6,958
<b>Totals</b>	<b>\$ 602,118</b>					<b>\$ 116,685</b>	<b>\$ 4,974</b>	<b>\$ 75,912</b>	<b>\$ 6,958</b>

**ELECTRIC**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
16 Refunding Rev	\$ 14,703,722	Refinance 2008A	Revenue Bonds	17	2033	\$ 818,438	\$ 555,043	\$ 11,639,615	\$ 3,461,068
20 ERP System <sup>(2)</sup>	\$ 243,298	Purchase new Software	Installment	10	2030	\$ 22,692	\$ 4,401	\$ 198,342	\$ 18,179
<b>Totals</b>	<b>\$ 14,947,020</b>					<b>\$ 841,130</b>	<b>\$ 559,444</b>	<b>\$ 11,837,957</b>	<b>\$ 3,479,247</b>

**NATURAL GAS**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
16 Limited Obligation BondsRefunding	\$ 27,045,000	Refinance Pipeline Debt	Installment	23	2039	\$ 940,000	\$ 1,064,100	\$ 24,040,000	\$ 9,994,838
18 Limited Obligation Bonds	\$ 8,280,000	Liquefied NG Peak Shaving Plant	Installment	25	2043	\$ 220,000	\$ 286,813	\$ 7,450,000	\$ 3,200,256
16 Refunding Rev	\$ 2,456,474	Refinance 2008A	Revenue Bonds	17	2033	\$ 136,746	\$ 92,737	\$ 1,944,763	\$ 578,280
20 ERP System <sup>(2)</sup>	\$ 163,572	Purchase new Software	Installment	10	2030	\$ 15,256	\$ 2,959	\$ 133,348	\$ 12,222
<b>Totals</b>	<b>\$ 37,945,046</b>					<b>\$ 1,312,002</b>	<b>\$ 1,446,609</b>	<b>\$ 33,568,111</b>	<b>\$ 13,785,596</b>

**AIRPORT**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Airport Hangar Construction	\$ 910,000	Construction of Hangar	Interfund Loan	20	2036	\$ 39,594	\$ 20,671	\$ 688,243	\$ 155,468
20A Refunding Rev	\$ 6,560,000	Refinance 2011	Revenue Bonds	7	2028	\$ 825,000	\$ 54,878	\$ 5,140,000	\$ 166,870
17 Rev (New)	\$ 2,274,250	Corporate Bulk Hangar	Revenue Bonds	25	2043	\$ 50,840	\$ 89,871	\$ 1,858,940	\$ 1,097,884
20 ERP System <sup>(2)</sup>	\$ 72,868	Purchase new Software	Installment	10	2030	\$ 6,796	\$ 1,318	\$ 59,403	\$ 5,445
<b>Totals</b>	<b>\$ 9,817,118</b>					<b>\$ 922,230</b>	<b>\$ 166,738</b>	<b>\$ 7,746,586</b>	<b>\$ 1,425,666</b>

**SOLID WASTE**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System <sup>(2)</sup>	\$ 71,873	Purchase new Software	Installment	10	2030	\$ 6,703	\$ 1,300	\$ 58,592	\$ 5,370
<b>Totals</b>	<b>\$ 71,873</b>					<b>\$ 6,703</b>	<b>\$ 1,300</b>	<b>\$ 58,592</b>	<b>\$ 5,370</b>

**MONROE UNION COUNTY ECONOMIC DEVELOPMENT**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System <sup>(2)</sup>	\$ 21,761	Purchase new Software	Installment	10	2030	\$ 2,030	\$ 394	\$ 17,740	\$ 1,626
<b>Totals</b>	<b>\$ 21,761</b>					<b>\$ 2,030</b>	<b>\$ 394</b>	<b>\$ 17,740</b>	<b>\$ 1,626</b>

**DOWNTOWN MONROE**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System <sup>(2)</sup>	\$ 20,229	Purchase new Software	Installment	10	2030	\$ 1,887	\$ 366	\$ 16,491	\$ 1,511
<b>Totals</b>	<b>\$ 20,229</b>					<b>\$ 1,887</b>	<b>\$ 366</b>	<b>\$ 16,491</b>	<b>\$ 1,511</b>

**AQUATICS AND FITNESS CENTER**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System <sup>(2)</sup>	\$ 90,736	Purchase new Software	Installment	10	2030	\$ 8,463	\$ 1,641	\$ 73,970	\$ 6,780
<b>Totals</b>	<b>\$ 90,736</b>					<b>\$ 8,463</b>	<b>\$ 1,641</b>	<b>\$ 73,970</b>	<b>\$ 6,780</b>

**GOLF COURSE**

						FY 2022 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System <sup>(2)</sup>	\$ 64,626	Purchase new Software	Installment	10	2030	\$ 6,028	\$ 1,169	\$ 52,684	\$ 4,829
<b>Totals</b>	<b>\$ 64,626</b>					<b>\$ 6,028</b>	<b>\$ 1,169</b>	<b>\$ 52,684</b>	<b>\$ 4,829</b>

Notes:

<sup>(1)</sup> Original amount to be financed is reduced by taxes collected in the current fiscal year attributable to the rate increase of three cents.<sup>(2)</sup> Total for ERP System allocated among funds = \$2,273,000

**CITY OF MONROE**  
**OUTSIDE AGENCY FUNDING HISTORY**  
**2019 - 2022**

ORGANIZATION NAME	2019 Actual OSA Funding	2019 In-Kind Funding	2020 Actual OSA Funding	2020 In-Kind Funding	2021 Adj Budget	2021 Estimated In-Kind	2022 Requested	2022 Estimated In-Kind	2022 Approved
A Few Good Men			10,000		15,000		40,000		15,000
Alliance for Children (U Smart Start/ UC Partnership for Children)	5,000		5,000		5,000		5,000		5,000
American Red Cross- Union County Chapter	5,000		5,000		5,000		5,000		5,000
Angel Shoes Inc					3,000		10,000		3,000
Arc of Union/Cabarrus	1,600		1,600		1,600		1,600		1,600
Artists Music Guild	10,000		10,000		10,000		20,000		10,000
Bridge To Recovery, Inc			2,500		2,500		5,000		2,500
Caraway Foundation							3,000		3,000
Central Academy of Technology and Art (Band Boosters)	1,500		2,000		2,000		4,000		2,000
Central Academy of Technology and Art (Theater Dept)					0				0
Common Heart					10,000		20,000		10,000
Community Health Services of Union County, Inc.	8,000		20,000		20,000		35,000		20,000
Council on Aging of Union County	4,000		5,000		7,500		20,000		7,500
Excel Enrichment Program (Previously Friendship Bpt Church)					5,000		8,000		5,000
Generation Uplift Inc							140,000		
Ground 40 Ministries							10,000		10,000
H.O.T.A (Helpers One To Another)							10,000		
HealthQuest	500		600		1,500		9,650		1,500
HealthQuest- (Utility Subsidy)	2,648		2,648		2,650		2,650		2,650
HELP Center Inc (HELP Pregnancy Center)					7,500		7,500		7,500
Hospice of Union County					15,000		18,000		15,000
Humane Society of Union County, Inc	2,500		3,000		3,000				0
James Recreational Camps			2,375						
Monroe Athletic Foundation (Monroe High Boosters Club)	5,000		5,000		7,500		10,000		7,500
Monroe-Union County CDC – Administration	18,700		20,000		25,000		25,000		25,000
Police Athletic League	7,000		7,000		7,000		7,000		7,000
Project G.O.D (Greater Opportunities Daily)							27,000		
Turning Point, Inc. – Operating	15,000		15,000		15,000		15,000		15,000
Union Academy Foundation							20,000		
Union County Community Action, Inc.	25,000		25,000		25,000		25,000		25,000
Union County Community Action, Inc. / Head Start (Utility Sub)	3,726	421,346	3,697	421,346	3,725	421,346	3,600	421,346	3,725
Union County Community Arts Council	32,500	11,960	32,500	11,960	32,500	11,960	34,000	11,960	32,500
Union County Community Arts Council (Utility Subsidy)	2,955		2,820		3,100		2,900		3,100
Union County Community Shelter		19,416		1,618					
Union County Community Shelter/ (Utility Subsidy)	30,811		46,173		55,000		55,000		55,000
Union County Crisis Assistance Ministry	30,000		30,000		30,000		35,000		30,000
Union County Historic Preservation Commission	13,000		14,000		15,500		15,500		15,500
Union County Public Schools		11,520		11,520		11,520		11,520	
Union County Youth Ballet	3,000		4,000		4,000		6,000		4,000
Village Development Center	10,000		15,000		17,500		17,500		17,500
Volunteer2ServeNGive Inc							12,850		12,850
<b>TOTAL ANNUAL AGENCY REQUESTS</b>	<b>237,440</b>	<b>464,242</b>	<b>289,913</b>	<b>446,444</b>	<b>357,075</b>	<b>444,826</b>	<b>685,750</b>	<b>444,826</b>	<b>379,925</b>
<b>Balance of Funding Allocated For:</b>									
East Village Subdivision	5,184								589
Utility Fees Waived-Variou	33,970				3,828				26,172
Monroe-Union County CDC – Down payment Assistance	3,366		7,500						15,850
<b>TOTAL BALANCE OF FUNDING ALLOCATED</b>	<b>42,520</b>		<b>7,500</b>		<b>3,828</b>				<b>42,611</b>
<b>Total Funding:</b>	<b>279,960</b>	<b>464,242</b>	<b>297,413</b>	<b>446,444</b>	<b>360,903</b>	<b>444,826</b>	<b>685,750</b>	<b>444,826</b>	<b>422,536</b>

Items not requested- calculated estimates

New Agency Requests



April 23, 2021

***Summary of Proposed  
Changes to the 2021 -2022  
Fees Schedule***  
*(proposed changes are in red)*

**CHAPTER IV. CHARLOTTE-MONROE EXECUTIVE AIRPORT**

**ARTICLE A. FEES AND CHARGES**

The Airport is requesting a text modification, and authority to charge more than a set \$200 a month for towing. The fee definition is currently very limited as it only shows as a flat charge in the fee schedule; there is no specification to how often the charge is (e.g. “monthly”), nor for a specific number of tows. The Airport has seen an exponential increase in both parameters for towing, which warrant reviewing and modifying the towing charge. Giving the Airport Manager the discretion to charge within a specified range on a monthly basis, as proposed rather than a flat fee, better supports charging the customer for the City resources used.

**Section 1. Schedule of Fees**

	FY2020-2021	FY2021-2022	Effects on Revenue
<b>DELETE THE FOLLOWING ENTRY:</b>			
Towing	\$200		- \$2,400
<b>ADD THE FOLLOWING ENTRY:</b>			
Towing		\$200 to \$800 per month (at discretion of Airport Manager)	+ \$4,800

## CHAPTER V. ELECTRIC

### ARTICLE C. ELECTRIC RATE RIDERS

#### ***RENEWABLE ENERGY PORTFOLIO STANDARDS (REPS) CHARGE***

**REPS Riders** –REPS Rider with rates updated to match Wholesale Rate Rider 15 as approved by the NCMPA1 Rate Committee currently pending approval by the NCMPA1 Board. Please update to this version of the REPS rider in order to keep retail revenue recovery consistent with wholesale power costs.

	<u>FY2020-2021</u>	<u>FY2021-2022</u>	<u>Effect on Revenue</u>
<b><u>DEFINITIONS:</u></b>			
Residential Account	\$ 0.77	<b>\$ 0.81</b>	\$ 5,606.83
Commercial Account	\$ 4.19	<b>\$ 4.41</b>	\$ 6,667.79
Industrial Account	\$43.15	<b>\$45.45</b>	\$ 5,138.77

## CHAPTER VI. ENGINEERING/PUBLIC WORKS

### ARTICLE A. FEES

In an effort to reduce repeated plan reviews, Staff is proposing an incremental increase per number of times a plan is submitted for re-review after the 3<sup>rd</sup> re-review.

#### **Section 4. Charges and Fees.**

Description	FY2020-2021	FY2021-2022	Effects on Revenue
Engineering Reviews and Inspections			
Re-review fee for engineering plan (charged on third re-submittal and to increase incrementally by \$200 each submittal thereafter)	\$100.00	<b>\$100.00 for 3<sup>rd</sup> \$300.00 for 4<sup>th</sup> \$500.00 for 5<sup>th</sup> Etc.</b>	\$2000.00



## ARTICLE C. SANITATION SERVICE

Incremental changes were adopted in O-2019-32, on June 4, 2019. The final incremental changes shall be listed as below.

### **Section 2. Customer Charges - Residential and Small Commercial Businesses.**

	Service	Monthly Charge
Recycling for Non Solid Waste Customers	Every other week recycling pick-up.	<del>\$11.50</del> <b>\$12.00</b> per cart
Additional Recycling Cart	Every other week recycling pick-up.	<del>\$8.50</del> <b>\$9.00</b> per cart
Outside City Residential	One time per week garbage pick-up (includes every other week recycling pick-up, weekly bulky pick-up, and one time per week yard waste pick-up).	<del>\$37.00</del> <b>\$37.50</b> per cart
Residential	One time per week garbage pick-up (includes every other week recycling pick-up, weekly bulky pick-up, and one time per week yard waste pick-up).	<del>\$20.45</del> <b>\$21.30</b> per cart
Outside City Small Commercial Businesses	One time per week garbage pick-up (includes every other week recycling pick-up).	<del>\$36.00</del> <b>\$36.50</b> per cart
Small Commercial Businesses	One time per week garbage pick-up (includes every other week recycling pick-up).	<del>\$18.75</del> <b>\$19.25</b> per cart

## CHAPTER IX PARKS AND RECREATION FEES

### ARTICLE A. FACILITY AND PROGRAM FEES

#### Section 1. Facility Rental Fees

This department has seen an increase in requests for tournament play and special events at City facilities. This fee increase will allow our department to better recover costs associated with the event or activity. It also allows our department to become more competitive with other local municipalities as it relates to tournament and park space fees.

Article A. Section 1 Facility Rental Fees	Current Rate Res./Non. Res.	Proposed Rate Res./Non Res.	Projected Revenue Impact
Athletic Fields			
Adult Softball Fields Tournament/League Play Daily up to 10 hours	\$150.00/\$185.00 per day per field	<b>\$250.00/\$275.00</b> <b>per day per field</b>	\$5000.00
Adult Softball Fields Tournament/League Play Daily up to 5 hours	\$75.00/\$95.00 per day per field	<b>\$125.00/\$150.00</b> <b>Per day per field</b>	\$2500.00
Hourly after 10 hours	\$25.00/\$35.00	<b>\$35.00/\$45.00 per</b> <b>hour</b>	N/A
Adult Soccer Fields Tournament/League Play Daily up to 10 hours	\$150.00/\$185.00 per day per field	<b>\$250.00/\$275.00</b> <b>per day per field</b>	\$2000.00
Adult Soccer Fields Tournament/League Play Daily up to 5 hours	\$75.00/\$95.00 per day per field	<b>\$125.00/\$150.00</b> <b>Per day per field</b>	\$800.00
Hourly after 10 hours	\$25.00/\$35.00	<b>\$35.00/\$45.00 per</b> <b>hour</b>	N/A
Practice Field – With Lights	\$20.00/\$28.00	<b>\$25.00/\$33.00</b>	\$300.00
Practice Field – Without lights	\$10.00/\$18.00	<b>\$15.00/\$23.00</b>	\$850.00
Parks*			
Belk Tonawanda Park (Up to 8 hours) Includes Amphitheater & Shelter	\$200/250	<b>\$400.00/\$500.00</b>	\$1000.00

\*Remove amphitheater as a stand-alone rental. This is no longer available as a stand-alone rental due to parking logistics created by new parking area at the shelter.

\*Remove “Hourly rate after 5 hours” for under the up to 5 hr. rates for Softball and Soccer Field rentals.

\*Add /Softball beside of Youth Baseball Fields

Additional note:

\*\*\*\*Athletic field rentals must end by 10:00 pm.

## **Section 2. Program/Individual Use/Membership Fees.**

In an effort to recover additional operating cost associated with this program including bankcard processing fees and online registration software, an increase in the weekly fees are recommended. Staff has surveyed other programs of this type, both in our area and at municipalities across the state, to ensure that the fees remain competitive.

	FY2020-2021 Res. /Non. Res. Current Rate	FY2021-2022 Res. /Non. Res. Proposed Rate	Effects on Revenue
*Afterschool (Dickerson)	\$45.00/\$45.00	<b>\$50.00/\$50.00</b>	\$13,000.00
*Sibling Rate	\$40.00/\$40.00	<b>\$45.00/\$45.00</b>	N/A
*Day Camp (Dickerson)	\$75.00/\$75.00	<b>\$80.00/\$80.00</b>	\$4500.00
*Sibling Rate	\$70.00/\$70.00	<b>\$75.00/\$75.00</b>	N/A

\*Full-time employee are eligible for a \$10 discount per week. There is no impact on revenue as this discount has been in effect since the inception of this program, but inadvertently was left off the fee schedule.

## **ARTICLE B. MONROE COUNTRY CLUB**

Fee additions and adjustments in this section are being recommended in an effort to provide for both consistency and competitive pricing within the local market for these services.

- These fees have not previously been offered as a part of our regular schedule, but rather provided as “specials” periodically throughout the year. Due to this, no significant revenue loss/gain will be realized due to this change.
- ❖ These additional fees are recommended in an effort to encourage Jr. Tournament organizers to request time slots for these tournaments during times that least impact rack rate rounds in order to increase overall revenues for the course.

## Section 1. Golf Course.

Article B. Monroe Country Club Sec. 1 Golf Course	Current Rate Res./Non. Res.	Proposed Rate Res./Non. Res.	Projected Revenue Increase
<b>Add</b> - Twilight Cart & Green Fees (Insert this section between Green Fees & Super Twilight Cart & Green Fees)			
Nov. – Mar( After 12pm) April – Oct( After 2pm)			
Mon – Fri	➤ *\$0/0	<b>\$33/\$33</b>	➤ *\$0
Sat./Sun./Holidays	➤ *\$0/0	<b>\$40/40</b>	➤ *\$0
<b>Revise</b> - Super Twilight Cart & Green Fees			
April – Oct. (After 4pm)			
Mon – Fri	\$20/20	<b>\$25/25</b>	\$8270
Sat/Sun/Holidays	\$29/29	<b>\$30/30</b>	\$786
<b>Add</b> - to Senior Rate /Active Civil Service Police, Fire, Medic & Military ( ID Required)	➤ \$30/30	<b>\$30/30</b>	➤ \$0
(Mon –Fri )Cart and Green Fee			
<b>Revise</b> - Tournament Section			
Tee Time Tournaments			
Self- Managed			
Mon. – Thurs.	\$25/25	<b>\$30/30</b>	\$500
Fri. – Sun. (After 12pm)	\$30/30	<b>\$35/35</b>	\$500
<b>Revise</b> -Junior Tournament Section			
Junior Tournaments			
Tee-Time Starts/Self-Managed			
Mon – Thurs			
9 Holes	\$8/8	<b>\$12/12</b>	\$
18 Holes	\$14/14	<b>\$20/20</b>	\$
Sat & Sun (After 12pm)			
9 Holes	\$10/10	<b>\$15/15</b>	\$500
18 Holes	\$16/16	<b>\$25/25</b>	\$900
Shotgun Start ( Min. 60 Players)			
18 Holes			
Mon – Fri	\$0/0	<b>\$30/30</b>	\$800
Sat & Sun Before 2pm	❖ \$0/0	<b>\$55/55</b>	❖ \$0
Sat & Sun After 2pm	❖ \$0/0	<b>\$35/35</b>	❖ \$0
<b>School Team Usage Rate ***</b>			
Mon. Fri. Team Practice/Matches	<b>\$350/season</b>	<b>\$350/season</b>	

**\*Revise 1<sup>st</sup> sentence of note to read:** “The monthly green fee passes may be adjusted for discount combinations” to add “and corporate membership packages.”

**\*\*Add Notes:** Non Profit/Charity Junior Tournaments will be provided with a 25% discount.

**\*\*\*Only Union County School Teams Eligible**

### **ARTICLE C. ATHLETIC TEAM FEES**

Per our adopted Customer Service Policy, it is our goal to recover 65% of the direct operation and maintenance cost for the youth athletic programs. Due to increases in operating cost associated with these programs, which include bankcard processing fees, and the addition of online registration software, a small increase is recommended in the sports not meeting that objective. Staff has surveyed other municipalities similar in size and operations to ensure that our fees remain competitive.

Article C. Athletic Team Fees	Current Rate Res./Non. Res.	Current Rate w/ Scholarship Res./Non Res.	Proposed Rate Res./Non Res.	Proposed Rate w/ Scholarship	Projected Revenue Impact
Youth Basketball	\$35/\$70	\$25/\$70	<b>\$45/\$90</b>	<b>\$32/90</b>	\$2000
Youth Baseball	\$25/\$50	\$18/\$50	<b>\$35/\$70</b>	<b>\$25/\$70</b>	\$1000
Youth Flag Football	\$25/\$50	\$18/\$50	<b>\$35/\$70</b>	<b>\$25/\$70</b>	\$500

### **ARTICLE E. AQUATICS AND FITNESS CENTER**

Type	Monthly Fee*	Joining Fee*
Individual	\$38.50	\$50.00
Family (Up to 4 individuals living at the same address)	\$65.00	\$75.00
Parent/Child	\$45.00	\$50.00
Couple	\$50.00	\$50.00
Senior Couple (55 and Over)	\$45.00	\$35.00
Senior Individual (55 and Over)	\$33.50	\$35.00
Young Adult (14 – 21)	\$28.50	\$25.00
Extra Children	\$5.00 each	
Extra Grandchildren	\$10.00 each	
Extra Adult (Limit 1)	\$15.00 each	

Revise / Add the follow clarifications:

- Family Members must share the same address
- Young Adult age range

## **Chapter XII. Water & Sewer**

City Staff recommends the following increases reflected in the tables below.

- Water rate increase = 3.5% pursuant to 15-year rate model
- Sewer rate increase = 3.5% pursuant to 15-year rate model
- Consumer Price Index - increase for administrative and non-construction fees = 1.95% (based on US Bureau of Labor, South Urban region)
- Construction Cost Index – increase for construction related fees = 2.68% (based on Engineering News Record statistics)

### **Article A. Water Connection Fees**

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE A. WATER CONNECTION FEES			
Section 1. New Water connection Fees			\$ 3,180.00
Inside City Limits			
Complete Service Connection Installation (Potable or Irrigation)			
¾" Tap and Service Connection	\$ 1,390.00	\$ 1,427.00	
1" Tap and Service Connection	\$ 1,846.00	\$ 1,895.00	
Meter Only Installation for Developer or Contractor Installed Service Connections			
¾" Tap and Service Connection	\$ 327.00	\$ 336.00	
1" Tap and Service Connection	\$ 454.00	\$ 466.00	
1½" Inch Tap and Service Connection	\$ 788.00	\$ 809.00	
2" Inch Tap and Service Connection	\$ 1,078.00	\$ 1,107.00	

Section 2. Renewal/Replacement Water Connection Fees	\$ 1,390.00	\$ 1,427.00	\$ 400.00
Deposit with 6-month Financing	\$ 167.00	\$ 170.50	

### **Article B. Water Rates**

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE B. WATER RATES			
Section 1. Water Rates			\$ 222,822.00
Usage Charge Per 1,000 Gallons	\$ 2.82	\$ 2.92	
Customer Charge Per Month – Inside City			
Meter Size			
¾ inch meter	\$ 12.11	\$ 12.53	
1 inch meter	\$ 22.88	\$ 23.68	
1½ inch meter	\$ 51.49	\$ 53.29	
2 inch meter	\$ 108.68	\$ 112.48	
3 inch meter	\$ 171.59	\$ 177.59	
4 inch meter	\$ 245.96	\$ 254.57	

6 inch meter	\$ 440.44	\$ 455.85	
8 inch meter	\$ 646.61	\$ 669.24	
Customer Charge Per Month – Outside City			
Meter Size			
¾ inch meter	\$ 24.22	\$ 25.06	
1 inch meter	\$ 45.76	\$ 47.37	
1½ inch meter	\$ 102.98	\$ 106.58	
2 inch meter	\$ 217.35	\$ 224.96	
3 inch meter	\$ 343.17	\$ 355.18	
4 inch meter	\$ 491.91	\$ 509.13	
6 inch meter	\$ 880.87	\$ 911.71	
8 inch meter	\$ 1,293.23	\$ 1,338.49	
Fire Hydrant Bulk Rate per 1,000 gallons	\$ 3.39	\$ 3.50	
Reclaimed Water Bulk Rate per 1,000 gallons	\$ 2.82	\$ 2.92	
Section 2. Resale Water Rate - Union County			\$ 0.00
Resale Water Rate per 1,000 gallons	\$ 2.82	\$ 2.92	
No Customer Charge Per Month			
Section 3. Fire-Line Availability Charges			\$ 228.00
Size of Connection – Inside City			
2 inch or 3 inch	\$ 5.21	\$ 5.39	
4 inch	\$ 8.89	\$ 9.20	
6 inch	\$ 20.32	\$ 21.03	
8 inch	\$ 40.64	\$ 42.07	
10 inch	\$ 79.37	\$ 82.15	
12 inch	\$ 118.12	\$ 122.25	
Size of Connection – Outside City			
2 inch or 3 inch	\$ 10.42	\$ 10.78	
4 inch	\$ 17.77	\$ 18.39	
6 inch	\$ 40.64	\$ 42.07	
8 inch	\$ 81.29	\$ 84.13	
10 inch	\$ 158.75	\$ 164.30	
12 inch	\$ 236.23	\$ 244.50	
Section 4. Temporary Water Connection from a Fire Hydrant			\$ 135.00
Deposit	\$ 704.00	\$ 718.50	
Installation/Removal Fee	\$ 66.00	\$ 67.50	

#### Article C. Sewer Connection Fees

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE C. SEWER CONNECTION FEES.			
Section 1. New Sewer Connection Fees			\$ 1,080.00
4 Inch Tap and Service Connection	\$ 1,230.00	\$ 1,263.00	

Section 2. Renewal/Replacement Sewer Connection Fees	\$ 1,230.00	\$ 1,263.00	\$ 360.00
Deposit with 6-month Financing	\$ 167.00	\$ 170.50	

#### Article D. Sewer Rates

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE D. SEWER RATES			
Section 1. Sewer Rates			\$ 265,691.00
Usage Charge			
Usage Charge Per 1,000 Gallons	\$ 4.04	\$ 4.18	
Customer Charge Per Month			
Water Meter Size – Inside City			
¾ inch meter	\$ 16.14	\$ 16.71	
1 inch meter	\$ 26.95	\$ 27.90	
1½ inch meter	\$ 53.73	\$ 55.61	
2 inch meter	\$ 105.43	\$ 109.12	
3 inch meter	\$ 172.19	\$ 178.22	
4 inch meter	\$ 269.03	\$ 278.44	
6 inch meter	\$ 537.85	\$ 556.68	
8 inch meter	\$ 860.94	\$ 891.08	
Water Meter Size – Outside City			
¾ inch meter	\$ 32.29	\$ 33.42	
1 inch meter	\$ 53.91	\$ 55.79	
1½ inch meter	\$ 107.46	\$ 111.22	
2 inch meter	\$ 210.86	\$ 218.24	
3 inch meter	\$ 344.38	\$ 356.43	
4 inch meter	\$ 538.06	\$ 556.89	
6 inch meter	\$ 1,075.71	\$ 1,113.36	
8 inch meter	\$ 1,721.89	\$ 1,782.15	
Customer Charge per Month for Metered Sewer Accounts – Inside City			
Meter Capacity @ Required Accuracy			
¾ inch meter equivalent	\$ 16.14	\$ 16.71	
1 inch meter equivalent	\$ 26.95	\$ 27.90	
1 ½ inch meter equivalent	\$ 53.73	\$ 55.61	
2 inch meter equivalent	\$ 105.43	\$ 109.12	
3 inch meter equivalent	\$ 172.19	\$ 178.22	
4 inch meter equivalent	\$ 269.03	\$ 278.44	
6 inch meter equivalent	\$ 537.85	\$ 556.68	
8 inch meter equivalent	\$ 860.94	\$ 891.08	
10 inch meter equivalent	\$ 1,237.60	\$ 1,280.91	
12 inch meter equivalent	\$ 1,721.87	\$ 1,782.14	
Meter Capacity @ Required Accuracy** - Outside City			
¾ inch meter equivalent	\$ 32.29	\$ 33.42	
1 inch meter equivalent	\$ 53.91	\$ 55.79	



1 ½ inch meter equivalent	\$ 107.46	\$ 111.22	
2 inch meter equivalent	\$ 210.86	\$ 218.24	
3 inch meter equivalent	\$ 344.38	\$ 356.43	
4 inch meter equivalent	\$ 538.06	\$ 556.89	
6 inch meter equivalent	\$ 1,075.71	\$ 1,113.36	
8 inch meter equivalent	\$ 1,721.89	\$ 1,782.15	
10 inch meter equivalent	\$ 2,475.19	\$ 2,561.82	
12 inch meter equivalent	\$ 3,443.75	\$ 3,564.28	
Flat Rate Sewer Service Charge (no water service)			
Inside City Limits	\$ 38.69	\$ 40.04	
Outside City Limits	\$ 77.39	\$ 80.10	
Section 2. Union County East Side Sewer System Treatment Rate/Established by Annual Contract	N/A	N/A	
Section 3. Sewer High Strength Surcharges			\$ 0.00
Minimum Surcharge per calendar quarter	\$ 11.50	\$ 11.50	
STANDARD STRENGTH – Upper Limit (milligrams/liter)			
5-Day Biochemical Oxygen Demand - 250	\$ 289.50	\$ 289.50	
Total Suspended Solids - 200	\$ 104.50	\$ 104.50	
Total Ammonia-Nitrogen - 18	\$ 1,540.00	\$ 1,540.00	
STANDARD STRENGTH – Lower Limit (milligrams/liter)			
5-Day Biochemical Oxygen Demand - 180	\$ 289.50	\$ 289.50	
Total Suspended Solids - 150	\$ 104.50	\$ 104.50	
Total Ammonia-Nitrogen - 14	\$ 627.00	\$ 627.00	
Section 4. Discharge of Residential Septic Tank Wastes and Domestic Portable Toilet Waste			\$ 1,050.00
Hauled residential septic tank wastes or domestic portable toilet wastes per 1,000 gallons	\$ 93.14	\$ 96.40	

#### Article E. Capacity Fees

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE E. CAPACITY FEES			
Section 1: Capacity Fee Schedule for New or Expanded Development			\$47,486.00
Water Capacity Fees - Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,452.00	\$ 2,518.00	
1 inch meter	\$ 4,095.00	\$ 4,205.00	
1½ inch meter	\$ 8,166.00	\$ 8,385.00	

2 inch meter	\$ 13,070.00	\$ 13,450.00	
3 inch meter	\$ 26,166.00	\$ 26,867.00	
4 inch meter	\$ 40,880.00	\$ 41,976.00	
6 inch meter	\$ 81,735.00	\$ 83,926.00	
8 inch meter	\$ 130,829.00	\$ 134,335.00	
Wastewater Capacity Fees– Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,709.00	\$ 2,782.00	
1 inch meter	\$ 4,526.00	\$ 4,647.00	
1½ inch meter	\$ 9,022.00	\$ 9,264.00	
2 inch meter	\$ 14,442.00	\$ 14,829.00	
3 inch meter	\$ 28,912.00	\$ 29,687.00	
4 inch meter	\$ 45,169.00	\$ 46,380.00	
6 inch meter	\$ 90,309.00	\$ 92,729.00	
8 inch meter	\$ 144,556.00	\$ 148,430.00	
For meter sizes greater than 2 inch where flow volumes exceed 150% of allowable flow			
Water per gallon	\$ 6.18	\$ 6.35	
Sewer per gallon	\$ 7.60	\$ 7.80	

#### **Article F. Miscellaneous Charges**

	<u>FY2020- 2021</u>	<u>FY2021 -2022</u>	<u>Effects on Revenue</u>
ARTICLE F. MISCELLANEOUS CHARGES			
Section 1. Pretreatment Program Administration Charges			\$ 353.00
PERMITTED FLOW (million gallons per day)			
0 - 0.1	\$ 942.00	\$ 960.50	
0.1 - 0.5	\$ 1,871.00	\$ 1,907.50	
Greater than 0.5	\$ 2,788.50	\$ 2,843.00	
Annual Inspection	\$ 142.00	\$ 145.00	
Section 2. Application Fees for Industrial User Permit or Domestic Septage Discharge Permit			
Industrial User Permit Application Fee	\$ 453.00	\$ 462.00	
Discharge domestic septic Application Fee	\$ 96.00	\$ 98.00	
Section 3. Fees for Water Meter Re-reads or Water Meter Testing			\$ 0.00
Second or subsequent tests	\$ 65.00	\$ 66.50	
Section 4. Fees for Authorized Recreational Use of City Lakes			\$ 406.00
Fishing per person, per day			

From Shore	\$ 2.00	\$ 2.00	
From Boat	\$ 2.00	\$ 2.00	
Boat Launching	\$ 3.00	\$ 3.00	
Annual Dock and/or Access Permit			
Inside City	\$ 83.00	\$ 84.50	
Outside City	\$ 166.00	\$ 169.00	
Section 5. Charges for Reproduction of Documents			\$ 0.00
Specifications for Water Main Construction per copy	\$ 12.50	\$ 12.50	
Specifications for Sewer Main Construction per copy	\$ 12.50	\$ 12.50	
Section 6. Charges for Sewer Television Inspections			\$ 0.00
Hourly Rate	\$ 83.00	\$ 84.50	
Section 7. Water and Sewer Extension Permits			\$ 114.00
Water Main Extensions	\$ 297.00	\$ 303.00	
Sewer Main Extensions	\$ 297.00	\$ 303.00	

**2021 - 2022 BUDGET**  
**General Fund Balance Activity**

		<b>Formal Assignment</b>	<b>Unassigned</b>	<b>Total Above Policy</b>
<b>As of March 31, 2021</b>				
Unassigned			\$7,097,491	
Airport Grant Acceptance		\$318,945		
Airport Operations 5 Year Subsidy (final year FY21)		\$0		
Street Resurfacing 5 Year Program (final year FY21)		\$0		
Downtown Parking Lot Improvements		\$3,000,000		
<b>Total Balance as of March 31, 2021</b>		<b>\$ 3,318,945</b>	<b>\$ 7,097,491</b>	<b>\$ 10,416,436</b>
<b>Projected Activity Remainder of Fiscal Year 2021</b>				
Addition at Fiscal Year End – Ad Valorem Tax			\$936,433	
Addition at Fiscal Year End - Revenue Sales Tax			\$1,781,755	
Addition at Fiscal Year End - Savings Personnel Cost			TBD	
<b>Balance projected as of June 30, 2021</b>		<b>\$3,318,945</b>	<b>\$9,815,679</b>	<b>\$ 13,134,624</b>
<b>Projected Activity for Fiscal Year 2022 - to be used in budget</b>				
Proposed Use of Unassigned Fund Balance for One-Time Expenses			\$ (3,419,857)	
<b>Balance projected as of July 1, 2021</b>		<b>\$3,318,945</b>	<b>\$6,395,822</b>	<b>\$ 9,714,767</b>