



**ANNUAL BUDGET**  
**Fiscal Year 2022 - 2023**

*Revised May 10, 2022*



## FY 2023 BUDGET

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# CITY OF MONROE

P.O. BOX 69 • MONROE, NORTH CAROLINA 28111-0069  
FAX 704-283-9098

May 10, 2022

Dear Honorable Mayor and City Council:

This letter hereby transmits the proposed budget for the fiscal year ending **2023** 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 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 maintenance initiatives;
- Funding Fire Station 6 staffing 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 **14.7%**, with the *total General Fund budget (including subsidized funds) increasing by 9.2%* and *Enterprise Funds budget increasing by 16.9%* over their current year budgets. Excluding capital projects, the operating budget increased by 7.8%, with the General Fund operating budget increasing 8.0% and the enterprise funds increasing 7.6%. This spending plan proposes maintaining the current general fund ad valorem tax rate of 50.25 cents and downtown municipal tax district's tax rate of 19.15 cents. Other fee and rate revisions are summarized in the respective sections of this Message.

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 progression of four previously approved projects as follows:

1. Dowd Center Theatre – The City purchased the Center Theatre in 2013 and the adjacent units in 2015. The Center Theatre renovation is complete and is now scheduling various shows. As time goes on, programming will continue to be increased to include movies and other productions.
2. Phil Bazemore 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. The project is under construction with an estimated completion date of March 2023.
3. Monroe Science Center Honoring Dr. Christine Mann Darden – 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 renovation is complete and exhibits are currently being installed. Supply chain issues have delayed the opening date to September 2022. The Science Center operation is being funded by the Monroe Tourism Development Authority using Occupancy Tax Revenue. 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.
4. Bobby G. Kilgore Law Enforcement Center – 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. The project is under construction with an estimated completion date of March 2023.

Funding has been included in the FY 2023 budget to purchase furnishings, install network cabling and computer equipment and to begin operation of the above facilities as they complete their construction phases and open for business.

The proposed budget also includes the addition of six full-time positions, three part-time positions and the upgrade of one position from part-time to full-time. New full-time positions include a Grant Administrator, Building Inspector, Code Enforcement Officer, Crime Scene Technician, GIS Specialist, and Golf Course Senior Equipment Mechanic. New part-time positions include a Fire Plan Reviewer/Inspector, Dowd Center Theatre House Manager and Dowd Center Theatre Technical Assistant. The upgraded position is a Budget Analyst.



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%. A classification and compensation study was conducted and funding to implement this study has been included. This study ensures that our position salary table is comparable to the surrounding market. This implementation will take the place of the annual cost of living increase. Also included is the increase to the City's retirement program as required by the State of 1.2%.

Maintaining existing facilities is a priority and the proposed FY 2023 budget continues to address many maintenance issues. The replacement of the roofs on the Ellen Fitzgerald Community Center and Customer Service Building, replacement of windows at the Old Water Maintenance Facility, and repairing the insulation panels at Dickerson Gymnasium. The community maintenance crew that addresses problem areas within the City associated with yard waste, trash and bulky items was transferred to the General Fund from the Solid Waste Fund.

The total General Fund budget is \$49,681,122. This proposed FY 2023 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 2023 is \$3,917,803. 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 steady increase in membership and attendance over the past year due. Since Covid19 restrictions have relaxed, 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 the replacements of treadmills, air conditioners, pool heater and the replacement of the indoor pool liner with plaster has 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 2023 is \$31,869,326. 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. The fiscal year 2023 budget includes funding for the design of the WWTP. 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 2023 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, 2022 by 2.68% based on the construction cost index. Administrative and non-construction fees will increase by 2.32% 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 2036, assuming a 2.0 percent annual growth rate. The City is evaluating lake augmentation as part of the reclaimed water master plan to improve source water drought resiliency and increase long term water supply. Negotiations are also ongoing with Union County for additional future partnerships on water supply.

In order to ensure continued reliable operation of the existing water treatment plant, improvements as recommended in the City's Risk and Resiliency Plan are being made as part of the FY23 budget, in addition to repair and maintenance of other critical equipment at the plant.

Sewer Capital Improvements: The City's Wastewater Treatment Plant capacity is projected to serve the City's needs until 2033 at an annual 2.0 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. The Unionville-Indian Trail sewer pump station force main will also be upgraded to support economic development in the City's northwest corridor.

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. Two additional full-time Equipment Operators have been added to keep up with this program and other work demands that are occurring due to positive customer growth.

## **ELECTRIC FUND**

The proposed budget for the Electric Fund for FY 2023 is \$68,402,944. Electric rates for the FY 2023 budget year are proposed to remain the same. Line extension projects are proposed to be funded to extend electric facilities to residential subdivisions, commercial developments and industrial projects. 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 add personnel to keep up with demand due to growth. Additions include ten full-time positions including two Administrative Assistants, two Engineering Technicians, three Journeyman Lineman and three Line Apprentice. Construction of a new Energy Services Facility to provide additional warehouse and office space is also funded in FY 2023. The cost of construction of this facility will be shared with the Natural Gas Fund.

## **NATURAL GAS FUND**

The proposed budget for the Natural Gas Fund for FY 2023 is \$23,977,392. 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 2023. 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 proposed budget includes funding for additional personnel to keep up with demand due to growth. Additions include seven full-time positions including an Energy Services Utility Locator, four Gas Technicians, a Natural Gas Operations Superintendent and a Natural Gas Safety and Training Coordinator.

Proposed capital improvements include continued funding of system reinforcement projects to resolve weak portions of the natural gas system and provide redundancy. Funding for projects to meet compliance requirements is included. Funding for line relocation projects due to roadway improvement projects have been included. Infrastructure projects and revenue-based expansions have also been included to accommodate new planned subdivisions as well as new commercial developments and industrial projects. Construction of a new Energy Services Facility to provide additional warehouse and office space is also funded in FY 2023. The cost of construction of this facility will be shared with the Electric Fund.

### **STORMWATER FUND**

The proposed budget for the Stormwater Fund for FY 2023 is \$2,834,806. 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. Funding for ongoing small stormwater construction projects and the Stewarts Creek Watershed water quality project was included in the FY 2023 budget. There are no stormwater rate increases proposed in this budget.

### **AIRPORT FUND**

The proposed budget for the Airport Fund for FY 2023 is \$4,033,475. The continued focus is to expand operations and attract more traffic of based and transient aircraft. A personnel reorganization is included in the FY 2023 budget to provide better customer service coverage during the airport operating hours. An increase of 10% for all facility rental fees is proposed.

### **SOLID WASTE FUND**

The proposed budget for the Solid Waste Fund for FY 2022 is \$3,194,707. 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. The community maintenance crew, consisting of two full-time employees and associated operating costs were transferred to the General Fund. The budget includes funding to cover the Consumer Price Index increase as required by the current waste pickup contract. There is no rate increase proposed for FY 2023.

### **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 no increase to the employer premium contributions or for employee premiums for the upcoming year.



The proposed annual financial plan for the Workers' Compensation Fund for FY 2023 includes funding contributions of \$450,000 that has been allocated to all departments. This amount is 49.7% higher than the prior fiscal year to address increased claims. Funding for the Property and Casualty Fund totals \$860,250 that has been allocated to all departments. This amount is 5.8% 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.

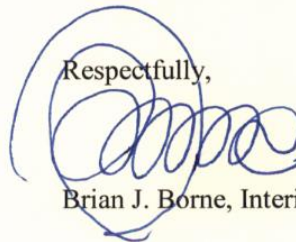
### **CONCLUSION**

The City of Monroe will continue to stay focused on the long-term goal of making Monroe a desirable place to live and work and invest. City services and infrastructure will be maintained and developed as community grows and develops. With the extensive planning within our water, sewer, electric and natural gas services, Monroe stands alone in Union County to meet any and all residential and industrial development needs. Ready and able to meet these needs puts Monroe in an excellent position to grow our City. The decisions we make now will lay the foundation for our future and we need to do so with a sound plan and unified voice.

Our continued focus on upkeep and enhancement of downtown and community wide resources through partnerships and proper planning will allow Monroe to grow and flourish. Over time, we will not only change the physical landscape, but also implement standards that are not required, but expected. By reestablishing community pride, Monroe will continue to blossom as the place we proudly call home.

I thank you for the opportunity to present this budget and I look forward to seeing Monroe's potential realized to the fullest. 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,

A handwritten signature in blue ink, appearing to read 'B. Borne', is written over a circular blue ink stamp.

Brian J. Borne, Interim City Manager



**CITY OF MONROE**  
**SUMMARY OF FY 2023 RECOMMENDED BUDGET**  
**BY FUND**

<b>FUND</b>	<b>FY22</b>	<b>FY23</b>	<b>INC / (DEC)</b>
General	\$ 38,010,167	\$ 42,035,580	\$ 4,025,413
Center Theatre	1,087,130	1,116,050	28,920
Parks & Recreation	4,084,206	4,071,915	(12,291)
Golf Course	1,342,051	1,334,772	(7,279)
GF Capital Reserve	-	-	-
GF Capital Projects	1,122,500	1,608,897	486,397
<b>Subtotal General Fund</b>	<b>45,646,054</b>	<b>50,167,214</b>	<b>4,521,160</b>
Aquatics Center	3,842,620	3,913,551	70,931
Occupancy Tax Capital	240,443	258,343	17,900
Occupancy Rax Capital Projects			-
Downtown Monroe	226,771	275,860	49,089
Police Asset Forfeiture		213,000	213,000
Water & Sewer	17,799,504	19,638,475	1,838,971
Water & Sewer Cap Projects	2,350,000	9,325,000	6,975,000
Water & Sewer Reserve	1,787,639	2,997,102	1,209,463
<b>Subtotal Water &amp; Sewer</b>	<b>21,937,143</b>	<b>31,960,577</b>	<b>10,023,434</b>
Stormwater	2,939,955	2,629,636	(310,319)
Stormwater Capital Projects	685,000	200,000	(485,000)
<b>Subtotal Stormwater</b>	<b>3,624,955</b>	<b>2,829,636</b>	<b>(795,319)</b>
Electric	61,332,197	65,047,916	3,715,719
Electric Capital Projects	1,120,000	3,325,000	2,205,000
<b>Subtotal Electric</b>	<b>62,452,197</b>	<b>68,372,916</b>	<b>5,920,719</b>
Natural Gas	17,234,130	19,827,700	2,593,570
Natural Gas Capital Projects	2,660,000	4,135,000	1,475,000
<b>Subtotal Natural Gas</b>	<b>19,894,130</b>	<b>23,962,700</b>	<b>4,068,570</b>
Airport	3,565,099	4,022,078	456,979
Solid Waste	3,023,345	3,197,931	174,586
<b>Total</b>	<b>\$ 164,452,757</b>	<b>\$ 189,173,806</b>	<b>\$ 24,721,049</b>

**SUMMARY OF FY 2023 INTERNAL SERVICE FUNDS FINANCIAL PLANS**

Health and Dental	\$ 10,383,040	\$ 10,918,377	\$ 535,337
Worker's Compensation	310,287	452,741	142,454
Property & Casualty	838,289	898,723	60,434
<b>Total</b>	<b>\$ 11,531,616</b>	<b>\$ 12,269,841</b>	<b>\$ 738,225</b>

Notes: Excludes internal transfers out to other funds.

**CITY OF MONROE**  
**SUMMARY OF FY 2023 RECOMMENDED BUDGET**  
**GENERAL FUND BY DEPARTMENT**

**OPERATING BUDGET (EXCLUDES CAPITAL)**

DESCRIPTION	FY22	FY23	INC / (DEC)
Legislative	\$ 389,532	\$ 351,090	\$ (38,442)
City Administrative	2,028,301	2,042,011	13,710
Facilities Maintenance	1,375,769	1,447,529	71,760
Finance	3,838,225	4,307,721	469,496
Human Resources	958,604	1,035,622	77,018
Engineering & Streets	3,923,261	4,228,280	305,019
Building Standards	1,044,889	1,263,426	218,537
Planning	1,283,487	1,415,591	132,104
Police	12,276,436	13,504,268	1,227,832
Fire	9,690,963	10,576,951	885,988
Info Technology	1,619,598	1,623,433	3,835
Outside Agency Funding	379,925	310,150	(69,775)
Economic Dev. Incentive Agreements	1,062,590	1,275,940	213,350
Debt Service	2,427,725	2,240,182	(187,543)
Cost Allocations	(6,874,282)	(7,822,226)	(947,944)
<b>Total</b>	<b>\$ 35,425,023</b>	<b>\$ 37,799,968</b>	<b>\$ 2,374,945</b>

**CAPITAL IMPROVEMENT PLAN**

DESCRIPTION	FY22	FY23	INC / (DEC)
Legislative	\$ -	\$ -	\$ -
City Administrative	-	-	-
Facilities Maintenance	278,000	380,000	102,000
Finance	62,000	40,000	(22,000)
Human Resources	34,944	30,000	(4,944)
Engineering & Streets	1,068,200	1,622,760	554,560
Building Standards	37,000	262,689	225,689
Planning	-	33,000	33,000
Police	784,000	626,000	(158,000)
Fire	60,000	1,196,832	1,136,832
Info Technology	261,000	44,331	(216,669)
<b>Total</b>	<b>\$ 2,585,144</b>	<b>\$ 4,235,612</b>	<b>\$ 1,650,468</b>

**TOTAL GENERAL FUND BUDGET**

DESCRIPTION	FY22	FY23	INC / (DEC)
Legislative	\$ 389,532	\$ 351,090	\$ (38,442)
City Administrative	2,028,301	2,042,011	13,710
Facilities Maintenance	1,653,769	1,827,529	173,760
Finance	3,900,225	4,347,721	447,496
Human Resources	993,548	1,065,622	72,074
Engineering & Streets	4,991,461	5,851,040	859,579
Building Standards	1,081,889	1,526,115	444,226
Planning	1,283,487	1,448,591	165,104
Police	13,060,436	14,130,268	1,069,832
Fire	9,750,963	11,773,783	2,022,820
Info Technology	1,880,598	1,667,764	(212,834)
Outside Agency Funding	379,925	310,150	(69,775)
Economic Dev. Incentive Agreements	1,062,590	1,275,940	213,350
Debt Service	2,427,725	2,240,182	(187,543)
Cost Allocations	(6,874,282)	(7,822,226)	(947,944)
<b>Total</b>	<b>\$ 38,010,167</b>	<b>\$ 42,035,580</b>	<b>\$ 4,025,413</b>



## LEGISLATIVE

City Council, Boards, & Commissions

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 162,302	\$ 206,648	\$ 212,357
Operations	47,840	182,884	138,733
Capital	-	-	-
Outside Agencies Appropriations	342,877	379,925	310,150
<b>Subtotal</b>	<b>\$ 553,019</b>	<b>\$ 769,457</b>	<b>\$ 661,240</b>
Allocations	(216,333)	(205,457)	(230,388)
<b>Total Budget</b>	<b>\$ 336,686</b>	<b>\$ 564,000</b>	<b>\$ 430,852</b>

Notes:

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

### ELECTED PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	7	7	7

## GENERAL ADMINISTRATION

### City Manager Division

Brian Borne, Interim City Manager

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 676,159	\$ 723,266	\$ 718,737
Operations	628,660	438,093	441,596
Capital	3,500	-	-
Subtotal	\$ 1,308,320	\$ 1,161,359	\$ 1,160,333
Allocations	(414,811)	(396,366)	(431,624)
Total Budget	\$ 893,509	\$ 764,993	\$ 728,709

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	4	4	4

### City Attorney Division

Mujeeb Shah-Khan., City Attorney

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 336,191	\$ 357,527	\$ 375,140
Operations	60,226	83,910	83,644
Capital	-	-	-
Subtotal	\$ 396,416	\$ 441,437	\$ 458,784
Allocations	(277,164)	(282,406)	(302,190)
Total Budget	\$ 119,252	\$ 159,031	\$ 156,594

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	2	2	2



## Public Information Division

Pete Hovanec, Director of Communications & Tourism

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 55,868	\$ 114,128	\$ 118,686
Operations <sup>(1)</sup>	24,734	254,990	254,724
<b>Subtotal</b>	<b>80,602</b>	<b>369,118</b>	<b>373,410</b>
Allocations	(92,978)	(93,157)	(104,989)
<b>Total Budget</b>	<b>\$ (12,376)</b>	<b>\$ 275,961</b>	<b>\$ 268,421</b>

Notes:

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

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	2	2	2

## Economic Development Division

Chris Platé, Executive Director of Economic Development

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ -	\$ -	\$ -
Operations	16,395	56,387	49,484
Economic Incentives	591,666	1,062,590	1,275,940
Capital Projects	-	-	-
<b>Subtotal</b>	<b>\$ 608,061</b>	<b>\$ 1,118,977</b>	<b>\$ 1,325,424</b>
Allocations	(287,420)	(473,622)	(683,882)
<b>Total Budget</b>	<b>\$ 320,641</b>	<b>\$ 645,355</b>	<b>\$ 641,542</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	0	0	0

## FACILITIES

Facilities Maintenance  
Matthew Black, Director of Downtown

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 568,664	\$ 640,186	\$ 737,346
Operations	508,976	735,583	710,183
Capital	321,239	278,000	380,000
<b>Subtotal</b>	<b>\$ 1,398,879</b>	<b>\$ 1,653,769</b>	<b>\$ 1,827,529</b>
Allocations	(173,972)	(167,072)	(271,253)
<b>Total Expenditure Budget</b>	<b>\$ 1,224,907</b>	<b>\$ 1,486,697</b>	<b>\$ 1,556,276</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	8	9	9

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Scissor Lift	\$ 30,000	delay	
Single Axle Trailer	\$ 8,000	delay	
Replace 1-ton Dump Truck	\$ 75,000	\$ 75,000	Fund Balance
Roof Replacement - Senior Center (Current Facility)	\$ 162,000	\$ 162,000	Fund Balance
Hvac Replacements/Hvac Inventory (addition FY23)	\$ 75,000	\$ 75,000	Operating
Roof Replacement - Customer Service Center	\$ 68,000	\$ 68,000	Allocation
<b>Total Capital</b>	<b>\$ 418,000</b>	<b>\$ 380,000</b>	



## FINANCE

Administration Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 354,718	\$ 375,313	\$ 594,505
Operations	11,590	23,975	34,995
Capital	-	\$ -	\$ -
Debt Service	1,251,526	2,427,725	2,240,182
<b>Subtotal</b>	<b>\$ 1,617,834</b>	<b>\$ 2,827,013</b>	<b>\$ 2,869,682</b>
Allocations	(249,540)	(257,380)	(298,997)
<b>Total Budget</b>	<b>\$ 1,368,294</b>	<b>\$ 2,569,633</b>	<b>\$ 2,570,685</b>

Notes:

<sup>(1)</sup> FY23 proposed budget includes the reclassification of Budget Analyst to Finance Administration from Accounting

<sup>(2)</sup> FY23 proposed budget includes a new Grant Administrator, \$85K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions <sup>(1)(2)</sup>	3	3	5

## FINANCE

Accounting Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)(2)</sup>	\$ 411,079	\$ 464,311	\$ 495,961
Operations	103,148	124,366	115,385
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 514,227</b>	<b>\$ 588,677</b>	<b>\$ 611,346</b>
Allocations	(280,558)	(284,702)	(316,914)
<b>Total Budget</b>	<b>\$ 233,669</b>	<b>\$ 303,975</b>	<b>\$ 294,432</b>

Notes:

<sup>(1)</sup> Accountant I position was added mid-FY22

<sup>(2)</sup> FY23 proposed budget includes budget for a full year for Accountant I and reclassification of Budget Analyst to Administration

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	4	5	5

## FINANCE

Utility Billing Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 563,142	\$ 643,900	\$ 693,402
Operations	151,075	184,376	204,494
Capital	-	62,000	-
<b>Subtotal</b>	<b>\$ 714,217</b>	<b>\$ 890,276</b>	<b>\$ 897,896</b>
Allocations	(865,759)	(955,891)	(979,731)
<b>Total Budget</b>	<b>\$ (151,542)</b>	<b>\$ (65,615)</b>	<b>\$ (81,835)</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	8	9	9

## FINANCE

### Purchasing Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 179,900	\$ 190,903	\$ 219,668
Operations	14,716	23,824	23,037
Capital	-	-	35,000
Subtotal	\$ 194,616	\$ 214,727	\$ 277,705
Allocations	(108,648)	(116,314)	(151,316)
Total Budget	\$ 85,968	\$ 98,413	\$ 126,389

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	2	2	2

#### CAPITAL IMPROVEMENT SUMMARY-FINANCE PURCHASING

Item Description	Department Request	City Manager	Funding Source
Replace '09 Toyota Prius	\$ 35,000	35,000	Fund Balance
Total Capital	\$ 35,000	\$ 35,000	



## FINANCE

Fleet Division

Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 284,235	\$ 301,335	\$ 328,667
Operations	39,131	43,984	48,521
Capital	-	-	-
Subtotal	\$ 323,366	\$ 345,319	\$ 377,188
Allocations	(292,342)	(264,209)	(280,529)
Total Budget	\$ 31,024	\$ 81,110	\$ 96,659

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	4	4	4

## FINANCE

### Warehouse Division

Lisa Strickland, Director of Finance

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 246,304	\$ 294,753	\$ 319,554
Operations	64,194	55,144	52,192
Capital	-	-	5,000
<b>Subtotal</b>	<b>\$ 310,497</b>	<b>\$ 349,897</b>	<b>\$ 376,746</b>
Allocations	(416,449)	(450,309)	(488,337)
<b>Total Budget</b>	<b>\$ (105,952)</b>	<b>\$ (100,412)</b>	<b>\$ (111,591)</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	3	4	4

#### CAPITAL IMPROVEMENT SUMMARY-WAREHOUSE

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

## FINANCE

Payment Center Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 369,080	\$ 398,981	\$ 460,251
Operations	119,698	127,499	125,540
Capital	-	-	-
Subtotal	\$ 488,779	\$ 526,480	\$ 585,791
Allocations	(440,854)	(466,985)	(498,323)
Total Budget	\$ 47,925	\$ 59,495	\$ 87,468

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	5	5	5

## FINANCE

Customer Service Division  
Lisa Strickland, Director of Finance

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 427,109	\$ 506,618	\$ 509,721
Operations	77,644	78,943	81,828
Capital	-	-	-
Subtotal	\$ 504,753	\$ 585,561	\$ 591,549
Allocations	(605,058)	(641,587)	(694,204)
Total Budget	\$ (100,305)	\$ (56,026)	\$ (102,655)

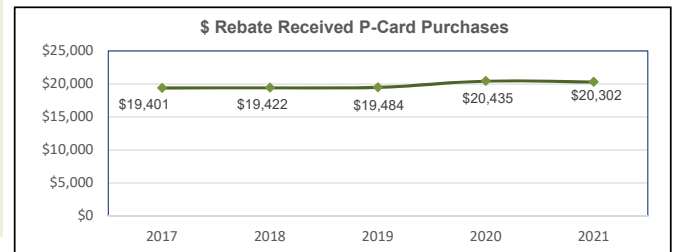
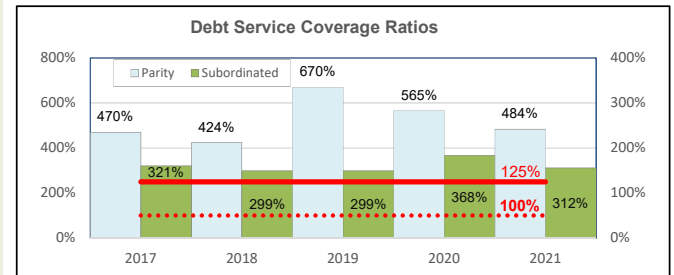
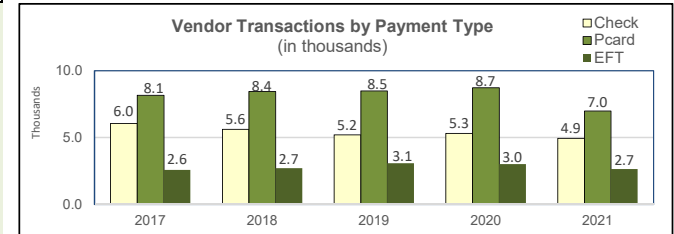
### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	6	7	7

# FINANCE DEPARTMENT

## Accounting Division

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$406,840	\$471,145	\$493,391	\$493,452	\$425,758	\$ 486,071
Employees (Authorized Positions)	4	4	4	4	4	4
<b>Output Measures</b>						
# Checks issued to vendors	6,039	5,608	5,190	5,315	4,928	
# Vendor payments processed through Electronic Funds Transfer (EFT)	2,593	2,709	3,083	3,019	2,653	
# Pcard transactions	8,149	8,441	8,471	8,719	6,990	
# Purchasing card (P-Card) users	151-158	153-158	148-156	156-162	155-161	
\$ Amount of all vendor payments (checks, EFT & P-Card)	\$126,048,159	\$127,401,113	\$134,458,928	\$126,443,162	\$112,290,602	
# Employees paid through payroll	853	861	875	894	773	
# Payroll direct deposits processed <sup>(4)</sup>	18,457	19,012	19,035	18,203	16,729	
# Journal entry transactions processed	147,051	145,124	148,143	150,806	na	
<b>Effectiveness Measures</b>						
\$ Rebate received P-Card purchases	\$19,401	\$19,422	\$19,484	\$20,435	\$20,302	
% Payroll direct deposits manually processed	0.10%	0.15%	0.07%	0.04%	0.12%	
% Payroll direct deposits voided	0.06%	0.05%	0.05%	0.09%	0.02%	
Parity debt <sup>(2)</sup> service coverage ratio (per bond covenants - no less than 125%)	470%	424%	670%	565%	484%	125% or >
Subordinated debt <sup>(3)</sup> service coverage ratio (per bond covenants - no less than 100%)	321%	299%	299%	368%	312%	100% or >
% Non-paper transactions <sup>(1)</sup>	64.0%	66.5%	69.0%	68.8%	66.2%	67%
Average # payments per week (check and EFT)	169	163	162	163	149	
<b>Efficiency Measures</b>						



### 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

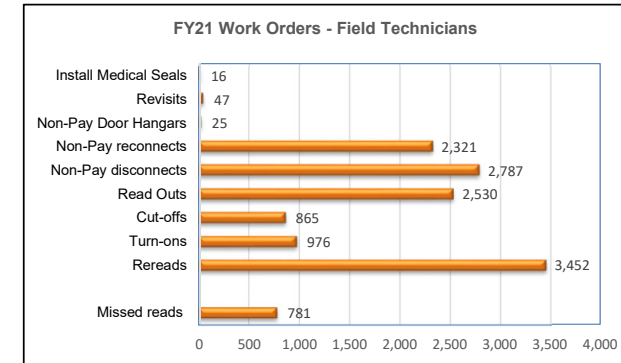
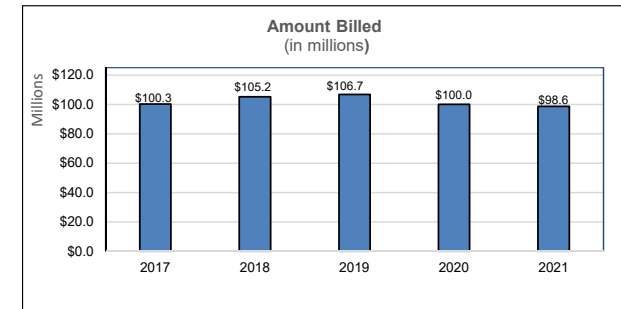
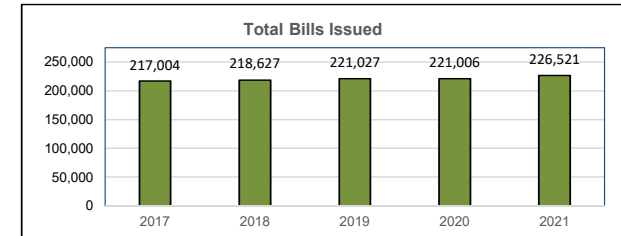
	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$668,963	\$635,987	\$679,439	\$683,572	\$714,217	\$828,276
Employees (Authorized Positions)	8	8	8	8	8	9
<b>Output Measures</b>						
# Bills issued	217,004	218,627	221,027	221,006	226,521	
# Electronic Bills Processed	-	-	-	5,730	9,725	
# Registers read	449,813	453,539	456,757	460,280	466,907	
# Work requests completed <sup>(2)</sup>	17,020	15,415	15,329	11,534	13,800	
\$ Amount billed	\$100,274,277	\$105,242,869	\$106,680,420	\$100,047,371	\$98,567,672	
# Meter rereads	6,133	5,414	4,782	4,050	4,249	
<b>Effectiveness Measures</b>						
% Billing accuracy <sup>(1)</sup>	100.00%	100.00%	100.00%	100.00%	99.99%	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	-	-	-	2.59%	4.29%	
<b>Efficiency Measures</b>						
Average number utility bills processed per Utility Billing Specialist per workday	250	253	256	254	261	
\$ Cost per utility bill processed	\$1.47	\$1.37	\$1.43	\$1.40	\$1.45	
\$ Cost per work order processed <sup>(3)</sup>	\$5.42	\$6.15	\$6.84	\$10.04	\$8.72	
Average # work orders processed per day per Field Technician	23	26	22	22	21	

### 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 it's subsequent extension prohibits utilities from disconnecting customers unable to pay during the COVID-19 pandemic.

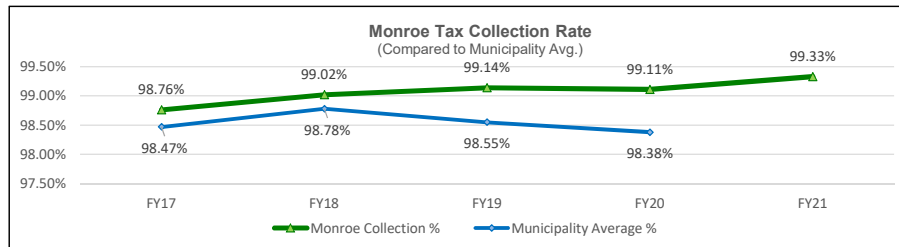
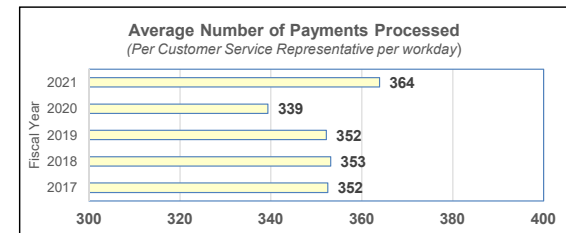
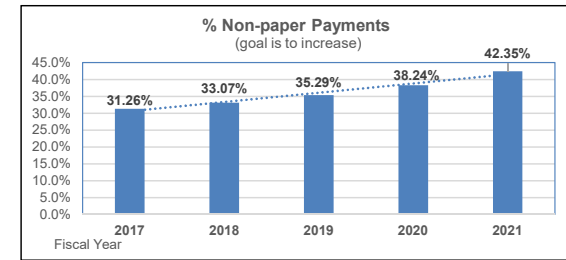
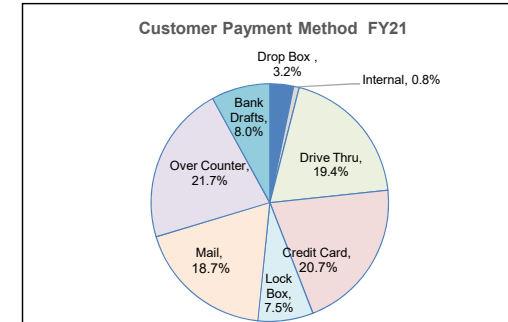
<sup>(3)</sup> Increase cost due to fixed salary costs spread over fewer work orders. See footnote above.



# FINANCE DEPARTMENT

## Payment Center

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$443,802	\$415,835	\$437,857	\$485,925	\$488,779	\$526,480
Employees (Authorized Positions)	5	5	5	5	5	5
<b>Output Measures</b>						
# Utility payments processed <sup>(1)</sup>	194,247	193,735	194,967	191,635	195,404	
# Tax payments processed	18,612	18,573	16,018	16,631	15,664	
# Other payments processed	49,398	49,365	49,975	45,211	59,665	
# Payments - bank draft	18,619	20,749	23,594	23,374	23,505	
% Payments made via drop box	3.4%	3.4%	3.3%	3.4%	3.2%	
% Interdepartmental payments (internal)	0.8%	0.8%	0.8%	0.8%	0.8%	
% Payments made via drive thru	18.9%	19.8%	15.6%	16.2%	19.4%	
% Payments made via credit card	14.3%	15.5%	17.1%	18.7%	20.7%	
% Payments made via lock box	7.4%	7.3%	7.3%	7.8%	7.5%	
% Payments made via mail	22.0%	21.3%	19.5%	19.9%	18.7%	
% Payments made over counter	26.5%	24.6%	28.1%	24.7%	21.7%	
% Payments made via bank draft	6.6%	7.3%	8.3%	8.5%	8.0%	
<b>Effectiveness Measures</b>						
% Non-paper payments (goal is to increase)	31.26%	33.07%	35.29%	38.24%	42.35%	> 42.35%
Tax Collection Rate (General)	98.76%	99.02%	99.14%	99.11%	99.33%	100.00%
Tax Collection Rate (MSD)	99.23%	99.10%	99.23%	99.25%	99.83%	100.00%
<b>Efficiency Measures</b>						
Average number of payments processed per Customer Service Representative per work day	352	353	352	339	364	



### 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					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$483,934	\$473,088	\$491,150	\$471,389	\$504,753	\$585,561
Employees (Authorized Positions)	6	6	6	6	6	7
<b>Output Measures</b>						
# Customer calls handled <sup>(4)(6)</sup>	40,705	32,791	45,439	40,979	44,322	
# Walk-ins assisted <sup>(3)</sup>	13,230	12,481	12,308	8,563	6,766	
# Late notices sent	51,222	51,551	51,858	50,427	47,951	
# Service activations	4,185	3,960	3,200	3,255	3,929	
# Non-payment disconnections processed <sup>(4)</sup>	2,897	2,920	3,277	1,698	2,780	
# Customers assisted by outside agencies	3,726	3,778	3,430	3,972	3,819	
# Payments made-City's Helping Hands program	86	220	118	99	141	
\$ Amount of assistance provided by agencies <sup>(7)</sup>	\$741,397	\$728,303	\$668,273	\$668,526	\$733,594	
\$ Amount of assistance provided-City's Helping Hands program <sup>(1)</sup>	\$24,102	\$55,870	\$30,000	\$21,478	\$31,391	
<b>Effectiveness Measures</b>						
% Customer calls abandoned <sup>(5)</sup>	18%	11%	12%	8%	8%	20%
% Calls answered in less than 2 minutes (industry standard 80%) <sup>(5)</sup>	70%	70%	67%	79%	76%	80%
\$ Utility bill write-offs	\$311,669	\$281,519	\$317,353	\$323,096	\$301,695	
% Billed written off	0.3%	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	29	40	33	36	
Average # walk-ins assisted per Customer Service Rep per working day	12	11	11	7	5	

### 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.

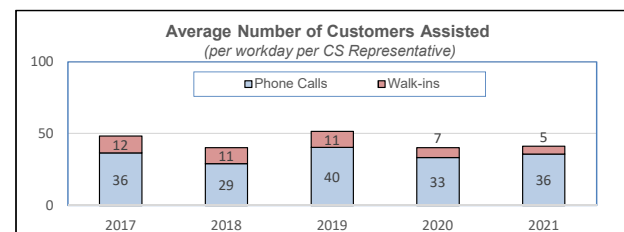
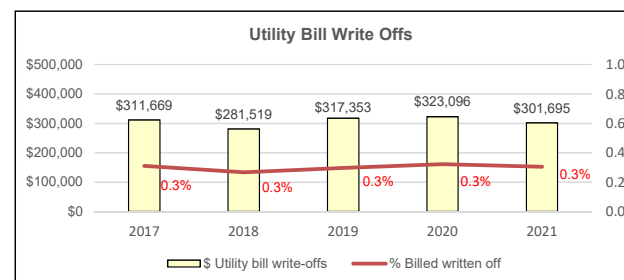
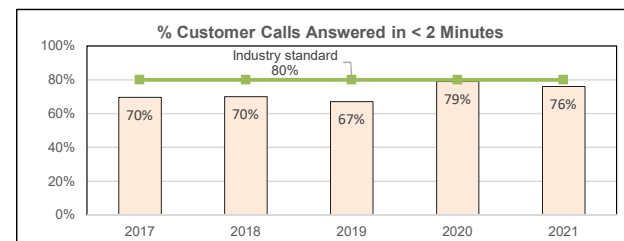
<sup>(3)</sup> FY20 reduced measures due to NC Governor's Executive Order No. 121 (Stay at Home Order).

<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.

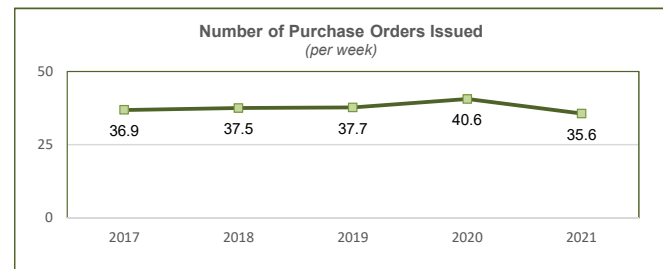
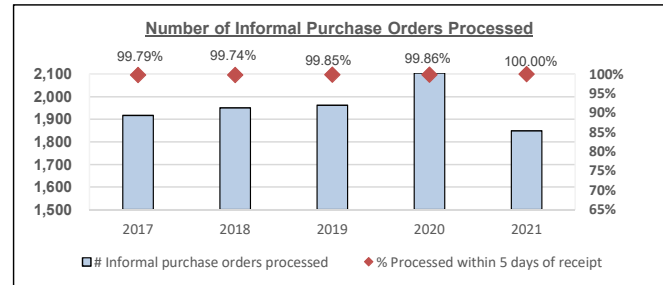
<sup>(7)</sup> additional funding from federal COVID grants



# FINANCE DEPARTMENT

## Purchasing Division

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
<b>Inputs</b>						
Expenditures	\$168,940	\$173,977	\$180,785	\$190,554	\$194,616	\$214,727
Employees (Authorized Positions)	2	2	2	2	2	2
<b>Output Measures</b>						
# Informal purchase orders processed	1,917	1,951	1,962	2,105	1,849	
# Formal bids processed	3	4	10	8	4	
<b>Effectiveness Measures</b>						
% Informal PO's processed within 5 days of receipt	99.8%	99.7%	99.8%	99.9%	100.0%	100.0%
<b>Efficiency Measures</b>						
# PO's issued per week	36.9	37.5	37.7	40.6	35.6	

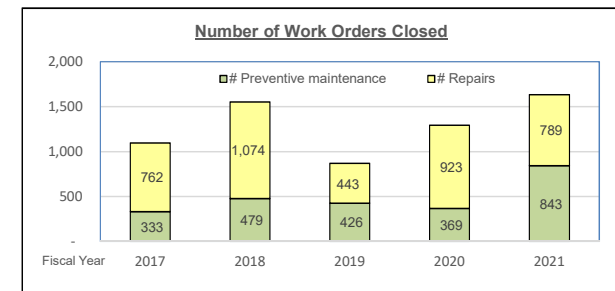
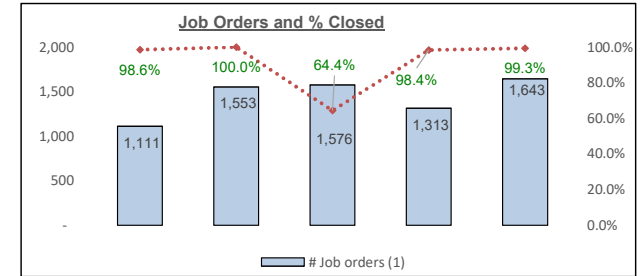




# FINANCE DEPARTMENT

## Fleet Maintenance

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
<b>Inputs</b>						
Expenditures	\$274,959	\$249,687	\$299,303	\$317,104	\$323,366	\$345,319
Employees (Authorized Positions)	4	4	4	4	4	4
# Vehicles in fleet	358	335	336	338	346	
# Equipment in fleet <sup>(2)</sup>	177	171	179	179	254	
<b>Output Measures</b>						
# Job orders <sup>(1)</sup>	1,111	1,553	1,576	1,313	1,643	
<b>Effectiveness Measures</b>						
% Job orders closed	98.6%	100.0%	64.4%	98.4%	99.3%	
# Preventive maintenances work orders closed	333	479	426	369	843	
# Repair work orders closed	762	1,074	443	923	789	
% Work orders - preventative maintenance	30%	31%	49%	29%	52%	
<b>Efficiency Measures</b>						
Average number of work orders per Automotive/Equip. Mechanic per work day	1.8	2.5	1.4	2.1	2.6	
Average # Vehicles maintained / repaired per FTE	102.3	95.7	96.0	96.6	98.9	



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

<sup>(2)</sup> Water Resources technician who knew how to repair equipment retired and garage had to take over repairs to that equipment

## HUMAN RESOURCES

Human Resources Division

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 483,476	\$ 688,338	\$ 812,009
Operations	37,081	111,298	55,875
Capital	-	34,944	-
<b>Subtotal</b>	<b>\$520,557</b>	<b>\$834,580</b>	<b>\$867,884</b>
Allocations	(329,595)	(408,500)	(500,695)
<b>Total Budget</b>	<b>\$190,962</b>	<b>\$426,080</b>	<b>\$367,189</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	4	5	5

## HUMAN RESOURCES

Risk Management Division

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$82,929	\$113,184	\$110,751
Operations	36,922	45,784	56,987
Capital	-	-	30,000
<b>Subtotal</b>	<b>\$119,850</b>	<b>\$158,968</b>	<b>\$197,738</b>
Allocations	(91,129)	(103,345)	(137,449)
<b>Total Budget</b>	<b>\$28,721</b>	<b>\$55,623</b>	<b>\$60,289</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 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	\$ 30,000	\$ 30,000	Fund Balance
<b>Total Capital</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	

# HUMAN RESOURCES DEPARTMENT

## Human Resources

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$434,925	\$439,316	\$492,668	\$499,047	\$520,557	\$799,636
Employees (Authorized Positions)	4	4	4	4	4	5
Total City Employees <sup>(1)</sup>	975	986	998	928	905	
<b>Output Measures</b>						
FTE Separations <sup>(2)</sup>	48	46	39	42	47	
Serviced by Employee Assist. Program <sup>(3)</sup>	31	31	22	41	42	
Tuition Reimbursement participants	5	6	21	27	13	
Tuition Reimbursement program (\$)	\$8,005	\$7,710	\$21,562	\$27,304	\$16,433	
FMLA cases	41	29	34	47	44	
Personnel Action Forms Processed <sup>(4)(11)</sup>	1,732	2,043	2,130	2,736	2,668	
New Hires Processed / E-verify submitted <sup>(5)</sup>	200	196	197	118	159	
Employee Investigations <sup>(6)</sup>	2	5	2	4	5	
Employee Visits and Walk-ins to HR <sup>(7)</sup>	-	1,083	1,023	446	1,684	
Employment Verifications and Questionnaires <sup>(8)</sup>	-	125	186	231	386	
Telephone Correspondence <sup>(9)</sup>	-	3,238	2,276	3,473	4,314	
Insurance Problems Addressed <sup>(10)</sup>	-	-	358	263	967	
<b>Effectiveness Measures</b>						
Turnover rate of employees <sup>(2)</sup>	10.67%	10.13%	8.95%	8.90%	5.08%	
% Total clients serviced annualized utilization rate - EAP	14.7%	11.7%	4.49%	9.69%	12.77%	
<b>Efficiency Measures</b>						
Ratio of HR staff to every 100 workers	1:244	1:246	1:250	1:232	1:226	1:100
Human Resources cost per city employee	\$512	\$498	\$546	\$588	\$623	
Average EAP cost per participant	\$305	\$305	\$429	\$230	\$225	
Average tuition reimbursement per participant	\$1,601	\$1,285	\$1,027	\$1,011	\$1,264	

### 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.

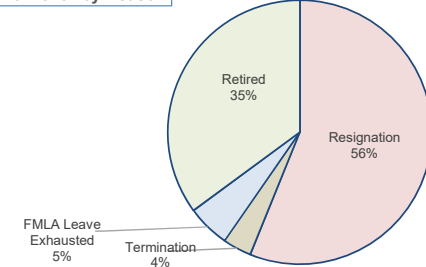
<sup>(10)</sup> Communicating with policy administrators for employees and their family members.

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

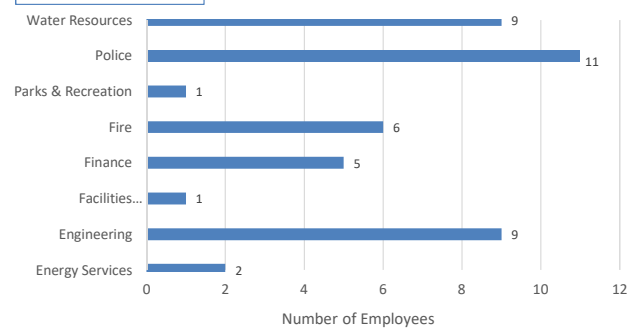
2021 Turnover by Dept.

Econ Dev	1	Water	10
Human Res.	1	Airport	1
Energy Services.	9	IT	2
Engineering	11	Comm & Tourism	1
Finance	3	Police	9
Fire	3		
Parks & Rec	6		
Total			57

2021 Turnover by Reason



FY21 FMLA Utilization





## ENGINEERING

Engineering Division  
Sarah McAllister, Engineering Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 883,888	\$ 904,736	\$ 1,049,768
Operations	52,987	64,486	62,945
Capital	-	36,500	37,500
Capital Project	-	-	280,000
<b>Subtotal</b>	<b>\$ 936,875</b>	<b>\$ 1,005,722</b>	<b>\$ 1,430,213</b>
Allocations	(356,462)	(372,428)	(378,026)
<b>Total Budget</b>	<b>\$ 580,413</b>	<b>\$ 633,294</b>	<b>\$ 1,052,187</b>

### FULL-TIME PERSONNEL SUMMARY

Item Description	FY 2021 Authorized Authorized	FY 2022 Authorized Authorized	FY 2023 Proposed Proposed
Positions	9	10	10

### CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

	Department Request	City Manager Recommendation	Funding Source
Replace 2010 F-150 4X4	\$ 37,500	\$ 37,500	Fund Balance
<b>Total Capital</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	

### CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
Sidewalk maintenance	\$ 200,000	\$ 200,000	Restricted Fund Balance
Ops Center Parking Lot	\$ 80,000	\$ 80,000	Fund Balance & Allocation to Other Funds
<b>Total Capital</b>	<b>\$ 280,000</b>	<b>\$ 280,000</b>	

## ENGINEERING

Street Division/Powell Bill  
Sarah McAllister, Engineering Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,275,052	\$ 1,424,464	\$ 1,523,916
Operations	1,297,487	1,529,575	1,591,651
Capital	113,678	198,000	215,760
Construction	1,923,402	833,700	1,369,500
<b>Subtotal</b>	<b>\$ 4,609,618</b>	<b>\$ 3,985,739</b>	<b>\$ 4,700,827</b>
Allocations	(567,734)	(364,819)	(374,178)
<b>Total Budget</b>	<b>\$ 4,041,884</b>	<b>\$ 3,620,920</b>	<b>\$ 4,326,649</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized Authorized	FY 2022 Authorized Authorized	FY 2023 Proposed Proposed
Positions	19	19	19

### CAPITAL IMPROVEMENT SUMMARY-STREET

Item Description	Department Request	City Manager Recommendation	Funding Source
Contract Resurfacing \$30 Vehicle Tax (on-going)	\$ 864,500	\$ 864,500	\$30 Vehicle Tax
Continued Contract Resurfacing	\$ 1,000,000	\$ 500,000	Operating
City Parking lot annual funding for striping and maintenance	\$ 10,000	\$ 5,000	Operating
Parking Lot Resurfacing (Church St at Crowell St)	\$ 40,000	delay	
Hayne Street Streetscape (Houston St to Sunset Dr)	\$ 1,100,000	delay	
<b>Total Capital</b>	<b>\$ 3,014,500</b>	<b>\$ 1,369,500</b>	

**CAPITAL IMPROVEMENT SUMMARY – POWELL BILL**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
Replace 2005 Tandem Truck	\$ 177,000	\$ 177,000	Restricted Fund Balance
Replace 2012 F-150	\$ 38,760	\$ 38,760	Restricted Fund Balance
<b>Total Capital</b>	<b>\$ 215,760</b>	<b>\$ 215,760</b>	

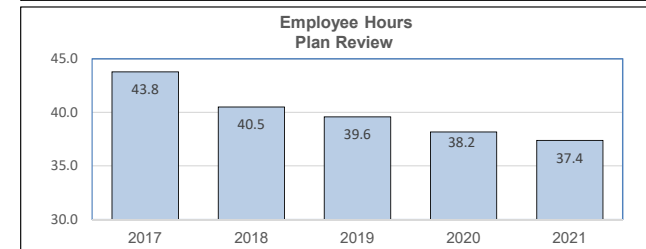
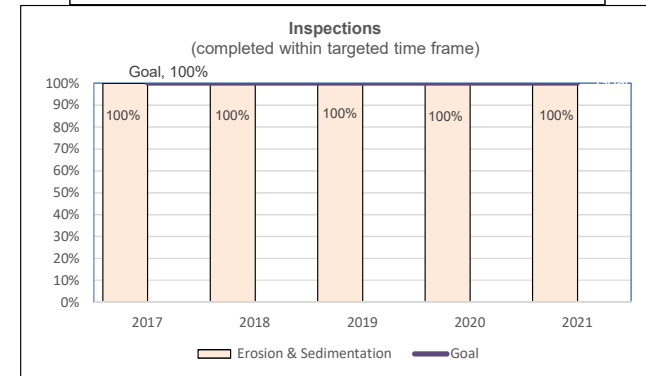
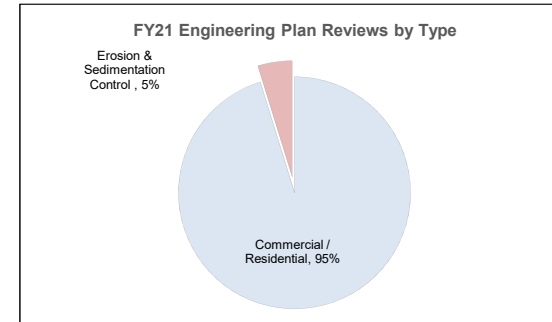
# ENGINEERING DEPARTMENT

## Engineering

	FISCAL YEAR					2022 Target
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	
<b>Inputs</b>						
Expenditures	\$925,634	\$920,740	\$876,903	\$924,420	\$936,875	\$969,222
Employees (Authorized Positions)	9	9	9	9	9	10
<b>Output Measures</b>						
Commercial / residential plan reviews completed <sup>(1)</sup>	53	28	142	260	400	
Erosion & sedimentation control plan reviews completed	13	11	41	15	20	
Erosion & sedimentation control inspections completed	468	475	487	473	448	
Mapping projects completed	8	8	10	3	1	
Record plat reviews completed	60	85	174	183	247	
<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	100.0%	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	100.0%	100.0%	100.0%	99.3%	99.0%	100.0%
<b>Efficiency Measures</b>						
Employee hours per commercial / residential plan review	3.3	1.6	0.3	0.3	0.3	
Employee hours per erosion & sedimentation control plan	40.5	38.9	39.3	37.9	37.1	
Employee hours per erosion & sedimentation control inspection	1.0	1.0	1.0	1.0	1.0	1.0
Employee hours per mapping project	4.2	2.3	1.9	1.3	1.0	
Employee hours per record plat review	3.1	0.4	0.3	0.4	0.4	

Notes:

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



# ENGINEERING DEPARTMENT

## Street Division

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$3,421,269	\$3,373,112	\$3,335,259	\$2,996,714	\$4,393,167	\$ 3,787,739
Employees (Authorized Positions)	19	19	19	19	19	19
Street Miles	170	170	170	170	170	170
<b>Output Measures</b>						
Sidewalk completed (LF)	2,046	1,110	1,227	1,558	1,427	2,100
Curb & gutter completed (LF)	1,891	1,511	623	564	1,283	1,500
Streets resurfaced (miles)	4.47	3.86	3.16	3.15	4.08	8.84
Street resurfacing (asphalt tons) <sup>(2)</sup>	1,210.1	1,023.1	196.5	0.0	216.6	1,970.0
Street reclamation (SY) <sup>(2)</sup>	12,604.9	2,994.4	0	0	1,837	17,600.0
Utility cut repairs (asphalt tons)	420.6	928.0	786.5	644.6	703.3	
Full depth patching (asphalt tons)	172.0	351.0	244.5	737.5	173.2	
Pothole patching (asphalt tons)	31.8	46.6	66.7	76.1	54.4	
# Street signs installed	280	176	288	268	202	
# Speed cushions installed	20	5	14	2	20	
<b>Effectiveness Measures</b>						
% Priority street miles resurfaced per recommended resurfacing cycle <sup>(3)</sup>	82%	89%	21%	27%	46%	
% Local streets miles resurfaced per recommended resurfacing cycle	44%	35%	39%	0%	46%	
% Street resurfacing done in-house (miles) <sup>(1) (2)</sup>	19%	18%	3%	0%	4%	
<b>Efficiency Measures</b>						
Sidewalk completed per man-hour (CY)	0.15	0.09	0.10	0.10	0.09	0.20
Curb & gutter completed per man-hour (CY)	0.10	0.09	0.12	0.07	0.09	0.10
Street resurfaced per man-hour (SY) <sup>(2)</sup>	16.84	18.60	3.25	0.00	13.03	16.00
Street reclaimed per man-hour (SY) <sup>(2)</sup>	11.50	8.27	0.00	0.00	14.35	13.00
Utility cuts repaired per man-hour (SY)	1.47	1.53	2.09	1.80	1.71	1.50
Full depth patching per man-hour (SY)	1.17	2.04	1.60	1.93	1.79	2.30
Pothole repairs per man-hour	0.09	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	25.65	24.00	20.80	23.50	21.45	21.00
Resurfacing outside contractor cost/mile	\$358,516	\$391,016	\$475,533	\$419,777	\$362,362	

### 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.

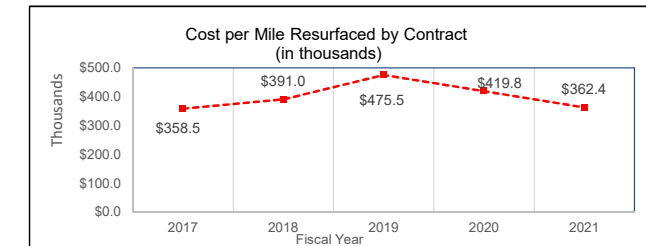
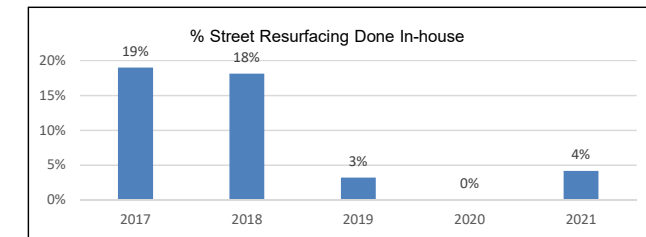
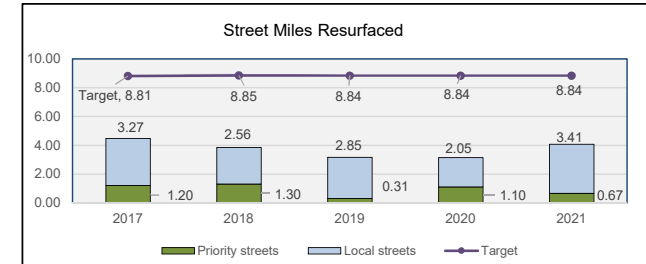
Units of measures: LF (linear feet); SY(square yard); CY (cubic yard)

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 Stiwinter, Director of Planning & Development

**FISCAL SUMMARY**

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 196,512	\$ 220,566	\$ 285,468
Operations	70,890	85,264	119,178
Capital	-	-	174,027
<b>Total Expenditure Budget</b>	<b>\$ 267,402</b>	<b>\$ 305,830</b>	<b>\$ 578,673</b>
Program Revenue	62,133	30,640	37,481
General Fund Revenues	205,270	275,190	541,192
<b>Total Revenue Budget</b>	<b>\$ 267,402</b>	<b>\$ 305,830</b>	<b>\$ 578,673</b>

Notes:

<sup>(1)</sup> FY23 proposed budget includes a new Code Enforcement Officer I

**FULL-TIME PERSONNEL SUMMARY**

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	3	3	4

**CAPITAL IMPROVEMENT SUMMARY – CODE ENFORCEMENT**

Item Description	Department Request	City Manager Recommendation	Funding Source
Vehicle for requested position (Code Enf Ofcr)	\$ 44,331	\$ 44,331	Operating
Replace 2009 Toyota Highlander	\$ 41,034	\$ 41,034	Fund Balance
Replace 2009 Toyota Highlander	\$ 44,331	\$ 44,331	Fund Balance
Replace 2013 Toyota Highlander	\$ 44,331	\$ 44,331	Fund Balance
<b>Total Capital</b>	<b>\$ 174,027</b>	<b>\$ 174,027</b>	



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

**FISCAL SUMMARY**

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 480,718	\$ 658,891	\$ 753,756
Operations	30,442	80,168	105,024
Capital	95,522	37,000	88,662
<b>Total Expenditure Budget</b>	<b>\$606,682</b>	<b>\$776,059</b>	<b>\$947,442</b>
Department Revenue	921,752	512,500	680,568
Funding From General Fund	0	263,559	178,212
Restricted GF Fund Balance	(315,070)	-	88,662
<b>Total Revenue Budget</b>	<b>\$ 606,682</b>	<b>\$ 776,059</b>	<b>\$ 947,442</b>
<b>Restricted</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

<sup>(1)</sup> FY23 proposed budget includes a new Building Inspector I

**FULL-TIME PERSONNEL SUMMARY**

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	5	6	7

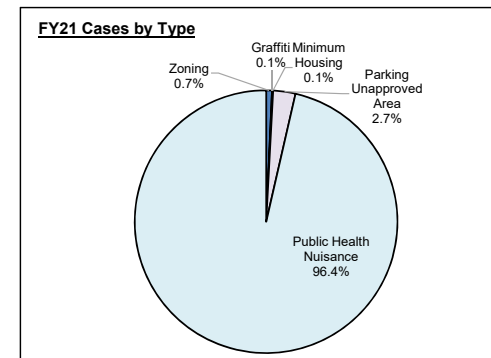
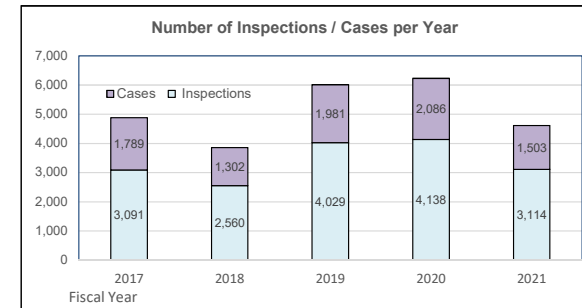
**CAPITAL IMPROVEMENT SUMMARY**

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2009 Toyota Highlander	\$ 44,331	\$ 44,331	Restricted Fund Balance
Vehicle for requested position (Bldg Insp I)	\$ 44,331	\$ 44,331	Restricted Fund Balance
<b>Total Capital</b>	<b>\$ 88,662</b>	<b>\$ 88,662</b>	

# BUILDING STANDARDS DEPARTMENT

## Code Enforcement

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$236,358	\$220,620	\$236,291	\$265,400	\$267,402	\$288,774
Employees (Authorized Positions)	3	3	3	3	3	3
<b>Output Measures</b>						
# Inspections	3,091	2,560	4,029	4,138	3,114	
# Total cases	1,789	1,302	1,981	2,086	1,503	
# Zoning complaints and inspections	23	31	26	21	21	
# Graffiti cases	3	5	0	2	3	
# Minimum housing cases	32	29	22	16	2	
# Parking in unapproved area cases	570	171	177	137	81	
# Public health nuisance cases	1,181	790	1,810	1,939	599	
# Phone calls from citizens	5,591	3,917	4,734	3,526	2,863	
# Public health nuisance abatements	78	95	133	203	204	
# Public health nuisance door hangers	929	240	288	239	25	
# Public health nuisance courtesy/notice letters	85	46	39	10	0	
# Public health nuisance verbal notices	524	445	627	317	7	
<b>Effectiveness Measures</b>						
% Cases closed <sup>(1)</sup>	91.0%	93.7%	102%	98.7%	96.9%	
<b>Efficiency Measures</b>						
Average # inspections per CE Officer per workday	4.2	3.5	5.4	5.5	4.2	
Average # cases per CE Officer per workday	2.4	1.8	2.7	2.8	2.0	
Average # phone calls per CE Officer per workday	7.5	5.3	6.4	4.7	3.9	



Notes:

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

# BUILDING STANDARDS DEPARTMENT

## Building Inspections

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$460,636	\$467,359	\$544,693	\$526,954	\$511,160	\$739,059
Employees (Authorized Positions)	5	5	5	5	5	6
Building Permit Revenue	\$459,840	\$476,194	\$575,610	\$425,924	\$922,467	\$512,500
Fund Balance Reserved for Building Inspections (1)(3)	\$187,349	\$19,133	\$50,158	\$0	\$315,784	
<b>Output Measures</b>						
# Inspections	9,715	9,148	9,447	11,063	10,884	<2964
# Plans reviewed (4)	255	263	272	308	117	
# Employee hours spent reviewing plans	1,611.0	1,612.0	1,782.0	1,193.0	291.0	
% Inspections - building	27.3%	25.2%	26.0%	27.2%	29%	
% Inspections - electrical	29.4%	27.5%	27.3%	27.2%	27%	
% Inspections - mechanical	24.2%	22.1%	20.9%	11.3%	13%	
% Inspections - plumbing	13.4%	10.9%	13.0%	14.2%	17%	
% Inspections - other	5.6%	14.3%	12.7%	10.6%	6%	
<b>Effectiveness Measures</b>						
<b>Efficiency Measures</b>						
Cost recovery	99.8%	101.89%	105.68%	80.83%	180.47%	100%
Average # inspections per workday	39.2	36.9	37.9	44.6	44.1	
Employee hours per plan review (2)	7.1	6.1	6.6	3.9	2.5	

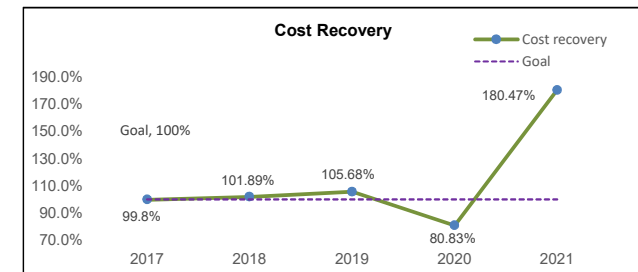
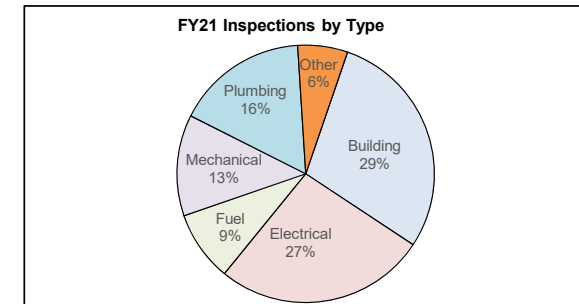
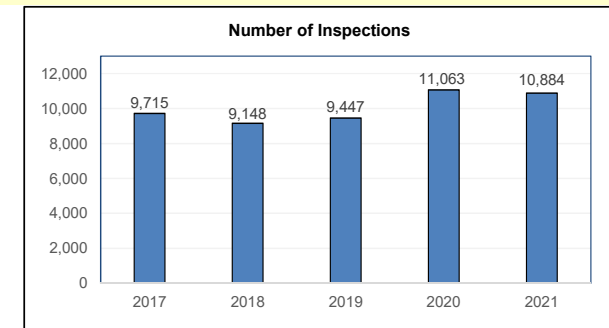
**Notes:**

(1) 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.

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

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

(4) Beginning in 2021, HTE counted each monolithic slab inspection in 3 parts, where the current system counts 1 part.



## PLANNING

### Planning

Lisa Stiwwinter, Director of Planning and Development

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 654,361	\$ 955,181	\$ 951,082
Operations	73,175	53,961	50,298
Capital	-	-	33,000
<b>Subtotal</b>	<b>\$ 727,536</b>	<b>\$ 1,009,142</b>	<b>\$ 1,034,380</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 727,536</b>	<b>\$ 1,009,142</b>	<b>\$ 1,034,380</b>
Department Revenue	126,659	79,820	120,843
Funding From General Fund	600,877	929,322	913,537
<b>Total Revenue Budget</b>	<b>\$ 727,536</b>	<b>\$ 1,009,142</b>	<b>\$ 1,034,380</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	7	10	10

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2010 Ford Escape Hybrid	\$ 33,000	\$ 33,000	Fund Balance
<b>Total Capital</b>	<b>\$ 33,000</b>	<b>\$ 33,000</b>	

## PLANNING

Community Development Division  
Lisa Stiwwinter, Director of Planning and Development

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 107,090	\$ 114,650	\$ 122,620
Operations	14,314	9,695	9,762
Community Assistance	108,371	150,000	150,000
<b>Subtotal</b>	<b>\$ 229,775</b>	<b>\$ 274,345</b>	<b>\$ 282,382</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 229,775</b>	<b>\$ 274,345</b>	<b>\$ 282,382</b>
Department Revenue	485	-	-
Funding From General Fund	229,290	274,345	282,382
<b>Total Revenue Budget</b>	<b>\$ 229,775</b>	<b>\$ 274,345</b>	<b>\$ 282,382</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	1	1	1

## PLANNING

Community Maintenance Division  
Lisa Stiwwinter, Director of Planning and Development

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 97,136	\$ 103,320	\$ 113,439
Operations	10,392	18,133	18,390
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 107,528</b>	<b>\$ 121,453</b>	<b>\$ 131,829</b>
Allocations	-	-	-
<b>Total Budget</b>	<b>\$ 107,528</b>	<b>\$ 121,453</b>	<b>\$ 131,829</b>

*Division was previously in the Solid Waste Fund.*

### FULL-TIME PERSONNEL SUMMARY

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

# PLANNING DEPARTMENT

## Planning / Permit Center

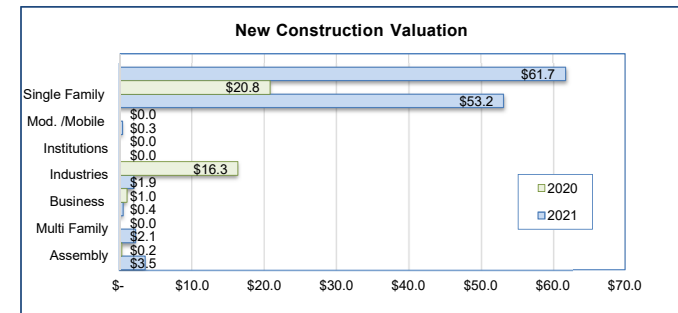
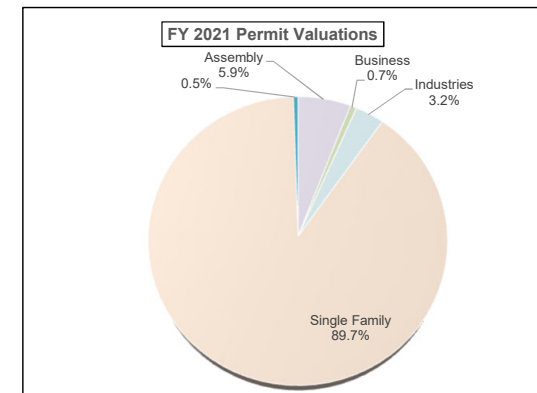
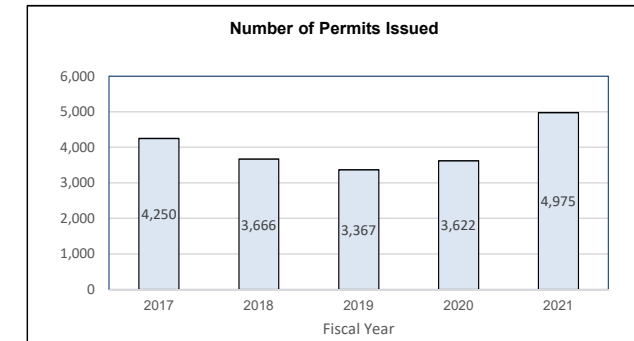
	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$687,740	\$623,555	\$705,367	\$747,850	\$727,536	\$666,668
Employees (Authorized Positions) Permitting	3	3	3	3	3	3
<b>Output Measures</b>						
# Permits issued	4,250	3,666	3,367	3,622	4,975	
\$ Value of permits	\$104,504,360	\$140,313,715	\$181,789,595	\$166,466,832	\$101,758,688	
# Permits for new construction	127	106	112	155	434	
\$ Value of permits new construction	\$37,840,985	\$62,278,036	\$121,759,436	\$38,265,163	\$61,741,945	
\$ Value permits new construction (Commercial)	\$20,985,243	\$49,630,790	\$101,761,332	\$17,497,708	\$5,804,694	
\$ Value permits new construction (Residential)	\$16,855,742	\$12,647,246	\$19,998,104	\$20,767,455	\$55,937,251	
# Permits for additions & alterations	3,104	2,029	1,835	1,830	2,037	
\$ Value of permits for additions & alterations	\$66,663,375	\$78,035,679	\$60,030,159	\$128,201,669	\$40,016,743	
# Phone calls handled by permit techs <sup>(1)</sup>	18,140	9,051	13,927	6,367	6,751	
# Walk-in customers assisted <sup>(2)</sup>	3,509	3,668	3,458	2,437	2,582	
<b>Effectiveness Measures</b>						
<b>Efficiency Measures</b>						
Average daily phone calls handled per Permit Technician	24	12	19	9	9	
Average daily walk-in customers assisted per Permit Technician	5	5	5	3	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).

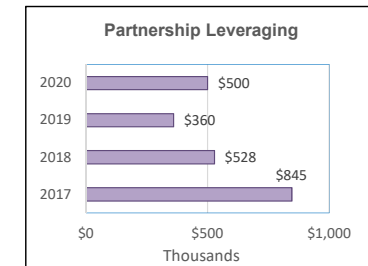
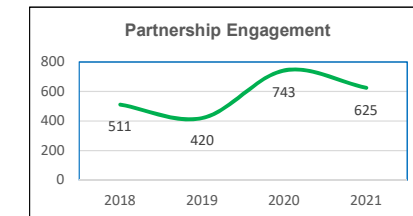
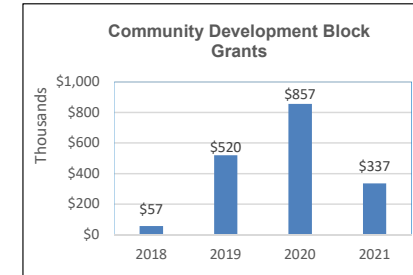




# PLANNING DEPARTMENT

## Community Development

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$49,189	\$95,525	\$104,917	\$109,232	\$121,404	\$124,345
Community Assistance Funding	\$3,326	\$79,004	\$81,036	\$180,593	\$108,371	\$150,000
Community Development Block Grants	\$337,000	\$57,000	\$520,000	\$857,000	\$337,000	
Total Employees	1	1	1	1	1	1
<b>Output Measures</b>						
Outreach and Stakeholder Engagement and Activities, Individual Count	249	511	420	743	625	
Housing Repair Recipients/Compliance	8	2	4	3	3	
Home Ownership Opportunities/Sponsorship	0	37	3	2	2	
Land Bank Capture/Workforce Housing	0	3	6	1	1	
<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%	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%	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%	25.0%
% Provide staff technical and administration guidance.	15.0%	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%	5.0%
% Maintain, Create, and Implement Activities to carry out various City Plans.	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
<b>Partner Leveraging</b>						
Housing Repair/Residential Neighborhood Revitalization/Donated and Reduced Services Land Donation	\$845,168	\$528,054	\$359,703	\$500,000	\$850,000	
		\$47,300				



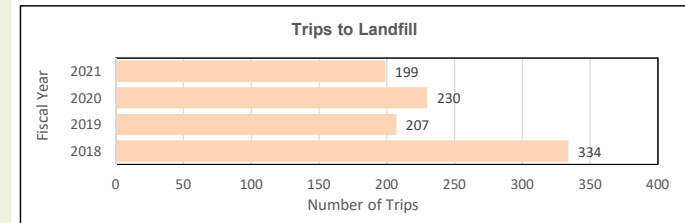
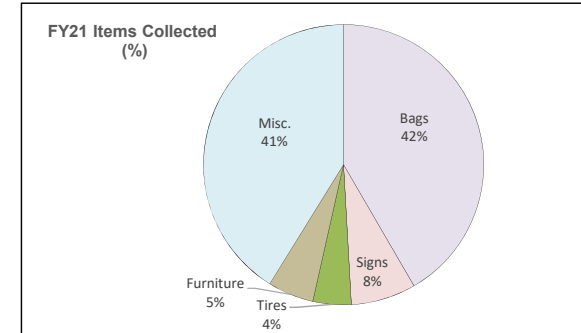
### Notes:

<sup>(1)</sup> The City of Monroe formed the Union County Monroe Complete Count Committee and Union County was recognized as #1 for citizen participation in the county. Partnership Engagement encompassed the county area. These numbers include the direct mailings and partnership campaigns for Census Activities. In addition, we saw an increase in participation through the online engagement that may be contributed the Covid restrictions and may continue into 2021.

## Planning

### Community Maintenance

	FISCAL YEAR					
	2017 Actual <sup>(1)</sup>	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget
<b>Inputs</b>						
Expenditures	\$43,924	\$106,591	\$96,421	\$101,305	\$107,528	\$121,453
Employees (Authorized Positions)	2	2	2	2	2	2
<b>Output Measures</b>						
# Bags collected	497	2,628	3,768	3,123	2,706	
# Signs Collected	647	1,214	946	994	486	
# Tires Collected	100	218	138	227	287	
# Furniture Collected	108	367	411	614	346	
# Misc. Collected	319	1,841	3,645	4,460	2,675	
# Trips to the landfill	133	334	207	230	199	
<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.

## POLICE DEPARTMENT

Bryan Gilliard, Police Chief

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(2)</sup>	\$ 9,752,851	\$ 10,724,224	\$ 11,724,309
Operations	1,318,301	1,552,212	1,992,959
Capital	610,252	784,000	626,000
<b>Total Expenditure Budget</b>	<b>\$ 11,681,404</b>	<b>\$ 13,060,436</b>	<b>\$ 14,343,268</b>
Department Revenue	27,186	39,872	33,873
Restricted Intergovernmental <sup>(1)</sup>	562,344	472,938	547,570
Installment Financing	-	-	-
Funding From General Fund	11,091,874.07	12,547,626	13,761,825
<b>Total Revenue Budget</b>	<b>\$ 11,681,404</b>	<b>\$ 13,060,436</b>	<b>\$ 14,343,268</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> FY23 proposed budget includes a new Crime Scene Technician

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	105	111	112

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 9 Pursuit Vehicles	\$ 576,000	\$ 576,000	Operating Revenue
Vehicles For Crime Scene Technician Position	\$ 50,000	\$ 50,000	Operating Revenue
<b>Total Capital</b>	<b>\$ 626,000</b>	<b>\$ 626,000</b>	

# POLICE DEPARTMENT

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Projected
<b>Inputs</b>						
Expenditures	\$9,503,963	\$9,883,125	\$10,576,791	\$10,984,852	\$11,294,798	\$12,276,436
Employees (Authorized Positions)	99	103	103	104	106	110
Sworn Officers	88	93	93	94	95	95
Population <sup>(1)</sup>	34,725	35,034	35,330	35,432	35,432	
Sworn personnel per 1,000 population	2.6	2.7	2.6	2.7	2.7	3.0
Median Household Income <sup>(2)</sup>	\$45,803	\$47,303	\$51,754	na	na	
% Housing units - renter occupied <sup>(2)</sup>	43.1%	43.9%	40.4%	na	na	
<b>Output Measures</b>						
Violent crimes reported <sup>(3)(6)</sup>	221	222	190	279	367	200
Property crimes reported <sup>(4)</sup>	1,809	1,771	1,640	1,966	1,530	2,000
Calls for service	61,526	70,216	68,024	68,660	65,280	65,000
Incidents	7,781	8,296	7,870	7,884	7,490	5,900
Arrests made	2,203	2,538	2,485	2,520	2,512	2,000
Traffic Accidents investigated	2,575	2,446	2,702	2,178	2,186	2,600
Traffic Citations	5,028	5,406	5,872	6,575	6,137	5,200
Traffic Warnings	1,060	1,274	966	879	621	1,000
Cases assigned	1,608	1,467	1,096	894	853	1,700
Evidence/property collected	3,183	3,736	3,237	3,880	3,705	3,300
Felony indictments <sup>(6)</sup>	976	874	929	815	963	1,000
<b>Effectiveness Measures</b>						
Violent crimes reported per 1,000 population	6.4	6.3	5.4	7.9	10.4	8
Property crimes reported 1,000 population	52.1	50.6	46.4	55.5	43.2	60
Average Travel Time Once Dispatched (minutes)	4:03	3:20	3:42	3:38	3:40	
Average Service Time per Dispatched Call (minutes)	22:11	19:74	25:33	28:59	28:40	
Clearance Rate Violent Crimes-Murder (%) <sup>(5)</sup>	0%	66%	50%	100%	na	
Clearance Rate Violent Crimes-Rape (%) <sup>(5)</sup>	23%	90%	100%	90%	na	
Clearance Rate Violent Crimes-Robbery (%) <sup>(5)</sup>	28%	100%	100%	100%	na	
Clearance Rate Violent Crimes-Agg. Assault (%) <sup>(5)</sup>	36%	100%	99%	98%	na	
<b>Efficiency Measures</b>						

## Notes:

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

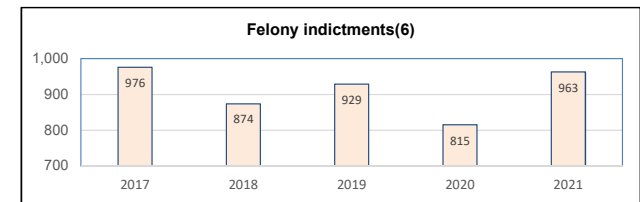
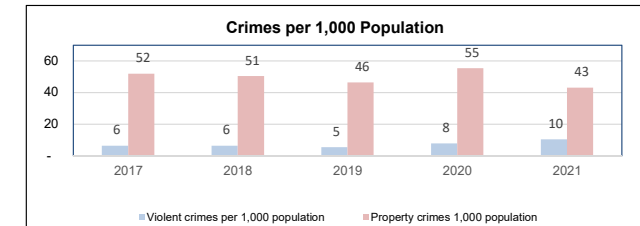
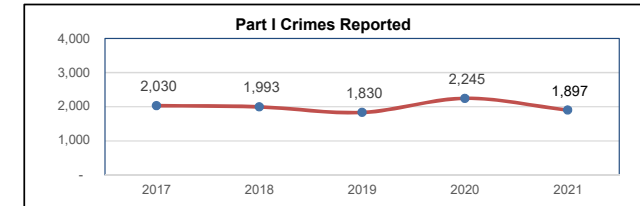
<sup>(2)</sup> U.S. Census Bureau - American Community Survey 5-Year Estimates 2014-2018

<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).

<sup>(6)</sup> COVID-19 caused increase in crime while indictments decreased due to courts closing



## FIRE DEPARTMENT

Ron Fowler, Fire Chief

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 7,623,768	\$ 8,772,625	\$ 9,585,362
Operations	1,005,266	918,338	991,589
Capital	548,216	60,000	1,196,832
Capital Projects	-	100,000	-
<b>Total Expenditure Budget</b>	<b>\$ 9,177,250</b>	<b>\$ 9,850,963</b>	<b>\$ 11,773,783</b>
Department Revenue	58,774	55,000	62,055
Restricted Intergovernmental <sup>(1)</sup>	13,969	-	-
Installment Financing	-	-	825,000
Funding From General Fund	9,104,507	9,795,963	10,886,728
<b>Total Revenue Budget</b>	<b>\$ 9,177,250</b>	<b>\$ 9,850,963</b>	<b>\$ 11,773,783</b>

Notes:

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

### FULL-TIME PERSONNEL SUMMARY

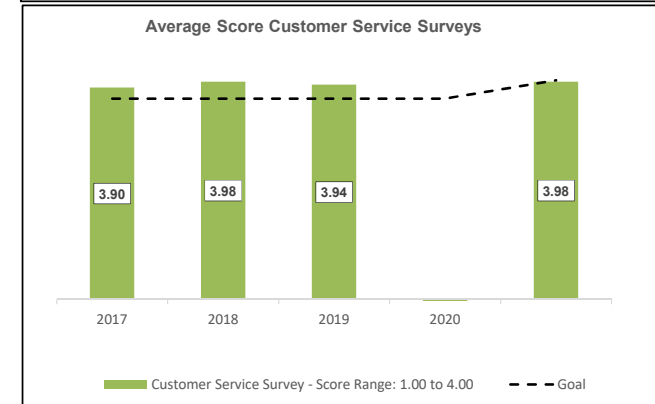
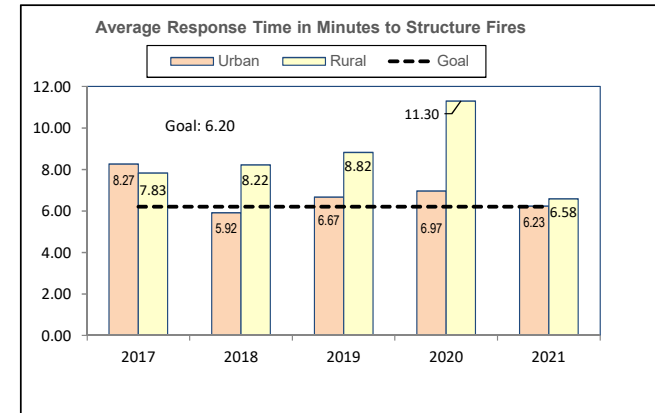
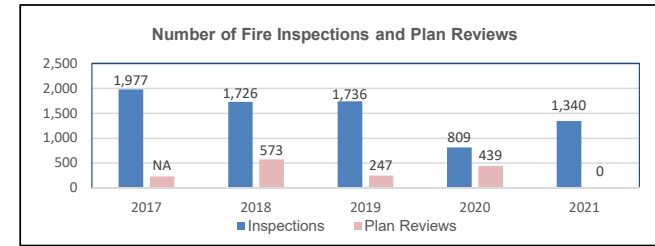
	FY 2021 Authorized Authorized	FY 2022 Authorized Authorized	FY 2023 Proposed Proposed
Positions	84	87	87

**CAPITAL IMPROVEMENT SUMMARY**

Item Description	Department Request	City Manager Recommendation	Funding Source
Fire Engine For Station 6	\$ 825,000	\$ 825,000	Financing Proceeds
Replace # 1757- 2009 Ford F-450-Medic 3	\$ 85,000	\$ 85,000	Fund Balance
Replace # 2345 2015 Ford F250 Battalion 1	\$ 70,000	\$ 70,000	Fund Balance
Replace # 2350 - 2008 Chevy Tahoe -Chief 1	\$ 50,000	\$ 50,000	Fund Balance
Replacement 800 MHz Portable Radios (6 per year)	\$ 40,002	\$ 40,002	Fund Balance
Upgrade Rescue Struts (Interstate Kit)	\$ 35,000	\$ 35,000	Fund Balance
Replace Rescue Lift Air Bag System	\$ 26,000	\$ 26,000	Fund Balance
Upgrade SCBA Masks w/ Radio Communication sys. (18)	\$ 24,030	\$ 24,030	Fund Balance
Replace 4 Thermal Imaging Cameras	\$ 20,000	\$ 20,000	Fund Balance
Replace Hose Dryer with Ramair Gear Dryer TG6-6	\$ 12,600	\$ 12,600	Operating
Roll-N-Rack Hose loading system (Efficiency Package)	\$ 9,200	\$ 9,200	Fund Balance
Replace / Repair Training Pad At Training Center	\$ 235,000	delay	
Hazmat/Gas ID Meter	\$ 98,000	delay	
Replace / Repair / Asphalt Main Drive To Fire Training Ctr	\$ 60,000	delay	
New metal storage buildings at the training grounds.	\$ 50,000	delay	
Fencing for Training Grounds	\$ 25,000	delay	
Storage Buildings for Equipment and Supplies	\$ 20,000	delay	
Replace hazmat weather station (WeatherPakM)	\$ 19,000	delay	
City Hall-Fire Station #1 Replace Fire Panel/System	\$ 17,000	delay	
Replace sign at Fire Station # 2	\$ 14,000	delay	
<b>Total Capital</b>	<b>\$ 1,734,832</b>	<b>\$ 1,196,832</b>	

# FIRE DEPARTMENT

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
<b>Inputs</b>						
Operating Expenditures	\$7,203,241	\$7,465,139	\$8,036,646	\$8,180,227	\$8,629,034	\$9,690,963
Employees (Authorized FT Positions)	80	84	84	84	86	87
\$ Property value prior to fire incident	\$14,716,282	\$14,221,055	\$10,881,194	\$32,148,967	\$8,994,559	
\$ Value of property loss due to fire <sup>(4)</sup>	\$5,051,275	\$1,190,495	\$716,525	\$2,806,425	\$7,669,890	
<b>Output Measures</b>						
# Incidents	6,757	6,919	7,065	5,675	7,518	
# Fire inspections completed <sup>(2)</sup>	1,977	1,726	1,736	809	1,340	100% Due
# Plans reviewed <sup>(7)(9)</sup>	231	573	247	439		
# Customer service surveys mailed <sup>(1)(8)</sup>	414	433	277	Online*	316	300
# Public education events	237	340	286	231	319	100% Requested
# Public Safety Messaging <sup>(6)</sup>	257677	310,952	154,524	159,758	118,315	
<b>Effectiveness Measures</b>						
% Plan reviews completed within 10 working days <sup>(5)(7)</sup>	90.0%	85.0%	79.0%	96.6%	-	90% or >
% Companies met monthly training goal <sup>(3)</sup>	87%	100.0%	100.0%	100.0%	100.0%	100%
<b>Structure Fires:</b>						
Total response time 1st company to urban structure fires	8:16	5:55	6:40	6:58	6:14	6:20
Total responses to urban structure fires				43	28	
Total response time 1st company to rural structure fires	7:50	8:13	8:49	11:18	6:35	6:20
Total responses to rural structure fires				18	11	
<b>Medical Calls:</b>						
Total response time 1st company to urban medical call	7:18	7:13	7:24	7:44	7:53	6:00
Total responses to urban medical calls				1080	1617	
Total response time 1st company to rural medical call	7:51	7:44	8:33	8:56	8:34	6:00
Total responses to rural medical calls				552	794	
<b>Proposed Station 6 Area:</b>						
Total response time 1st company to all emergencies in proposed station 6 district. (MF12,13,14 &15)		11:00	11:03	10:27	9:33	6
Total responses to rural area for proposed station 6					354	
<b>Surveys &amp; Other:</b>						
% Completed customer service surveys returned <sup>(6)</sup>	23.0%	28%	31%	See Note	16%	
Average score - customer service surveys (score range: 1.00 to 4.00)	3.9	3.98	3.94	See Note	3.98	4
# Public education event participants	5,743	4,870	6,892	2,083	5,405	
% Property value saved rate	65.7%	92.0%	93.4%	91.3%	85.3%	95%
North Carolina Insurance Services Office Rating (Class 1(best) to 10)	3	3	2	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

(7) COVID inspection numbers are lower due to suspension of maintenance inspections in 2020 per COVID protocol. We are implementing a virtual inspection program to pick these numbers back up.

(8) transition to online surveys in 2020 and could not get an accurate number

(9) Cityview cannot produce a report with this  
information

## INFORMATION TECHNOLOGY

### Management Information Services

Josh Hyatt, Interim Director of Info Technology

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 463,157	\$ 569,357	\$ 612,810
Operations	694,419	897,445	777,973
Capital	315,334	261,000	44,331
<b>Subtotal</b>	<b>\$ 1,472,909</b>	<b>\$ 1,727,802</b>	<b>\$ 1,435,114</b>
Allocations	(515,128)	(452,819)	(564,876)
<b>Total Budget</b>	<b>\$ 957,781</b>	<b>\$ 1,274,983</b>	<b>\$ 870,238</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized Authorized	FY 2022 Authorized Authorized	FY 2023 Proposed Proposed
Positions	4	5	5

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2009 Chevy Tahoe	\$ 44,331	\$ 44,331	Fund Balance
<b>Total</b>	<b>\$ 44,331</b>	<b>\$ 44,331</b>	

## INFORMATION TECHNOLOGY

### GIS

Josh Hyatt, Interim Director of Info Technology

#### FISCAL SUMMARY

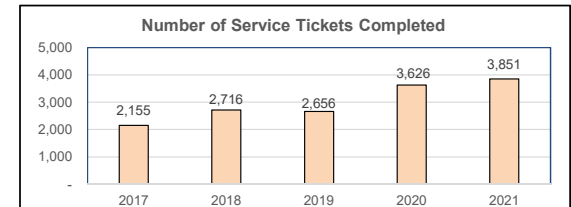
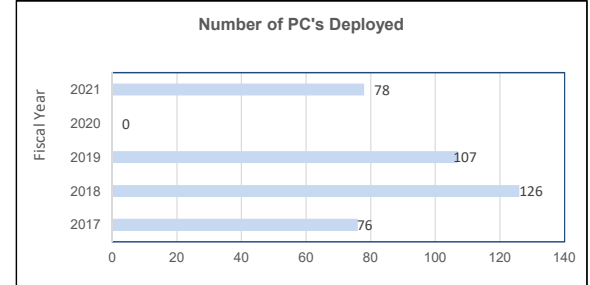
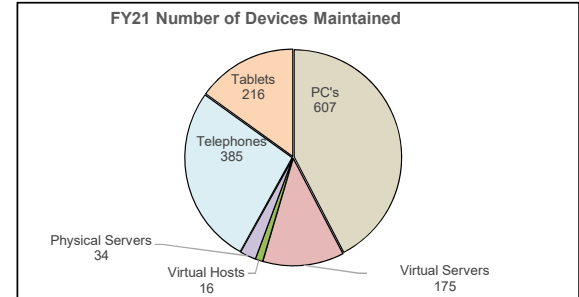
Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 91,528	\$ 97,271	\$ 165,208
Operations	81,011	55,525	67,442
Capital	-	-	-
<b>Subtotal</b>	<b>\$ 172,539</b>	<b>\$ 152,796</b>	<b>\$ 232,650</b>
Allocations	(131,265)	(116,914)	(134,646)
<b>Total Budget</b>	<b>\$ 41,274</b>	<b>\$ 35,882</b>	<b>\$ 98,004</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	1	1	2

## INFORMATION TECHNOLOGY

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$ 1,076,603	\$ 1,093,987	\$ 1,176,949	\$ 1,083,909	\$ 1,157,576	\$ 1,466,802
Employees (Authorized Positions)	5	5	5	5	5	6
<b>Output Measures</b>						
# PCs supported	499	500	556	583	607	
# Virtual servers maintained	70	87	129	162	175	
# Virtual hosts maintained	8	7	8	16	16	
# Physical servers maintained	26	25	25	30	34	
# Telephones supported	340	344	358	372	385	
# Tablets supported	106	125	177	212	216	
# Service tickets completed <sup>(1)</sup>	2,155	2,716	2,656	3,626	3,851	
# PC's deployed <sup>(1)</sup>	76	126	107	0	78	
# Switches	-	69	90	99	99	
# Routers	-	20	23	26	26	
<b>Effectiveness Measures</b>						
% VM - Servers uptime	99.99	99.99	99.99	99.99	99.9999	99.9999
% Email System uptime	99.99	99.99	99.99	99.99	99.9918	99.9999
<b>Efficiency Measures</b>						
Average time spent per service ticket in hours	1.65	1.49	0.82	na		



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 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 141,392	\$ 259,660	\$ 301,285
Operations	74,791	499,841	496,855
Capital	-	-	-
Debt Service	339,013	327,629	317,910
<b>Subtotal</b>	<b>\$ 555,197</b>	<b>\$ 1,087,130</b>	<b>\$ 1,116,050</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 555,197</b>	<b>\$ 1,087,130</b>	<b>\$ 1,116,050</b>
Sales & Services	\$ 1,260	\$ 531,631	\$ 531,631
Donations / Sponsorships	581,648	146,875	146,875
Other Revenue	16	-	-
Appropriation-Center Theatre	-	200,000	200,000
Fund Balance	-	-	-
Funding From General Fund	574,615	208,624	237,544
<b>Total Revenue Budget</b>	<b>\$ 1,157,539</b>	<b>\$ 1,087,130</b>	<b>\$ 1,116,050</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 602,342</b>	<b>\$ -</b>	<b>\$ -</b>

Note :

<sup>(1)</sup> FY23 proposed budget includes new PT House Manager and PT Technical Assistant

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized Authorized	FY 2022 Authorized Authorized	FY 2023 Proposed Proposed
Positions	3	3	3

**PARKS & RECREATION**  
Administration Division  
Ryan Jones, Director of Parks & Recreation

**FISCAL SUMMARY**

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 219,923	\$ 264,279	\$ 234,924
Operations	9,238	22,862	20,645
Debt Service	176,460	465,828	491,914
<b>Subtotal</b>	<b>\$ 405,621</b>	<b>\$ 752,969</b>	<b>\$ 747,483</b>
Allocations	(96,817)	(73,922)	(121,966)
<b>Total Expenditure Budget</b>	<b>\$ 308,804</b>	<b>\$ 679,047</b>	<b>\$ 625,517</b>

**FULL-TIME PERSONNEL SUMMARY**

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	2	2	2

## PARKS & RECREATION

### Recreation

Ryan Jones, Director of Parks & Recreation

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 856,231	\$ 1,080,313	\$ 1,193,632
Operations	339,145	616,501	620,398
Capital Equipment	-	70,000	-
Capital Projects	-	100,000	100,000
<b>Total Expenditure Budget</b>	<b>\$ 1,195,377</b>	<b>\$ 1,866,814</b>	<b>\$ 1,914,030</b>
Program Revenue	150,462	294,065	322,590
Installment Financing	-	-	-
Other Recreation Revenue	2,697	8,200	8,000
Funding From General Fund	1,042,218	1,564,549	1,583,440
<b>Total Revenue Budget</b>	<b>\$ 1,195,377</b>	<b>\$ 1,866,814</b>	<b>\$ 1,914,030</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	9	9	9

#### CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Greenways	\$ 100,000	\$ 100,000	Fund Balance
<b>Total Capital</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	



## PARKS & RECREATION

### Parks Maintenance

Ryan Jones, Director of Parks & Recreation

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 835,713	\$ 944,482	\$ 1,060,807
Operations	300,770	323,177	335,601
Capital	185,403	386,000	232,000
Capital Projects	-	-	-
<b>Subtotal</b>	<b>\$ 1,321,885</b>	<b>\$ 1,653,659</b>	<b>\$ 1,628,408</b>
Allocations	(14,884)	(15,314)	(15,521)
<b>Total Expenditure Budget</b>	<b>\$ 1,307,001</b>	<b>\$ 1,638,345</b>	<b>\$ 1,612,887</b>
Program Revenue	5,430	11,437	11,437
Restricted Intergovernmental	93,840	-	-
Funding From General Fund	1,207,731	1,626,908	1,601,450
<b>Total Revenue Budget</b>	<b>\$ 1,307,001</b>	<b>\$ 1,638,345</b>	<b>\$ 1,612,887</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Authorized	FY 2022 Authorized	FY 2023 Proposed
Positions	12	13	13

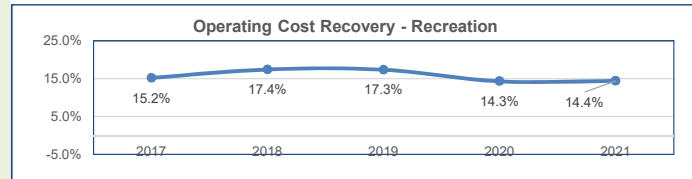
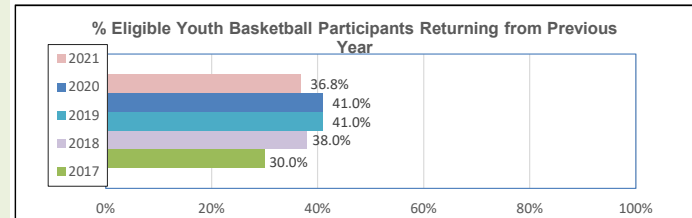
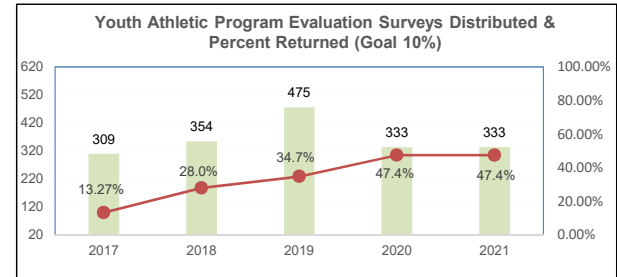
**CAPITAL IMPROVEMENT SUMMARY**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Fund Source</b>
Replace Toro 4100D	\$ 65,000	\$ 65,000	Fund Balance
Replace TS90	\$ 57,000	\$ 57,000	Fund Balance
Replace Pickup Tuck	\$ 45,000	\$ 45,000	Fund Balance
Replace 2 Mowers	\$ 28,000	\$ 28,000	Fund Balance
Fencing Replacement and Repairs	\$ 25,000	\$ 25,000	Operating
Belk Tonawanda Camera/Security Project	\$ 20,000	\$ 20,000	Fund Balance
Kubota Utility Vehicle	\$ 12,000	\$ 12,000	Fund Balance
Parks Williams Soccer Field Renovation	\$ 1,985,000	delay	
Don Griffin Park Pre-fab Bathroom	\$ 275,000	delay	
Replace Greenway Blower	\$ 7,300	delay	
<b>Total Capital</b>	<b>\$ 2,519,300</b>	<b>\$ 252,000</b>	

# PARKS AND RECREATION

## Recreation

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$1,262,793	\$1,306,914	\$1,414,131	\$1,304,002	\$1,056,031	\$1,696,814
Employees (Authorized Positions)	10	9	9	9	9	9
<b>Output Measures</b>						
# Marketing program guides direct mailed <sup>(2)</sup>	19,000	19,000	19,000	19,000	13,807	19,000
# Marketing posters distributed <sup>(2)</sup>	160	155	60	25	175	225
# Marketing fliers distributed in schools					32,255	
# Ballroom rentals <sup>(3) (4)</sup>	57,150	54,470	41,100	11,989	n/a	60,000
# Youth Athletic Program evaluation surveys distributed	309	354	475	333	333	400
# Youth Basketball participants	193	189	185	185	130	200
<b>Effectiveness Measures</b>						
% Advertised programs executed <sup>(2)</sup>	92.0%	94.0%	96.0%	73.3%	58.0%	85.0%
# Youth Athletic Program evaluation surveys returned	41	99	165	158	158	10.0%
% Youth Athletic Program surveys rating program as satisfactory	97.0%	90.0%	78.0%	90.5%	90.5%	100.0%
% Eligible Youth Tackle Football players returning from previous year	34.0%	33.0%	No longer offered			75.0%
% Eligible Youth Basketball players returning from previous year <sup>(1)</sup>	30.0%	38.0%	41.0%	41.0%	36.8%	75.0%
<b>Efficiency Measures</b>						
Cost of marketing per # participation/useage	\$0.26	\$0.14	\$0.20	\$0.25	\$0.46	\$0.37
% Operating cost recovery - Winchester Ctr. <sup>(3)</sup>	2.8%	2.3%	1.9%	2.0%	1.9%	2.7%
% Operating cost recovery - Senior Center <sup>(3)</sup>	6.3%	7.8%	7.8%	9.1%	1.8%	8.5%
% Operating cost recovery - J Ray Shute <sup>(3)</sup>	3.9%	5.3%	6.4%	2.8%	2.0%	4.0%
% Operating cost recovery - Sutton Park <sup>(3)</sup>	5.8%	6.4%	4.3%	2.0%	0.7%	5.2%
% Operating cost recovery - Dickerson <sup>(3)</sup>	57.5%	63.1%	65.3%	64.4%	75.6%	60.0%
% Operating cost recovery - Old Armory <sup>(3)</sup>	14.0%	11.5%	13.8%	5.9%	9.8%	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>(3)</sup> Excludes CARES funding

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

# PARKS AND RECREATION

## Park Maintenance

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$1,424,922	\$1,440,338	\$1,176,040	\$1,136,318	\$1,136,482	\$1,267,659
Employees (Authorized Positions) <sup>(4)</sup>	17	17	12	12	12	13
Reimbursement NCDOT <sup>(1)</sup>	\$9,000	\$9,045	\$11,125	\$7,625	\$5,430	
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 Cycles Completed)</b>						
Leaves collected (cubic yards)	13,674	16,138	11,143	11,300	14,044	11,171
Acres mowed (parks) <sup>(5)</sup>	5,796	4,186	3,381	3,220	3,381	3,564
Miles mowed (street right-of-ways)	2,376	1,980	1,980	1,584	1,980	1,190
Miles mowed (Highway 74 medians)	396	324	342	396	378	396
<b>Effectiveness Measures</b>						
Leaf collections cycles completed <sup>(6)</sup>	19	17	14	15	15	18
Park mowing cycles completed	36	26	21	20	21	
Street right-of-way mowing cycles completed	6	5	5	4	5	
Highway 74 median mowing cycles completed	22	18	19	22	21	
<b>Efficiency Measures</b>						
Cost per cubic yard of leaves collected <sup>(2)</sup>	\$3.21	\$2.11	\$2.17	\$2.65	\$2.59	\$3.00
Cubic yard of leaves collected per man-hour (automated) <sup>(2)</sup>	6.2	14.5	14.8	10.5	10.1	12
Average cost per acre of mowing parks <sup>(5)</sup>	\$12.72	\$8.88	\$10.22	\$9.15	\$9.42	< \$13.00
Cost per mile of mowing street right-of-way	\$7.64	\$7.34	\$6.03	\$7.67	\$7.87	\$7.66
Cost per mile of mowing Highway 74	\$59.71	\$21.49	\$31.51	\$32.25	\$34.08	\$32.00
% Cost recovery - mowing agreement with NCDOT <sup>(5)</sup>	38.1%	129.9%	103.2%	59.7%	42.2%	

**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).

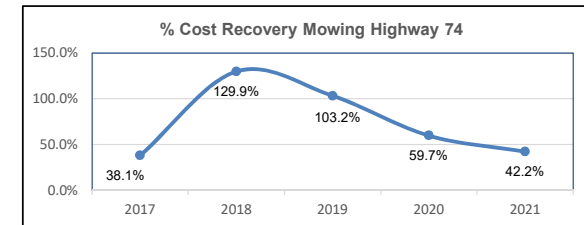
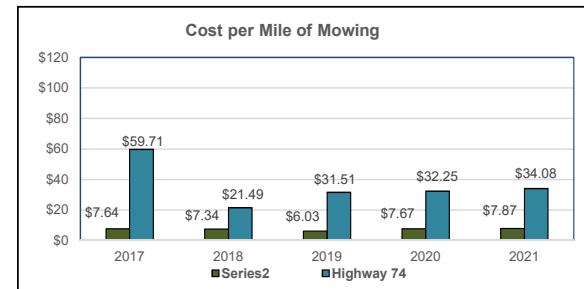
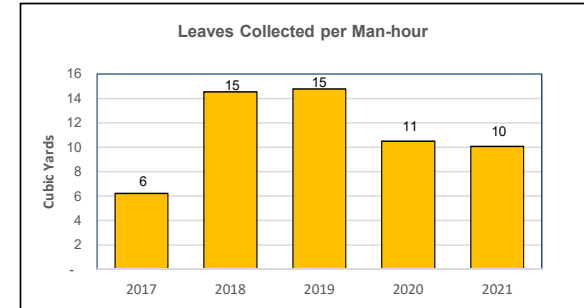
<sup>(2)</sup> A leaf truck had mechanical issues in FY17.

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

Pete Hovanec, Director of Communications and Tourism

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 527,349	\$ 601,459	\$ 657,726
Operations	318,906	427,642	432,349
Capital	292,922	216,100	146,000
Capital Projects	50,000	50,000	50,000
Debt Service	7,268	7,555	7,550
<b>Total Expenditure Budget</b>	<b>\$ 1,196,445</b>	<b>\$ 1,302,756</b>	<b>\$ 1,293,625</b>
Sales & Services	1,098,910	903,356	1,002,145
Other Revenue	324		-
Appropriation from MCC FB			108,000
Funding From General Fund	50,000	399,400	183,480
<b>Total Revenue Budget</b>	<b>\$ 1,149,234</b>	<b>\$ 1,302,756</b>	<b>\$ 1,293,625</b>

Notes:

*FY23 proposed personnel budget includes additional staff member, \$74.8K*

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	6	6	7

#### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2007 Toro 4700 Rough Mower #9153	\$ 84,000	\$ 84,000	MCC Fund Balance
Replace Toro 3100 D Trim Mower #1972	\$ 38,000	\$ 38,000	GF Fund Balance
Replace Kubota Utility Vehicle	\$ 24,000	\$ 24,000	MCC Fund Balance
Replace Toro Sand Pro 5040 #1733	\$ 27,000	Delay	
Replace Buffalo Twin Turbine Blower #1725	\$ 16,000	Delay	
<b>Total Capital</b>	<b>\$ 189,000</b>	<b>\$ 146,000</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

Pete Hovanec, Director of Communications and Tourism

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 19,849	\$ 45,349	\$ 45,332
Operations	35,673	43,946	45,815
<b>Total Expenditure Budget</b>	<b>\$ 55,521</b>	<b>\$ 89,295</b>	<b>\$ 91,147</b>
Ballroom Rental	6,700	46,750	46,750
Rental Discounts	-	(16,450)	(16,450)
Funding From General Fund	-	58,995	60,847
<b>Total Revenue Budget</b>	<b>\$ 6,700</b>	<b>\$ 89,295</b>	<b>\$ 91,147</b>

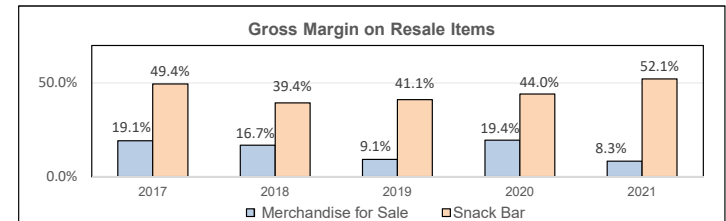
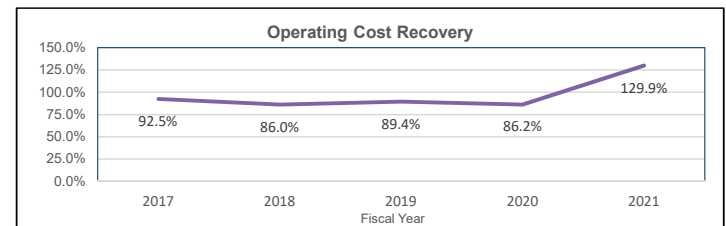
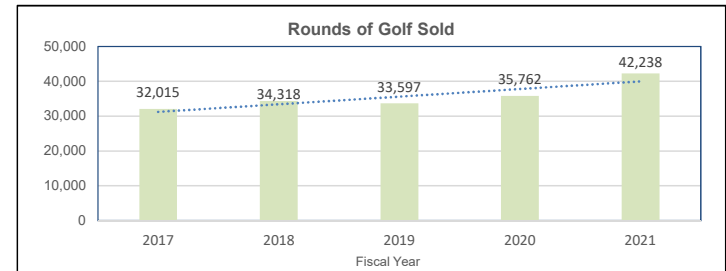
Notes:

*Staff is part-time.*

# MONROE COUNTRY CLUB

## Golf Course

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures <sup>(1)</sup>	\$881,113	\$830,265	\$859,074	\$790,347	\$846,255	\$977,645
Employees (Authorized Positions)	6	6	6	6	6	6
Sales & Service Revenues <sup>(1)</sup>	\$757,514	\$740,606	\$740,875	\$730,820	\$1,099,235	\$767,400
<b>Output Measures</b>						
# Outings / tournaments booked <sup>(2)</sup>	13	29	20	4	not avail	15
# Tournaments offered (golf course sponsored)	8	8	5	5	not avail	8
# Times greens mowed	180	196	168	208	187	168
# Rounds of golf sold <sup>(6)</sup>	32,015	34,318	33,597	35,762	42,238	38,000
# Acres fertilized	90	90	90	90	120	90
<b>Effectiveness Measures</b>						
% Increase/(decrease) in rounds of golf sold	16.0%	7.2%	-2.1%	6.4%	18.1%	2.3%
# Players per outings / tournaments (average)	75	71	83	70	not avail	80
# Players per golf course sponsored tournament (average)	36	48	45	34	not avail	40
% Time greens mowed within 3 hours (goal)	69%	64%	68%	66%	68%	80%
% Total rounds sold at rack rates (full price)	52.0%	67.9%	71.0%	71.2%		52.5%
% Equip. repairs/ maintenance done in house	96.5%	100.0%	100.0%	100.0%	94.0%	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	\$1,440	\$1,451	\$1,356	\$1,020	not avail	\$1,150
# Greens mowed per hour	6.1	6.7	7.8	8.0	7.5	7
% Operating cost recovery - golf course <sup>(3)</sup>	92.5%	86.0%	89.4%	86.2%	129.9%	100.0%
Greens mowing (man-hours) <sup>(5)</sup>	205.50	134.63	158.75	669.50	444.25	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.

<sup>(4)</sup> There are different margins based up the item being sold. This figure is dependent upon the mix of goods sold.

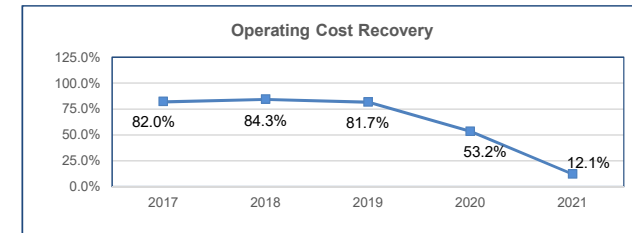
<sup>(5)</sup> Increased rain and more growth

<sup>(6)</sup> # of rounds of golf is estimated in FY22

# MONROE COUNTRY CLUB

## Ballroom

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Target</u>
<b>Inputs</b>						
Expenditures	\$ 58,877	\$ 58,517	\$ 60,679	\$ 59,918	\$ 55,521	\$ 90,389
Employees (Authorized Employees) <sup>(1)</sup>	0	0	0	0	0	0
Rental Revenues	\$ 66,398	\$ 63,825	\$ 66,060	\$ 40,653	\$ 6,700	\$ 55,000
Rental Discounts	\$ (18,100)	\$ (14,475)	\$ (16,500)	\$ (8,760)	\$ -	\$ (16,450)
<b>Output Measures</b>						
# Ballroom rentals <sup>(3) (4)</sup>	83	82	91	56	na	80
# Ballroom rentals at full price	46	56	59	44	na	45
<b>Effectiveness Measures</b>						
Avg revenue per full price rental	\$ 1,443	\$ 1,140	\$ 1,120	\$ 924	na	
Loss of revenue due to discounted rentals (per Admin Asst ledger) - <i>goal is to reduce</i>	\$ 20,475	\$ 14,450	\$ 16,500	\$ 9,900	na	\$ 12,250
<b>Efficiency Measures</b>						
% Operating cost recovery - ballroom <sup>(2)</sup>	82.0%	84.3%	81.7%	53.2%	12.1%	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

Ryan Jones, Director of Parks & Recreation

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,567,901	\$ 2,401,233	\$ 2,168,530
Operations	665,303	1,027,551	1,078,936
Capital	156,485	93,500	222,345
Unreserved	-	38,573	-
Debt Service <sup>(1)</sup>	10,205	16,367	16,369
<b>Subtotal</b>	<b>\$ 2,399,894</b>	<b>\$ 3,577,224</b>	<b>\$ 3,486,180</b>
Allocations	357,590	265,396	427,371
<b>Total Expenditure Budget</b>	<b>\$ 2,757,484</b>	<b>\$ 3,842,620</b>	<b>\$ 3,913,551</b>
Sales and services	\$ 1,642,322	\$ 2,194,064	\$ 3,036,490
Investment Earnings	(12,354)	23,824	6,056
Appropriation from Fund Bal.	-	1,624,732	871,005
Other Financing Sources			
<b>Total Revenue Budget</b>	<b>\$ 1,629,968</b>	<b>\$ 3,842,620</b>	<b>\$ 3,913,551</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ (1,127,516)</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 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	13	13	13

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Fund Source
Treadmill Replacements	\$ 51,158	\$ 51,158	Fund Balance
Hvac Replacements	\$ 25,809	\$ 25,809	Fund Balance
Indoor Pool Heater (7-8Yrs)	\$ 21,878	\$ 21,878	Fund Balance
Steam Room steam Generator (3-	\$ 6,500	Delay	
Indoor Pool Plaster Install	\$ 98,500	\$ 98,500	Fund Balance
Replacement roof sections	\$ 10,000	Delay	
Renovation of Parks/Rec offices	\$ 25,000	\$ 25,000	Fund Balance
<b>Total Capital</b>	<b>\$ 238,845</b>	<b>\$ 222,345</b>	

# MONROE AQUATICS & FITNESS CENTER

## MAFC

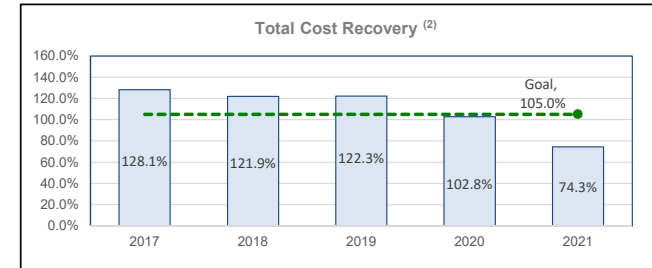
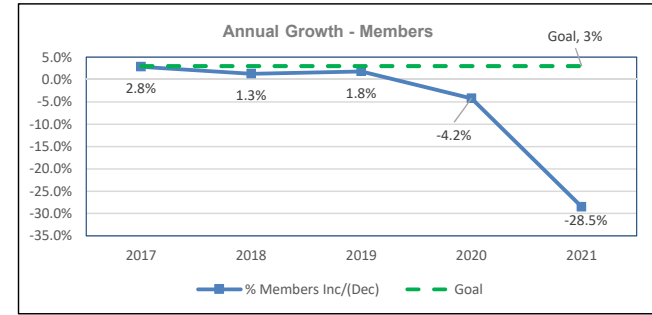
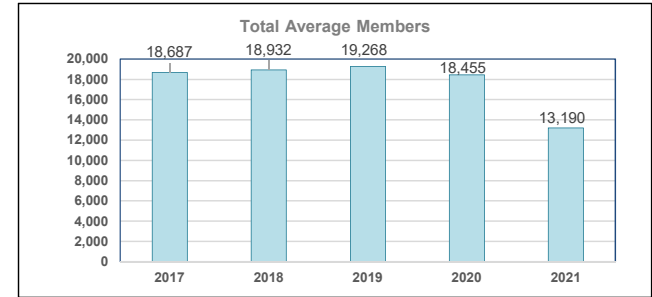
	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target / Budget
<b>Inputs</b>						
Expenditures	\$3,190,240	\$3,351,326	\$3,347,036	\$2,944,339	\$2,209,326	\$ 3,683,565
Employees (Authorized Positions)	11	11	11	13	13	11
Sales & Service Revenues <sup>(3)</sup>	\$4,088,032	\$4,084,671	\$4,093,352	\$3,026,943	\$1,642,322	\$ 4,126,100
Fund Balance Reserves	\$2,761,485	\$2,961,262	\$3,489,825	\$3,314,143	\$2,210,507	\$ 2,210,507
<b>Output Measures</b>						
Total Membership Pkgs (avg) <sup>(3)</sup>	6,874	6,919	6,960	6,723	4,808	
Total members (average) <sup>(3)</sup>	18,687	18,932	19,268	18,455	13,190	
Total member visits <sup>(3)</sup>	534,632	506,926	468,782	316,784	89,934	
<b>Effectiveness Measures</b>						
% Annual increase/decrease in membership packages <sup>(3)</sup>	1.1%	0.7%	0.6%	-3.4%	-28.5%	2.5%
% Annual increase/decrease in total members <sup>(3)</sup>	2.8%	1.3%	1.8%	-4.2%	-28.5%	3.0%
% Annual increase/decrease in member visits <sup>(3)</sup>	2.2%	-5.2%	-7.5%	-32.4%	-71.6%	5.0%
<b>Efficiency Measures</b>						
Total cost recovery <sup>(1)(3)</sup>	128.1%	121.9%	122.3%	102.8%	74.3%	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 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 85,540	\$ 116,667	\$ 137,272
Operations	60,157	107,493	135,978
Capital	-	-	-
Capital Projects		800,000	80,000
Debt Service	2,275	2,611	2,610
<b>Total Expenditure Budget</b>	<b>\$ 147,972</b>	<b>\$ 1,026,771</b>	<b>\$ 355,860</b>
Tax Revenue	56,501	55,928	61,676
Other Division Revenue	-	-	-
Installment Financing	20,229	-	-
Funding From General Fund	115,865	970,843	294,184
<b>Total Revenue Budget</b>	<b>\$ 192,595</b>	<b>\$ 1,026,771</b>	<b>\$ 355,860</b>

Notes:

FY23 proposed operating budget includes new planters for Downtown, \$30K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	1	1	1

### CAPITAL PROJECT SUMMARY

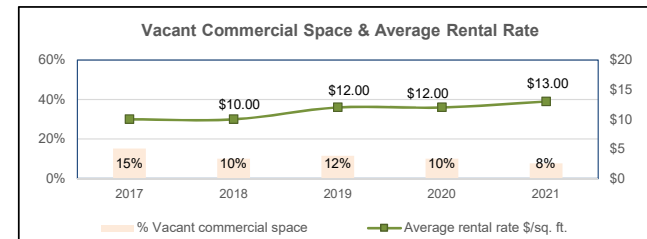
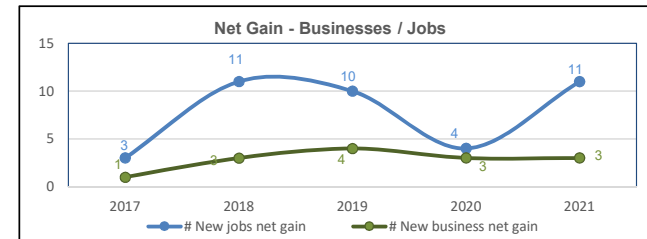
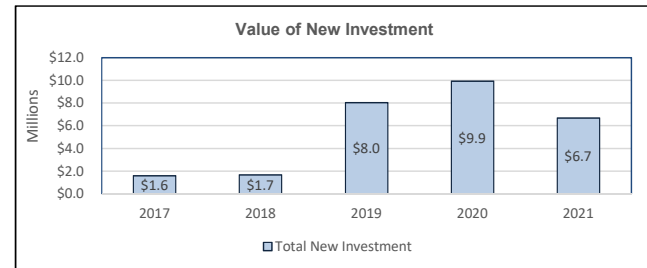
Item Description	Department Request	City Manager Recommendation	Funding Source
Dog Park	\$ 80,000	\$ 80,000	GF Fund Balance
Roundabout @ Charlotte Ave & Lancaster Ave	\$ 2,190,000	Delay	
One Way Street Conversion (design)	\$ 1,200,000	Delay	
718 N. Charlotte Ave Acquisition (Belk Tonawanda Gateway)	\$ 410,000	Delay	
74 Gateway Signs	\$ 150,000	Delay	
<b>Total Capital</b>	<b>\$ 4,030,000</b>	<b>\$ 80,000</b>	

## DOWNTOWN

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$117,040	\$161,012	\$142,403	\$168,180	\$145,698	\$176,008
Employees (Authorized Positions)	1	1	1	1	1	1
Municipal Service District Tax (MSD)	\$54,780	\$52,979	\$57,037	\$56,501	\$57,550	\$55,928
Downtown Incentives Paid	\$13,450	\$58,990	\$25,021	\$33,208	\$12,690	\$20,000
Output Measures						
# Façade Improvements	3	6	21	7	15	
# Downtown buildings renovated/rehabilitated	7	1	2	1	1	
\$ Value of new investment (public)	\$842,400	\$1,440,841	\$4,714,724	\$8,117,663	\$1,125,756	
\$ Value of new investment (private)	\$736,200	\$217,698	\$3,330,216	\$1,812,000	\$5,554,500	
# Public improvement projects completed	9	4	17	15	7	
# Downtown housing units	52	54	54	54	54	
# Commercial spaces	205	200	202	130	130	
Downtown property (square feet)	1,079,206	1,079,206	1,079,206	1,079,206	1,079,206	
# Volunteer hours <sup>(1)</sup>	1,051	1,051	1,061	739	145	
Effectiveness Measures						
# Business expansion	1	0	2	2	0	
# New jobs net gain	3	11	10	4	11	
# New business net gain	1	3	4	3	3	
% Vacant commercial space	15.1%	10.0%	12%	10%	8%	
\$ Average rental rate (per square foot)	\$10.00	\$10.00	\$12.00	\$12.00	\$13.00	
% Operating expenditures funded by MSD tax	46.8%	32.9%	40.1%	33.6%	39.5%	
Efficiency Measures						
\$ Value of total volunteer hours	\$24,162	\$24,604	\$24,838	\$17,876	\$3,114	

Notes:

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



## OCCUPANCY TAX CAPITAL FUND

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Capital	\$ 3,220	\$ -	
Construction	100,000	-	
Operating	-	-	
Unreserved	-	-	
Debt Service <sup>(1)</sup>	254,108	240,443	258,343
<b>Total Expenditure Budget</b>	<b>\$ 357,328</b>	<b>\$ 240,443</b>	<b>\$ 258,343</b>
Occupancy Tax	164,212	194,000	199,497
Donations/Sponsorships			
Fund Balance Approp.		37,226	58,017
Investment Earnings	(4,119)	9,217	829
Installment Financings		-	
<b>Total Revenue Budget</b>	<b>\$ 160,093</b>	<b>\$ 240,443</b>	<b>\$ 258,343</b>
<b>Net</b>	<b>\$ (197,235)</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 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 986,028	\$ 1,096,880	\$ 1,146,970
Operations	299,023	371,199	486,954
Capital	-	55,125	-
Capital Projects	356,308	350,000	9,325,000
Capital Reserve Funding	4,343,989	1,673,734	2,997,102
Unreserved	-	435,619	27,142
Debt Service	9,687,595	2,283,409	2,367,397
<b>Subtotal</b>	<b>\$ 15,672,943</b>	<b>\$ 6,265,966</b>	<b>\$ 16,350,565</b>
Allocations	799,313	898,091	984,607
<b>Total Budget</b>	<b>\$ 16,472,256</b>	<b>\$ 7,164,057</b>	<b>\$ 17,335,172</b>

Notes:

*FY23 proposed operating expenditures include: legally mandated water and sewer capacity fee study, \$40K and engineering services to help with application process for Infrastructure Investment and Jobs Act funding, \$30K.*

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	11	12	12

### CAPITAL PROJECTS SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
WWTP 3.0 MGD Expansion Design	\$ 4,000,000	\$ 4,000,000	Capital Reserve
N. Charlotte/MLK Intersection Imprv.	\$ 375,000	\$ 375,000	Operating
Hwy 601/Roosevelt Blvd Interchg Imprv.	\$ 275,000	\$ 275,000	Operating
Repl. Nelson Hts. w/ 1.5 MG East Zone Tank	\$ 3,250,000	\$ 3,250,000	Federal Funding
Unionville Indian Trail Pump Station Parallel Force Main	\$ 1,425,000	\$ 1,425,000	Fund Balance
<b>Total Capital</b>	<b>\$ 9,325,000</b>	<b>\$ 9,325,000</b>	

## WATER RESOURCES

### Water/Sewer Maintenance Division

Russ Colbath, Director

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,284,091	\$ 1,473,886	\$ 1,591,143
Operations <sup>(1)</sup>	866,042	925,617	1,038,775
Capital	530,494	165,500	115,500
Construction <sup>(2)</sup>	699,218	800,000	850,000
<b>Subtotal</b>	<b>\$ 3,379,844</b>	<b>\$ 3,365,003</b>	<b>\$ 3,595,418</b>
Allocations	386,183	383,128	424,001
<b>Total Budget</b>	<b>\$ 3,766,027</b>	<b>\$ 3,748,131</b>	<b>\$ 4,019,419</b>

Notes:

*FY23 proposed budget includes 2 new FT positions, \$125.5K.*

*FY23 proposed operating expenditures are increasing due to cost of materials and growth, \$73K and additional funds needed to meet current system depreciation goal of 1%, \$50K.*

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	16	16	18

#### CAPITAL IMPROVEMENT SUMMARY-MAINTENANCE

Item Description	Department Request	City Manager	Funding Source
Replace F150 Pickup	\$ 40,000	\$ 40,000	Operating
Replace 2 Wd Pickup	\$ 30,000	\$ 30,000	Operating
Replace 2 Wd Pickup	\$ 30,000	\$ 30,000	Operating
Replace 10' Bush Hog	\$ 10,000	\$ 10,000	Operating
Replace 7' Bush Hog	\$ 5,500	\$ 5,500	Operating
<b>Total Capital</b>	<b>\$ 115,500</b>	<b>\$ 115,500</b>	

## WATER RESOURCES

### Water/Sewer Construction Division

Russ Colbath, Director

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel <sup>(1)</sup>	\$ 601,869	\$ 717,361	\$ 945,809
Operations <sup>(2)</sup>	334,552	388,459	473,357
Capital	113,769	237,000	349,000
Construction	768,093	680,000	765,000
Capital Projects	-	-	-
<b>Subtotal</b>	<b>\$ 1,818,283</b>	<b>\$ 2,022,820</b>	<b>\$ 2,533,166</b>
Allocations	173,397	169,274	189,136
<b>Total Budget</b>	<b>\$ 1,991,680</b>	<b>\$ 2,192,094</b>	<b>\$ 2,722,302</b>

Notes:

<sup>(1)</sup> FY23 proposed personnel cost includes PT temporary labor to help with construction inspections, \$104K.

<sup>(2)</sup> FY23 proposed operating budget includes: funds needed to reach goal of 1% system replacement annually by using contractors for water main replacement, \$50K; contracted services for construction plan reviews, \$40K and to cover asphalt cost for sewer pipe bursting, \$35K.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	9	9	9

#### CAPITAL IMPROVEMENT SUMMARY-CONSTRUCTION

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2007 Freightliner Utility Truck	\$ 120,000	\$ 120,000	Operating
Replace 2011 Kubota 80 Excavator	\$ 120,000	\$ 120,000	Operating
Replace 2012 Wacker Roller Tamp	\$ 42,500	\$ 42,500	Operating
Replace 2012 4Wd Pickup	\$ 39,000	\$ 39,000	Operating
Replace Shoring Boxes and Speed Shoring	\$ 20,000	\$ 20,000	Operating
Replace outdated Data Logger	\$ 7,500	\$ 7,500	Operating
<b>Total Capital</b>	<b>\$ 349,000</b>	<b>\$ 349,000</b>	



## WATER RESOURCES

Russ Colbath, Director  
Water Treatment Plant Division

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 864,628	\$ 1,022,730	\$ 1,054,202
Operations <sup>(1)</sup>	2,092,041	2,399,426	2,467,016
Capital	26,299	-	963,000
<b>Subtotal</b>	<b>\$ 2,982,968</b>	<b>\$ 3,422,156</b>	<b>\$ 4,484,218</b>
Allocations	197,470	198,644	221,247
<b>Total Budget</b>	<b>\$ 3,180,438</b>	<b>\$ 3,620,800</b>	<b>\$ 4,705,465</b>

Notes:

<sup>(1)</sup> FY23 proposed operating includes: contractor services to clean the wash water lagoon, \$100K; cost increase for chemicals, \$30K and increase in water to be purchased from the County, \$36K.

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	12	12	12

### CAPITAL IMPROVEMENT SUMMARY-WATER TREATMENT PLANT

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Operator Utility Vehicle	\$ 13,000	\$ 13,000	Operating
WTP 500 kW Generator	\$ 250,000	\$ 250,000	Fund Balance
WTP Basin #2 Coating	\$ 700,000	\$ 700,000	Fund Balance
<b>Total Capital</b>	<b>\$ 963,000</b>	<b>\$ 963,000</b>	

## WATER RESOURCES

### Wastewater Treatment Plant Division

Russ Colbath, Director

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,129,096	\$ 1,274,305	\$ 1,366,896
Operations	1,516,146	1,410,689	1,416,564
Capital	594,179	110,000	60,000
<b>Subtotal</b>	<b>\$ 3,239,422</b>	<b>\$ 2,794,994</b>	<b>\$ 2,843,460</b>
Allocations	285,423	303,162	334,759
<b>Total Budget</b>	<b>\$ 3,524,845</b>	<b>\$ 3,098,156</b>	<b>\$ 3,178,219</b>

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	15	15	15

#### CAPITAL IMPROVEMENT SUMMARY-WWTP

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 6" Diesel Pump	\$ 40,000	\$ 40,000	Operating
Replace 2 Ton Hoist (Chlorine Bldg.)	\$ 10,000	\$ 10,000	Operating
Purchase Chlorine scales	\$ 10,000	\$ 10,000	Operating
<b>Total Capital</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	

## WATER RESOURCES TOTALS

### EXPENDITURES

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 4,865,712	\$ 5,585,162	\$ 6,105,020
Operations	5,107,804	5,495,390	5,882,666
Capital	1,264,741	567,625	1,487,500
Construction	1,467,311	1,480,000	1,615,000
Capital Projects	356,308	350,000	9,325,000
Unreserved	-	435,619	27,142
Debt Service	9,687,595	2,283,409	2,367,397
<b>Subtotal</b>	<b>\$ 22,749,471</b>	<b>\$ 16,197,205</b>	<b>\$ 26,809,725</b>
Reserved WWTP Expansion	4,343,989	1,673,734	2,997,102
Transfer to GF Capital Proj.	445,182	24,166	26,667
Allocations	1,841,786	1,952,299	2,153,750
<b>Total Fund Expenditures</b>	<b>\$ 29,380,428</b>	<b>\$ 19,847,404</b>	<b>\$ 31,987,244</b>

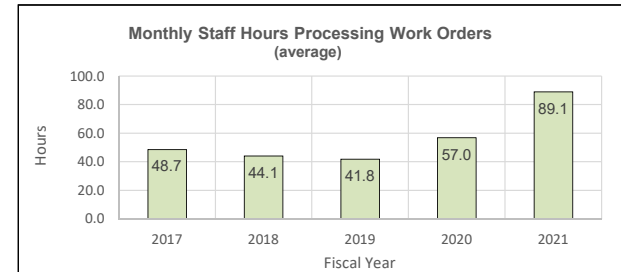
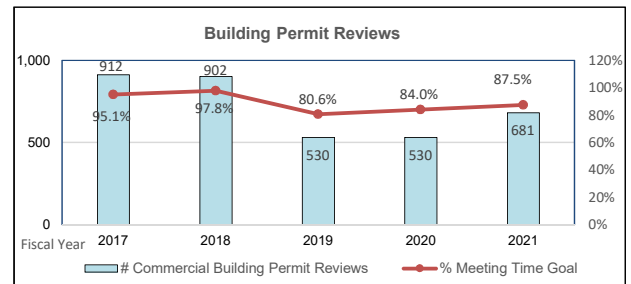
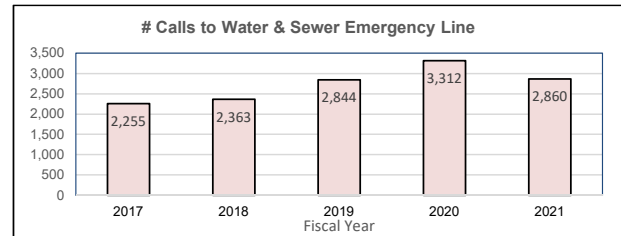
### REVENUE

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Charges for Water	\$ 7,656,953	\$ 7,290,455	\$ 8,433,825
Charges for Sewer	9,081,638	8,693,086	9,891,324
Investment Earnings	(173,994)	281,718	138,258
Water and Sewer Taps	109,120	89,944	109,718
W&S Capacity Fees	1,756,316	1,673,734	2,952,163
Other Revenue	1,743,781	1,818,467	3,211,956
Proceeds Revenue Bond Ref.	7,316,000		
Intergovernmental	1,410	-	-
<b>Total Revenue Budget</b>	<b>\$ 27,491,224</b>	<b>\$ 19,847,404</b>	<b>\$ 24,737,244</b>
Appropriation of W&S Reserve			<b>\$ 7,250,000</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ (1,889,204)</b>	<b>\$ -</b>	<b>\$ -</b>

## WATER RESOURCES

### Administration & Engineering

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$ 1,019,558	\$ 1,065,827	\$ 1,032,919	\$ 1,170,051	\$ 1,281,694	\$ 1,387,513
Employees (Authorized Positions)	9	9	9	9	11	
<b>Output Measures</b>						
# Work orders entered in the system by administrative staff	733	907	880	1,450	2,459	
# Work orders closed in the system by administrative staff	2,779	2,244	2,082	2,701	4,166	
Total Hours entering and closing work orders	296.3	528.8	502.0	684.0	1,069.2	
# Incoming calls to water and sewer emergency line <sup>(2)</sup>	2,255	2,363	2,844	3,312	2,860	
# Commercial building permit reviews conducted by WR engineering staff <sup>(1)</sup>	912	902	530	530	681	
# GIS mapping updates completed <sup>(4) (1)</sup>	214	247	108	95	167	
<b>Effectiveness Measures</b>						
% Work orders entered correctly and requiring no corrections	100%	100%	100%	100%	100%	100%
Average time per call answered (minutes)	1.29	1.60	1.53	1.58	1.96	1.25
% Time met commercial building permit review time goal (3-days if no main extension, 10-days w/extension) <sup>(1)</sup>	95.1%	97.8%	80.6%	84.0%	87.5%	95.0%
% GIS mapping updates completed in < 30 days that require no corrections <sup>(5)</sup>	84%	74.6%	73.5%	85.0%	77.1%	100%
<b>Efficiency Measures</b>						
Average monthly staff hours (entering and closing work orders)	48.7	44.1	41.8	57.0	89.1	
Average labor cost per month (entering and closing work orders)	\$1,058	\$989	\$970	\$1,358	\$2,211	
Average staff hours per commercial building permit review <sup>(3)</sup>	1.4	1.2	2.0	1.7	0.8	
Average staff hours per GIS mapping update	2.1	1.4	1.9	3.7	2.6	



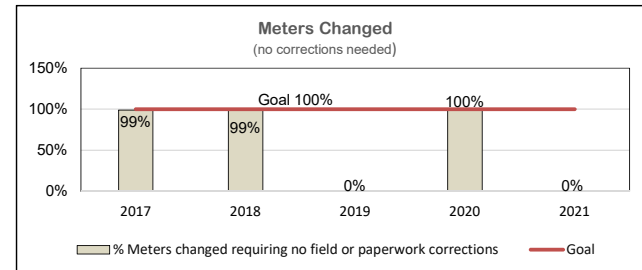
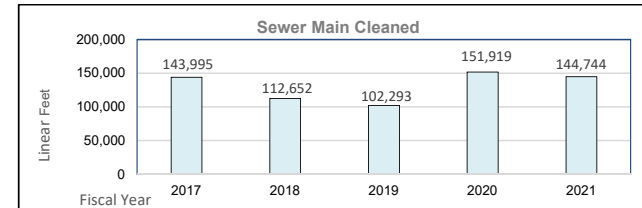
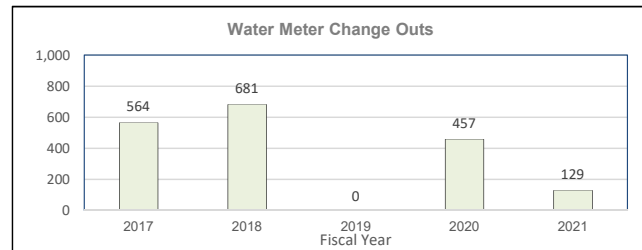
**Notes:**

- <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					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$1,908,014	\$1,959,023	\$1,997,871	\$2,037,418	\$2,153,910	\$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>	564	681	0	457	129	720
# Water valves operated in season <sup>(2)(4)</sup>	1,736	1,411	0	1,364	72	1,818
Total sewer main CCTV'ed or cleaned (feet) (calendar year) <sup>(3)</sup>	143,995	112,652	102,293	151,919	144,744	141,976
<b>Effectiveness Measures</b>						
% Meters changed requiring no field or paperwork corrections <sup>(5)</sup>	99%	99%	0%	100%	0%	95%
NCDEQ sewer cleaning requirement met (calendar year)	100%	75%	100%	100%	100%	100%
<b>Efficiency Measures</b>						
Average meters changed per staff hour <sup>(5)</sup>	2.5	0.0	0.0	1.2	1.8	2.2
Average water valves operated per staff hour <sup>(4)</sup>	2.1	2.5	0.0	1.72	2.21	4.7
Average linear feet of sewer main cleaned per man-hour (City Crews only)	132.7	260.6	241.0	249.85	227.61	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

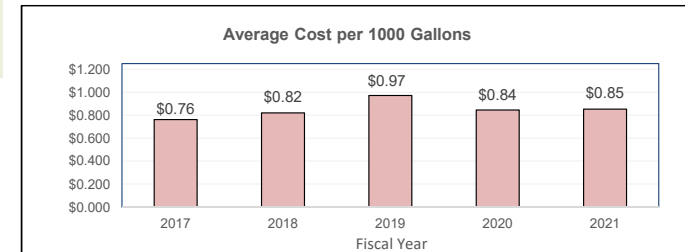
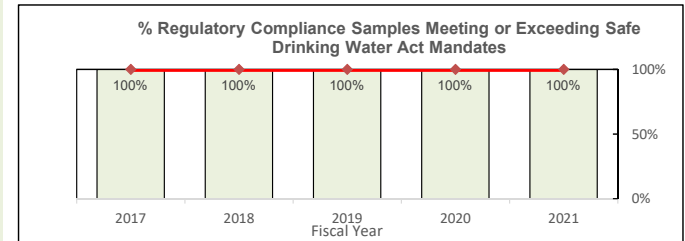
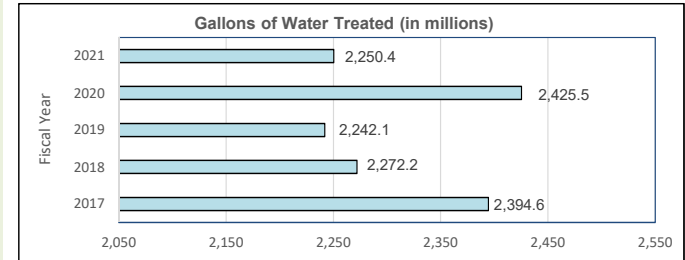
<sup>(4)</sup> Water Valve program not in operation in FY19 due to equipment failures/software issues.

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

## WATER RESOURCES

### Water Treatment Plant

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures	\$ 2,621,467	\$ 2,971,747	\$ 3,190,496	\$ 2,937,692	\$ 2,915,516	\$ 3,270,188
Employees (Authorized Positions)	12	12	12	12	12	12
<b>Output Measures</b>						
Gallons of water treated (in millions)	2,394.6	2,272.2	2,242.1	2,425.5	2,250.4	
# Regulatory compliance samples conducted	163,123	162,626	170,240	173,873	176,024	
# Non-EIM <sup>(1)</sup> corrective work orders completed	79	89	87	80	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)	\$0.76	\$0.82	\$0.97	\$0.84	\$0.85	
Total staff hours to collect and run all regulatory compliance samples	4,296.1	4,462.6	4,258.8	4,228.8	4,308.6	
Average staff hours per work order (non-EIM) <sup>(1)</sup>	4.4	5.2	5.8	7.8	7.9	5.0



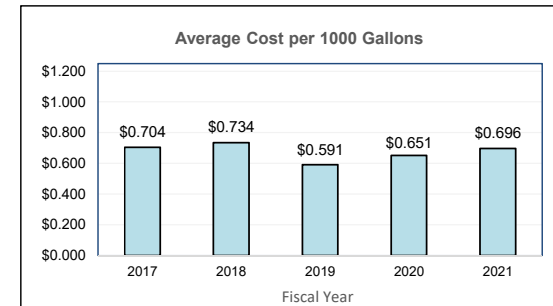
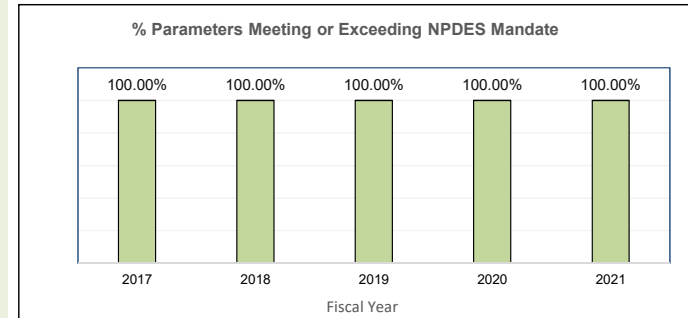
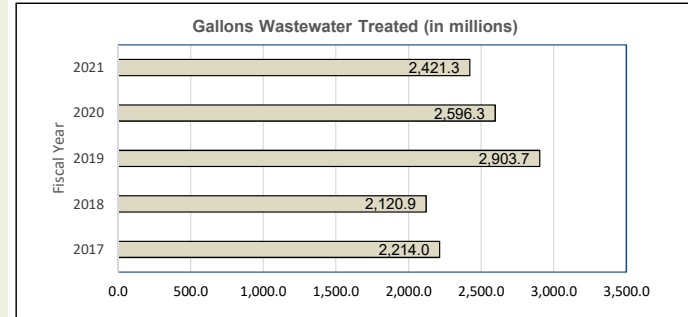
Notes:

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

# WATER RESOURCES

## Waste Water Treatment Plant

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$ 2,227,516	\$ 2,198,498	\$ 2,313,278	\$ 2,235,085	\$ 2,636,980	\$ 2,669,187
Employees (Authorized Positions)	16	16	16	16	16	16
<b>Output Measures</b>						
Gallons of wastewater treated (in millions)	2,214.0	2,120.9	2,903.7	2,596.3	2,421.3	
# NPDES <sup>(1)</sup> regulatory compliance samples conducted	3,413	3,434	3,394	3,399	3,437	
# Non-EIM <sup>(2)</sup> corrective work orders completed	78	147	91	106	53	
# Industrial samples collected	1,070	1,139	932	858	840	
<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%)	99.67%	99.90%	99.93%	99.92%	99.75%	100.00%
<b>Efficiency Measures</b>						
Average cost per 1000 gallons (includes chemicals, electric and labor)	\$0.70	\$0.73	\$0.59	\$0.65	\$0.70	
Total staff hours to collect and run all regulatory compliance samples	1,353.5	1,364.5	1,358.5	1,375.0	1,358.5	
Average staff hours per non-EIM work order	1.6	1.3	2.1	1.5	2.2	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.

<sup>(4)</sup> Fluctuations in average cost due to high rainfall years versus dry or normal years.

## STORMWATER

Stormwater Division

Sarah McAlister, Engineering Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 776,378	\$ 1,156,157	\$ 1,063,490
Operations	319,242	617,811	545,547
Capital	44,506	40,000	73,000
Capital Projects	-	685,000	200,000
Construction (Operating)	-	150,000	-
Debt Service	2,873	121,601	121,385
Unreserved	-	135,932	73,119
<b>Subtotal</b>	<b>\$ 1,143,000</b>	<b>\$ 2,906,501</b>	<b>\$ 2,076,541</b>
Allocations	719,217	718,454	753,095
<b>Total Expenditure Budget</b>	<b>\$ 1,862,217</b>	<b>\$ 3,624,955</b>	<b>\$ 2,829,636</b>
Permits and Fees	\$ 45,910	\$ 28,950	\$ 29,850
Sales & Services	1,886,340	2,793,093	2,793,093
Investment Earnings	1,019	17,912	6,693
Other Revenue	-	-	-
Fund Balance	-	785,000	-
Installment Purchase	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 1,933,269</b>	<b>\$ 3,624,955</b>	<b>2,829,636</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 71,052</b>	<b>\$ -</b>	<b>-</b>

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	13.5	14.5	14.5

### CAPITAL IMPROVEMENT SUMMARY - STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Track Skid Loader	\$ 73,000	\$ 73,000	Operating
<b>Total Capital</b>	<b>\$ 73,000</b>	<b>\$ 73,000</b>	

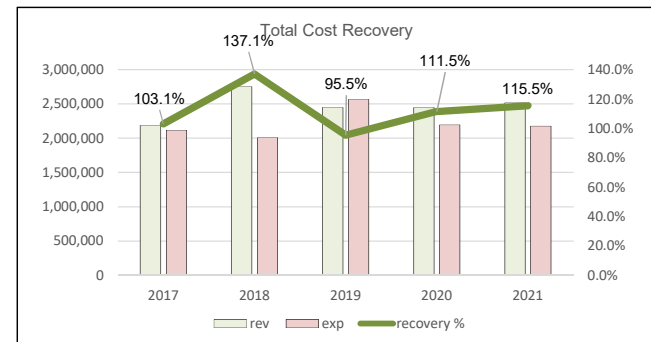
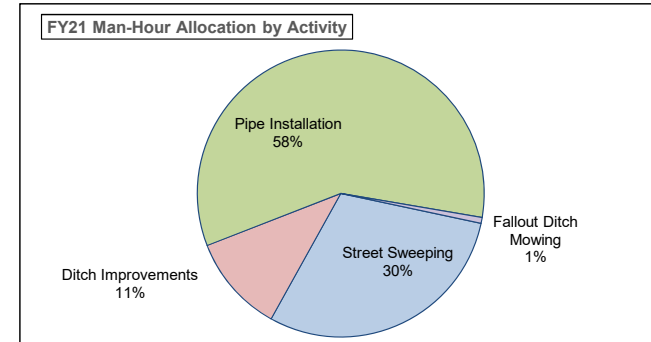
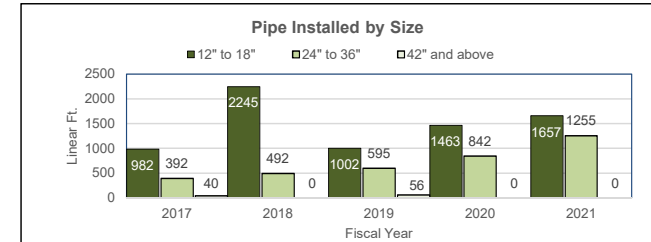
### CAPITAL PROJECTS SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Small Construction Projects by Contract	\$ 100,000	\$ 100,000	Operating
Water Quality Cap. Project (Stewarts Creek Watershed)	\$ 100,000	\$ 100,000	Operating
<b>Total Capital</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	



## STORMWATER Maintenance

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$ 1,033,281	\$ 1,170,614	\$ 1,078,929	\$ 1,180,068	\$ 1,329,218	\$ 1,548,116
Fund Balance Reserve	\$ 1,293,695	\$ 2,039,293	\$ 1,924,150	\$ 2,176,538	\$ 2,185,674	\$ 2,062,609
Employees (Authorized Positions)	11	11	12	12.5	13.5	15.0
<b>Output Measures</b>						
Stormwater management plan reviews completed	26	37	60	46	66	
Stormwater BMP <sup>(1)</sup> inspections completed	39	38	40	51	52	
Storm drainage requests investigated	168	176	205	219	201	
Street Sweeping - lane miles swept <sup>(2)(5)</sup>	2,422.4	2,472.3	NA	NA	NA	
Ditches re-graded and stabilized with matting (linear ft.) <sup>(3)</sup>	4,840	3,215	2,503	4,468	3,274	
12" to 18" pipe installed and backfilled (linear ft.)	982	2245	1002	1463	1657	
24" to 36" pipe installed and backfilled (linear ft.)	392	492	595	842	1255	
42" and above pipe installed and backfilled (linear ft.)	40	0	56	0	0	
Fallout ditches mowed (linear ft.)	21,574	30,852	30,557	30,595	15,104	
Debris removed from lane miles swept (tons) <sup>(7)</sup>	205.4	245.6	328.3	312.4	329.0	
<b>Effectiveness Measures</b>						
% Stormwater management plan reviews completed within 10 days	100.0%	98.0%	96.0%	100.0%	98.0%	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%	98.0%	100.0%	100.0%	100%
<b>Efficiency Measures</b>						
Employee hours per stormwater management plan review	15.0	12.9	11.4	19.2	22.0	
Employee hours per stormwater BMP <sup>1</sup> inspection	5.2	4.1	4.0	5.0	5.0	3.00
Employee hours per completed drainage investigation	4.3	4.9	5.0	4.0	4.0	4.50
Street sweeping total man-hours per work week	45.13	46.50	61.27	58.33	52.13	45.00
Ditch improvements total man-hours per fiscal year	2,033.0	619.0	690.5	1,092.0	1,006.0	
Pipe installation total man-hours per fiscal year	2,498.0	4,682.5	3,903.0	4,738.0	5,340.8	
Fallout ditches mowing total man-hours per fiscal year	110.00	56.24	59.50	111.00	92.00	
Total cost recovery <sup>(1)</sup>	103.1%	137.1%	95.5%	111.5%	115.5%	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

Robert Miller, Interim Director of Energy Services

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,580,288	\$ 1,915,600	\$ 2,369,363
Operations	573,104	590,162	625,609
Capital Equipment	-	-	-
<b>Subtotal</b>	\$ 2,153,392	\$ 2,505,762	\$ 2,994,972
Allocations	657,518	836,565	1,154,119
<b>Total Budget</b>	<b>\$ 2,810,910</b>	<b>\$ 3,342,327</b>	<b>\$ 4,149,091</b>

*Notes:*

*FY23 proposed budget includes 4 new full time positions due to growth, \$350K.*

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	15	15	19

## ENERGY SERVICES

### Electric Maintenance Divisions

Robert Miller, Interim Director of Energy Services

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 2,341,568	\$ 2,642,713	\$ 3,402,481
Operations	1,364,241	2,226,828	2,990,816
Capital Equipment	408,207	1,327,000	1,292,000
Capital Projects	1,825,000	2,620,000	3,325,000
Energy Purchases	45,725,211	47,444,524	48,790,651
Debt Service	1,441,925	1,399,718	1,396,425
Construction (Operating)	611,964	1,320,000	1,470,000
Unreserved	-	1,257,584	1,156,691
<b>Subtotal</b>	\$ 53,718,116	\$ 60,238,367	\$ 63,824,064
Payment in Lieu of Taxes	\$ 542,752	\$ 551,000	\$ 450,000
Allocations	360,385	371,503	399,761
<b>Total Budget</b>	<b>\$ 54,621,253</b>	<b>\$ 61,160,870</b>	<b>\$ 64,673,825</b>

#### Notes:

*FY23 proposed personnel budget includes 6 new full time positions due to growth, \$697K.*

*FY23 operating expenditures include: a one-time write off for uncollectible pole attachment invoices, \$410K and increase to the Economic Development Rate Rider, \$211.6K.*

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	20	20	26

**CAPITAL IMPROVEMENT SUMMARY-ELECTRIC**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
Replace 2013 Bucket Truck	\$ 300,000	\$ 300,000	Operating
Replace Vehicle 2014 4WD Pickup Truck	\$ 60,000	\$ 60,000	Operating
Replace Vehicle 10 Ton Trailer	\$ 30,000	\$ 30,000	Operating
Purchase Substation Transformer Bushings	\$ 80,000	\$ 80,000	Operating
Purchase New Enclosed Utility Trailer for Substation	\$ 14,000	\$ 14,000	Operating
Purchase New Enclosed Utility Trailer for Mobile Battery Bank	\$ 8,000	\$ 8,000	Operating
Vehicles and Equipment for New Staff	\$ 800,000	\$ 800,000	Operating
<b>Total Capital</b>	<b>\$ 1,292,000</b>	<b>\$ 1,292,000</b>	

**CAPITAL PROJECT SUMMARY-ELECTRIC**

<b>Item Description</b>	<b>Department Request</b>	<b>City Manager Recommendation</b>	<b>Funding Source</b>
New ES Facility (construction)	\$ 1,500,000	\$ 1,500,000	Operating
New Subdivision Construction	\$ 1,000,000	\$ 1,000,000	Operating
Hal Coan Substation Improvements	\$ 390,000	\$ 390,000	Operating
Substation Modernization	\$ 160,000	\$ 160,000	Operating
NCDOT- U-5764-US 74 Widening	\$ 100,000	Delay	
Replace/Retire Old Underground Primary	\$ 60,000	\$ 60,000	Operating
AMI Metering Solutions	\$ 50,000	\$ 50,000	Operating
Scada Mate Switch Installations	\$ 50,000	\$ 50,000	Operating
Substation Wildlife Protection & Security	\$ 50,000	\$ 50,000	Operating
Add Additional Rock To	\$ 40,000	\$ 40,000	Operating
ES SCADA System Upgrade	\$ 25,000	\$ 25,000	Operating
<b>Total Capital Projects</b>	<b>\$ 3,425,000</b>	<b>\$ 3,325,000</b>	

## ELECTRIC FUND TOTALS

### EXPENDITURES

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 3,921,855	\$ 4,558,313	\$ 5,771,844
Operations	1,937,346	2,816,990	3,616,425
Land	-	-	-
Capital	408,207	1,327,000	1,292,000
Construction	611,964	1,320,000	1,470,000
Capital Projects	1,825,000	2,620,000	3,325,000
Energy Purchases	45,725,211	47,444,524	48,790,651
Unreserved	-	1,257,584	1,156,691
Debt Service	1,441,925	1,399,718	1,396,425
<b>Subtotal</b>	\$ 55,871,508	\$ 62,744,129	\$ 66,819,036
Payment in Lieu of Taxes	\$ 542,752	\$ 551,000	\$ 450,000
Allocations	1,017,903	1,208,068	1,553,880
Capital Projects GF	398,069	24,167	26,666
<b>Total Fund Expenditures</b>	<b>\$ 57,830,232</b>	<b>\$ 64,527,364</b>	<b>\$ 68,849,582</b>

### REVENUE

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Sales & services	\$ 56,720,119	\$ 61,612,494	\$ 68,551,304
Investment Earnings	(371,042)	569,523	204,931
Intergovernmental	1,200	-	-
Other Revenue	66,974	25,000	25,000
Fund Balance	-	752,000	
Reserve for Future Capital Projects	-	1,500,000	
Revenue Bonds	-	-	-
Other Financing Sources	1,096,582	68,347	68,347
<b>Total Revenue Budget</b>	<b>\$ 57,513,833</b>	<b>\$ 64,527,364</b>	<b>\$ 68,849,582</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ (316,399)</b>	<b>\$ -</b>	<b>\$ -</b>

## ENERGY SERVICES

### Electric Maintenance/Construction

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Operating Expenditures	\$3,250,909	\$3,588,181	\$3,852,891	\$3,631,891	\$3,712,445	\$4,695,361
Electric Purchases	\$52,237,592	\$52,523,790	\$48,855,719	\$47,575,010	\$45,725,211	\$50,659,962
Employees (Authorized Positions)	19	19	20	20	20	20
<b>Output Measures</b>						
# Customers serviced	10,910	10,975	11,059	11,088	11,204	11,200
# Outages	155	175	148	147	134	150
# Customers affected by outages <sup>(4)</sup>	6,939	12,907	11,395	7,350	8,880	4,300
Energy consumption (kWh) <sup>(1)</sup>	649,163,580	659,380,956	656,204,285	662,493,888	583,098,864	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%	99.9886%	99.9916%	99.9753%	99.9913%	99.9878%	99.9960%
Customer Average Interruption Duration Index (CAIDI) goal <120 minutes <sup>(6)</sup>	94.09	37.35	125.81	69.26	80.97	100.00
System Average Interruption Duration Index (SAIDI) goal <100 minutes <sup>(6)</sup>	60.00	44.00	129.63	45.91	64.18	40.00
System Average Interruption Frequency Index (SAIFI) goal < .25 interruptions per customer	0.636	1.176	1.030	0.663	0.793	0.300
Average Outage response time (standard <30 minutes) <sup>(5)</sup>	18.00	17.40	27.20	22.50	19.10	17.00
% Outages due to wildlife, goal to reduce <sup>(2)</sup>	31%	29%	22%	25%	22%	32%
% Outages due to equip/electrical failures, goal to reduce <sup>(3)</sup>	34%	35%	36%	38%	36%	32%
<b>Efficiency Measures</b>						

**Notes:**

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

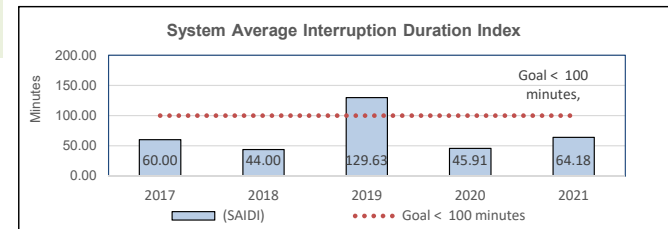
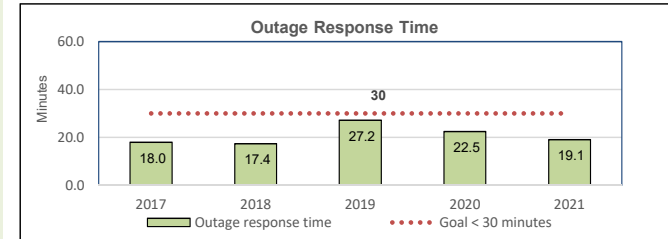
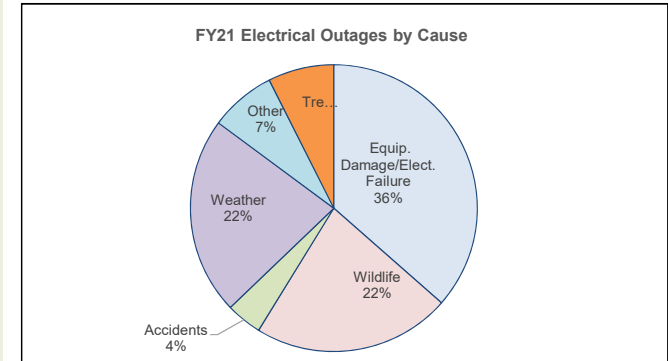
<sup>(2)</sup> Staff is working on reducing wildlife outages by installing wildlife guards at the substations.

<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

Robert Miller, Interim Director of Energy Services

#### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 1,526,955	\$ 2,008,199	\$ 2,834,896
Operations	1,123,797	1,157,619	1,367,812
Capital Equipment	118,429	585,000	320,000
Capital Projects	2,853,423	2,660,000	4,135,000
Gas Purchases	5,359,916	7,310,198	8,354,144
Debt Service	2,765,218	2,752,543	2,748,221
Construction (Operating)	449,551	435,000	435,000
Unreserved	-	1,194,647	1,870,212
<b>Subtotal</b>	<b>\$ 14,197,288</b>	<b>\$ 18,103,206</b>	<b>\$ 22,065,285</b>
Payment in Lieu of Taxes	194,546	200,500	174,000
Allocations	1,712,306	1,790,924	1,897,415
<b>Total Expenditure Budget</b>	<b>\$ 16,104,140</b>	<b>\$ 20,094,630</b>	<b>\$ 24,136,700</b>
Sales & Services	\$ 16,424,104	\$ 19,401,608	\$ 24,038,091
Investment Earnings	(183,282)	293,022	98,609
Intergovernmental			
Other Revenue	116,010	-	-
Installment Financing	-	-	-
Other Financing Sources	-	-	-
Fund Balance Appropriation	-	400,000	-
<b>Total Revenue Budget</b>	<b>\$ 16,356,832</b>	<b>\$ 20,094,630</b>	<b>\$ 24,136,700</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ 252,693</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

FY23 proposed budget includes 7 new full time positions due to growth, \$763K.

#### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	20	21	28

#### CAPITAL IMPROVEMENT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2011 Ford Super Duty F-250 4x4 Pickup	\$ 85,000	\$ 85,000	Revenue
Replace '46 Hawk Leak Detector #3	\$ 25,000	\$ 25,000	Revenue
Replace 1987 Hudson 9 Ton Trailer	\$ 30,000	\$ 30,000	Revenue
New Vehicles for Staff Additions	\$ 180,000	\$ 180,000	Revenue
<b>Total Capital</b>	<b>\$ 320,000</b>	<b>\$ 320,000</b>	

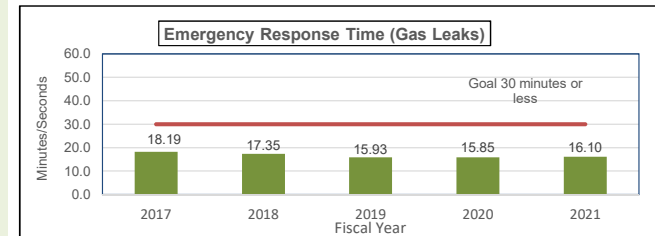
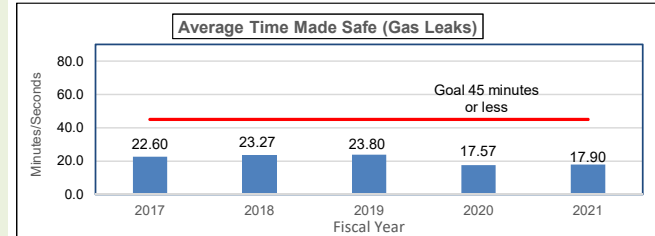
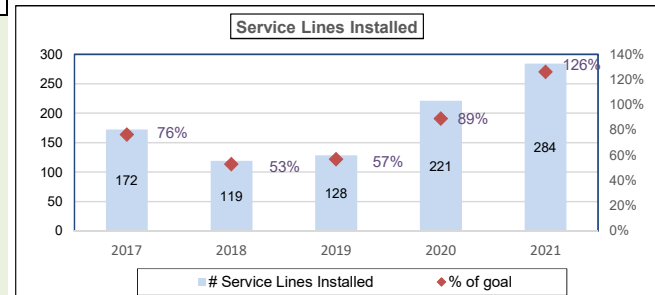
**CAPITAL PROJECT SUMMARY-N GAS**

Item Description	Department Request	City Manager Recommendation	Funding Source
New ES Facility	\$ 1,500,000	\$ 1,500,000	Revenue
Subdivision Fund	\$ 1,000,000	\$ 1,000,000	Revenue
System Reinforcement Proj.	\$ 750,000	\$ 750,000	Revenue
System Uprate Projects	\$ 125,000	\$ 125,000	Revenue
Industrial Park	\$ 125,000	\$ 125,000	Revenue
NCDOT Roadway Relocations	\$ 100,000	\$ 100,000	Revenue
Distribution Integrity Management Program	\$ 100,000	\$ 100,000	Revenue
Revenue Based Expansions	\$ 100,000	\$ 100,000	Revenue
Pipeline Replacement	\$ 100,000	\$ 100,000	Revenue
LNG Facility Upgrades / Additional Storage	\$ 75,000	\$ 75,000	Revenue
AMI Metering Solutions	\$ 75,000	\$ 75,000	Revenue
Transmission Pipeline Integrity Mngt Assessment	\$ 35,000	\$ 35,000	Revenue
Paperless Compliance Tools	\$ 25,000	\$ 25,000	Revenue
SCADA System Upgrade	\$ 25,000	\$ 25,000	Revenue
<b>Total Capital Projects</b>	<b>\$ 4,135,000</b>	<b>\$ 4,135,000</b>	

# ENERGY SERVICES

## Natural Gas

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Operating Expenditures	\$ 2,026,720	\$ 2,003,118	\$ 2,159,461	\$ 2,207,422	\$ 2,667,972	\$ 2,831,588
Natural Gas Purchases	\$ 6,071,932	\$ 7,381,818	\$ 7,067,414	\$ 4,886,273	\$ 5,314,392	\$ 8,877,855
Liquefied Natural Gas Purchases	\$ -	\$ -	\$ -	\$ -	\$ 45,524	\$ 150,000
Employees (Authorized Positions)	15	18	18	20	21	
<b>Output Measures</b>						
Miles of Gas Mains	471	475	477	486	486	480
Customers serviced	11,274	11,420	11,532	11,746	11,953	12,000
Gas load distribution (Mcf) <sup>(2)</sup>	3,083,556	3,438,143	3,412,220	3,137,325	2,736,090	3,500,000
# Service lines installed <sup>(3)</sup>	172	119	128	221	284	225
Emergency responses (leak inside/outside)	200	226	287	323	271	100
Number of hazardous leaks <sup>(4)</sup>	17	15	27	15	13	0
<b>Effectiveness Measures</b>						
Safety incidence rate (goal = 0)	0	0	0	0	0	0
# Federal/ State required inspections / certifications past due (goal = 0)	1	0	0	0	0	0
Loss and unaccounted for (goal +/-2%) <sup>(5)</sup>	9.38%	2.29%	-1.89%	-1.88%	-1.33%	2.00%
Hazardous Leaks/Mile (goal=0)	0.036	0.032	0.060	0.031	0.028	0.00
Interruptions due to Equipment or Personnel Failure (goal=0)	0	1	0	0	0	0
Service lines installed (% of goal) <sup>(6)</sup>	76.4%	52.9%	56.9%	89.0%	126.0%	100%
Leak inside/outside-average response time (goal <= 30 minutes)	18:11	17:21	15:56	15:51	16:06	30:00
Leak inside/outside - average time made safe (goal <= 45 minutes)	22:36	23:16	23:48	17:34	17:54	45:00
<b>Efficiency Measures</b>						
# Miles of gas mains per employee (NC municipal avg. = 21.8)	34	34	30	24	26.5	21.8
# Customers per employee (NC municipal avg. = 495)	805	816	716	587	639	495



### 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

Brian Borne, Interim City Manager

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 649,461	\$ 664,518	\$ 817,016
Operations	476,273	458,326	512,534
Purchases of Aviation Fuel	879,469	1,025,000	1,272,979
Capital	61,627	-	41,000
Debt Service	7,072,068	1,069,643	1,042,552
<b>Subtotal</b>	<b>\$ 9,138,898</b>	<b>\$ 3,217,487</b>	<b>\$ 3,686,081</b>
Allocations	251,013	261,422	298,053
<b>Total Expenditure Budget</b>	<b>\$ 9,389,911</b>	<b>\$ 3,478,909</b>	<b>\$ 3,984,134</b>
Aviation Fuel Sales	\$ 1,360,931	\$ 1,521,110	\$ 1,958,429
Tie-down and Hangar Leases	501,736	441,498	513,879
Lease Revenue (GASB)			134,342
Other Sales & Services	151,261	176,289	159,552
Intergovernmental			
Installment Financing	6,020,000		
Funding From General Fund	1,351,889	1,340,012	1,217,932
<b>Total Revenue Budget</b>	<b>\$ 9,385,817</b>	<b>\$ 3,478,909</b>	<b>\$ 3,984,134</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ (4,093)</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

*FY23 proposed organizational changes: PT pooled funding for Customer Service Reps and Line Service Techs to be replaced with full time and part time staff.*

### FULL-TIME PERSONNEL SUMMARY

	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	7	7	11

### CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Ground Power Unit	\$ 41,000	\$ 41,000	GF Fund Balance
Pavement Maint	\$ 67,225	Delay	
<b>Total Capital</b>	<b>\$ 108,225</b>	<b>\$ 41,000</b>	

## AIRPORT CUSTOMS SERVICE

Brian Borne, Interim City Manager

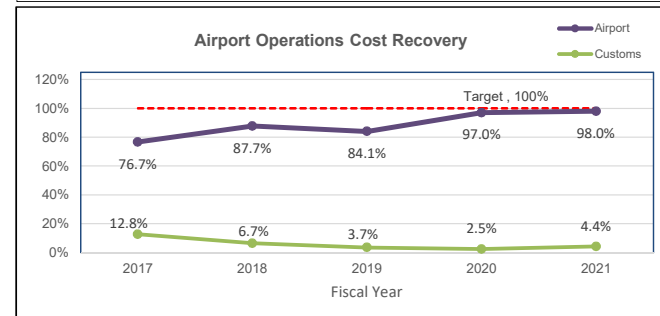
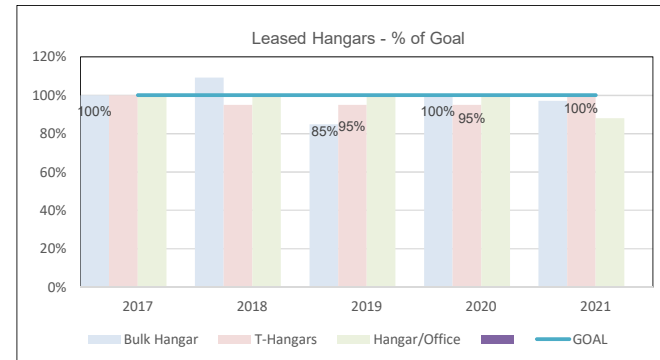
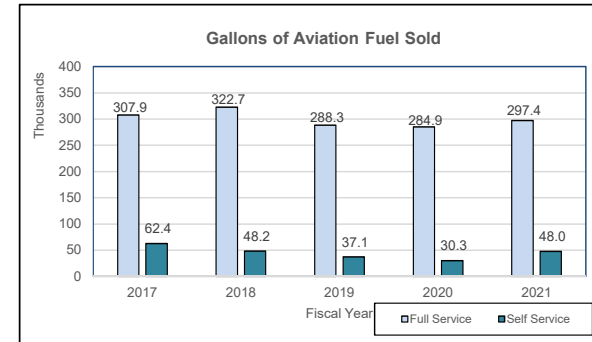
### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Operations	\$ 16,547	\$ 36,190	\$ 35,214
Debt Service	-	-	-
Airport Customs Contract	122,220	50,000	2,730
<b>Subtotal</b>	<b>\$ 138,767</b>	<b>\$ 86,190</b>	<b>\$ 37,944</b>
Allocations	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 138,767</b>	<b>\$ 86,190</b>	<b>\$ 37,944</b>
Sales & Services	6,000	7,200	4,350
Other Revenue	-	-	-
Funding From General Fund	132,767	78,990	33,594
<b>Total Revenue Budget</b>	<b>\$ 138,767</b>	<b>\$ 86,190</b>	<b>\$ 37,944</b>
<b>Net Revenue/(Expenditure)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# AIRPORT

## Operations

	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Target
<b>Inputs</b>						
Expenditures - Operations	\$1,920,843	\$1,996,846	\$2,030,750	\$1,920,740	\$1,992,783	\$2,143,560
Expenditures - Customs	\$151,298	\$147,160	\$151,758	\$150,315	\$137,268	\$159,539
Employees (Authorized Positions)	7	7	7	7	7	7
Subsidy from General Fund	\$ 1,696,387	\$ 1,526,647	\$ 1,785,261	\$ 1,638,973	\$ 1,484,656	\$1,652,834
Tax Value per Sq Ft Hangars (Aggregate)	\$ 1,747	\$ 1,274	\$ 1,475	\$ 1,473	\$ 1,428	
Total Billable Taxes (Hangars/Planes)	\$ 148,585	\$ 150,104	\$ 161,556	\$ 149,597	\$ 160,819	
<b>Output Measures</b>						
Gallons of Jet-A fuel sold - full service	184,903	205,909	164,410	152,777	173,994	172,097
Gallons of Jet-A fuel sold - self service	3,731	2,254	2,433	458	2,257	2,116
Gallons of Avgas sold - full service	122,990	116,832	123,909	132,129	123,382	106,955
Gallons of Avgas sold - self service	58,718	45,977	34,700	29,841	45,746	43,089
Overnight customers-Tie-down <sup>(3)</sup>	2,324	1,409	1,602	1,157	1,565	2,580
Overnight customers - Hangar	241	369	156	205	151	198
Fueling services provided (aircraft)	4,997	5,503	5,633	5,462	6,476	4,802
Towing services provided (aircraft)	4,810	6,605	6,500	6,913	8,779	4,595
Other line services provided (aircraft) <sup>(1)</sup>	2,801	3,750	3,445	3,143	3,809	2,556
<b>Effectiveness Measures</b>						
Bulk hangar leasable space (goal = 33 aircraft)	100%	109%	85%	100%	97%	100%
T-hangar leasable space (goal = 20 aircraft)	100%	95%	95%	95%	100%	100%
Hangar/Office leasable space (goal = 8 aircraft)	100%	100%	100%	100%	88%	100%
Tie-down leasable space (goal = 49 aircraft)	90%	93%	98%	80%	97%	100%
<b>Efficiency Measures</b>						
% Operating cost recovery - Airport <sup>(2)</sup> <sup>(4)</sup>	76.7%	87.7%	84.1%	97.0%	98.0%	85.9%
% Operating cost recovery - Airport Customs	12.8%	6.7%	3.7%	2.5%	4.4%	
Average cost to the City per use of US Customs Service <sup>(5)</sup>	\$10,087	\$14,716	\$25,293	\$50,105	\$45,756	\$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 cost recovery would be at 92% without this additional funding.

<sup>(5)</sup> The high cost per customs use is due to fewer customers taking trips out of the country during COVID 19 Pandemic.

## SOLID WASTE OPERATIONS

Sarah McAllister, Director of Engineering

### FISCAL SUMMARY

Item	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Personnel	\$ 188,638	\$ 200,155	\$ 222,053
Operations	2,337,889	2,513,311	2,771,179
Capital	-	-	-
Debt Service <sup>(1)</sup>	8,083	8,003	7,997
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 2,534,611</b>	<b>\$ 2,721,469</b>	<b>\$ 3,001,229</b>
Allocations	174,135	180,423	196,702
<b>Total Expenditure Budget</b>	<b>\$ 2,708,746</b>	<b>\$ 2,901,892</b>	<b>\$ 3,197,931</b>
Sales & services	\$ 2,679,142	\$ 2,768,906	\$ 2,861,747
Investment Earnings	(3,323)	5,565	1,594
Intergovernmental	26,519	23,000	23,000
Other Revenue	6,475	2,000	2,000
Installment Purchase	-	-	-
Appropriation of Fund Bal		102,421	309,590
<b>Total Revenue Budget</b>	<b>\$ 2,708,814</b>	<b>\$ 2,901,892</b>	<b>\$ 3,197,931</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 68</b>	<b>\$ -</b>	<b>\$ -</b>

### FULL-TIME PERSONNEL SUMMARY

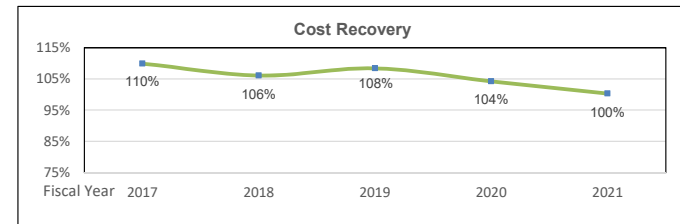
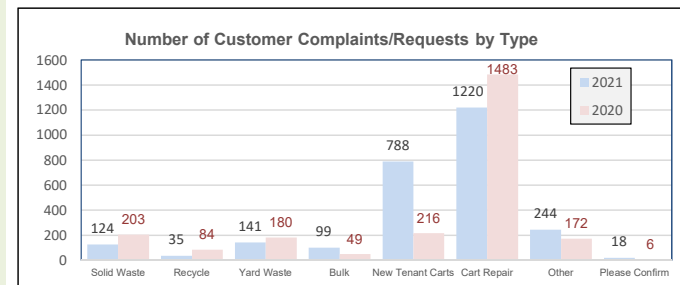
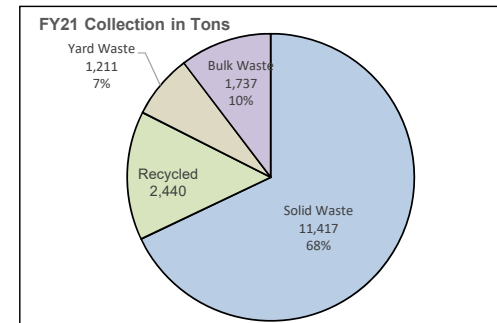
	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed
Positions	2.5	2.5	2.5



## SOLID WASTE

### Administration

	FISCAL YEAR					
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Target
<b>Inputs</b>						
Expenditures	\$224,120	\$229,088	\$231,419	\$255,869	\$342,780	\$373,379
Refuse Collection Costs <sup>(3)</sup>	\$1,830,779	\$1,834,716	\$1,848,312	\$2,085,959	\$2,179,539	\$2,269,685
Employees (Authorized Positions) <sup>(1) &amp; (3)</sup>	1	1	1	2.5	2.5	2.5
Fund Balance Reserve	\$611,796	\$699,186	\$849,693	\$915,700	\$812,449	\$535,413
<b>Output Measures</b>						
Total Number of Households/Small Bus.	10,187	10,302	10,382	10,451	10,829	
Solid Waste (tons) <sup>(6)</sup>	9,696	9,735	9,435	9,991	11,417	
Recycled (tons) <sup>(6)</sup>	1,870	1,897	2,258	2,220	2,440	
Yard Waste (tons)	1,515	1,524	1,945	1,705	1,211	
Bulk Waste (tons) <sup>(5)</sup>	1,897	2,280	1,850	1,769	1,737	
# Customer complaints/requests handled	3,650	3,076	2,900	2,393	2,669	
# Citations issued - Carts	61	10	9	4	5	
# Citations issued - Bulk	41	58	61	94	39	
<b>Effectiveness Measures</b>						
% Cases - Cart repairs (goal to reduce)	58.6%	56.2%	55.3%	62.0%	45.7%	
<b>Efficiency Measures</b>						
% Total cost recovery for Solid Waste Administration services <sup>(2)</sup>	110%	106%	108%	104%	100%	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.

## SIF HEALTH & DENTAL

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY22 Financial Plan	FY23 Financial Plan
Operations	\$ 9,829,460	\$ 10,263,969	\$ 10,767,389
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 9,829,460</b>	<b>\$ 10,263,969</b>	<b>\$ 10,767,389</b>
Allocations	99,774	119,071	150,988
<b>Total Expenditure Budget</b>	<b>\$ 9,929,234</b>	<b>\$ 10,383,040</b>	<b>\$ 10,918,377</b>
Contributions (Employer/Employee)	\$ 8,473,660	\$ 8,855,140	\$ 9,398,193
Investment Earnings	\$ (7,251)	\$ 13,390	5,674
Stop Loss Reimbursements	1,288,411	1,314,510	1,314,510
Caremark Rebate	331,390	200,000	200,000
Miscellaneous	7,858	-	-
Appropriation of Fund Bal	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 10,094,068</b>	<b>\$ 10,383,040</b>	<b>\$ 10,918,377</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 164,834</b>	<b>\$ -</b>	<b>\$ -</b>

#### *Notes*

*Increase in FY23 due to proposed additional staff and current vacancies budgeted at full family coverage.*

## SIF PROPERTY & LIABILITY

Debra C. Reed, Director

### FISCAL SUMMARY

Item	FY 2021 Actual	FY22 Financial Plan	FY23 Financial Plan
Operations	\$ 721,973	\$ 740,014	\$ 751,163
Unreserved	-	-	21,538
<b>Subtotal</b>	<b>\$ 721,973</b>	<b>\$ 740,014</b>	<b>\$ 772,701</b>
Allocations	83,418	98,275	126,022
<b>Total Expenditure Budget</b>	<b>\$ 805,391</b>	<b>\$ 838,289</b>	<b>\$ 898,723</b>
Contributions-Departments	774,436	813,417	860,250
Investment Earnings	(4,805)	4,869	1,913
Miscellaneous	115,299	20,003	20,003
Appropriation of Fund Bal	-	-	16,557
<b>Total Revenue Budget</b>	<b>\$ 884,930</b>	<b>\$ 838,289</b>	<b>\$ 898,723</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ 79,539</b>	<b>\$ -</b>	<b>\$ -</b>

## SIF WORKERS' COMPENSATION

Debra C. Reed, Director

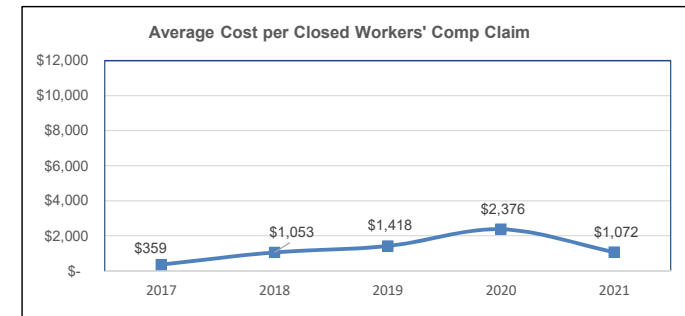
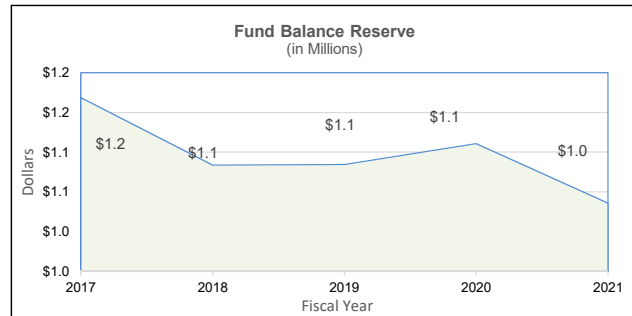
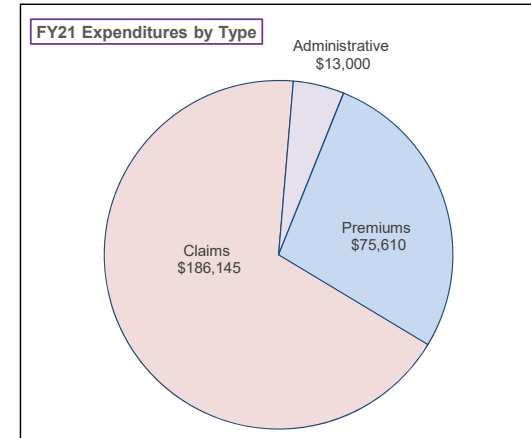
### FISCAL SUMMARY

Item	FY 2021 Actual	FY22 Financial Plan	FY23 Financial Plan
Operations	\$ 274,831	\$ 197,483	\$ 307,969
Unreserved	-	-	-
<b>Subtotal</b>	<b>\$ 274,831</b>	<b>\$ 197,483</b>	<b>\$ 307,969</b>
Allocations	95,373	112,804	144,772
<b>Total Expenditure Budget</b>	<b>\$ 370,204</b>	<b>\$ 310,287</b>	<b>\$ 452,741</b>
Contributions-Departments	300,549	300,549	450,000
Investment Earnings	(5,644)	9,738	2,741
Miscellaneous	-	-	-
Appropriation of Fund Bal	-	-	-
<b>Total Revenue Budget</b>	<b>\$ 294,905</b>	<b>\$ 310,287</b>	<b>\$ 452,741</b>
<b>Net Revenue/(Exp.)</b>	<b>\$ (75,299)</b>	<b>\$ -</b>	<b>\$ -</b>

## HUMAN RESOURCES DEPARTMENT

### Self Insurance Fund - Workers' Compensation

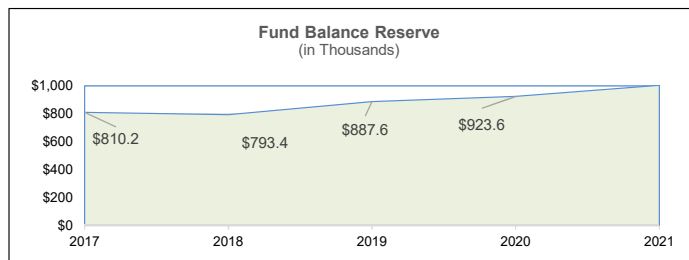
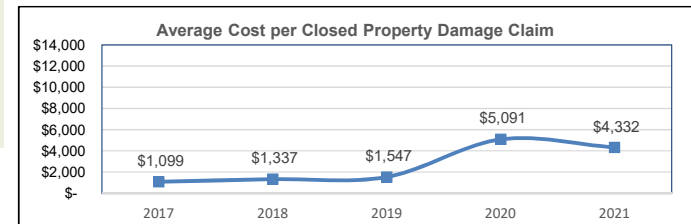
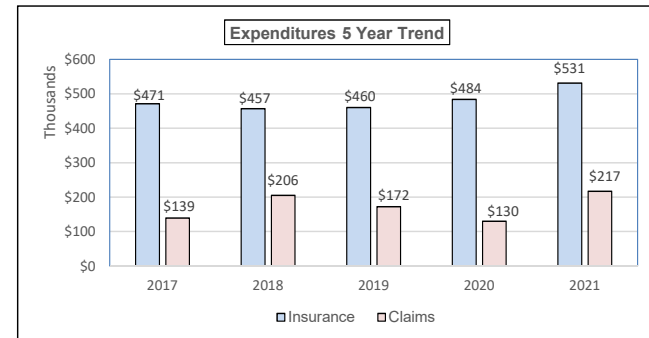
	FISCAL YEAR					
	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Annual Plan
<b>Inputs</b>						
Expenditures - Workers' Comp	\$185,526	\$166,032	\$165,410	\$189,670	\$274,755	\$284,814
Fund Balance Reserve	\$1,168,567	\$1,083,505	\$1,084,432	\$1,110,842	\$1,035,543	\$1,051,237
<b>Output Measures</b>						
# New workers' compensation cases opened	36	35	34	37	32	
# Workers' compensation cases handled	38	36	36	39	30	
\$ Workers' Comp claims	\$104,984	\$86,742	\$77,588	\$100,310	\$186,145	
# Workers' compensation cases closed	34	40	16	26	17	
<b>Effectiveness Measures</b>						
% Workers' Comp cases closed	42.1%	44.4%	72.2%	56.7%	58.0%	
<b>Efficiency Measures</b>						
Average cost per closed workers' comp claim	\$359	\$1,053	\$1,418	\$2,376	\$1,072	



## HUMAN RESOURCES DEPARTMENT

### Property and Liability Insurance Fund

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Annual Plan</u>
<b>Inputs</b>						
Expenditures - Property and Liability	\$610,285	\$662,502	\$631,884	\$692,559	\$709,601	\$721,202
Fund Balance Reserve	\$810,174	\$793,369	\$887,550	\$923,638	\$1,003,176	\$1,003,176
<b>Output Measures</b>						
# New property damage cases	46	84	83	76	95	
# Property damage cases handled (internally by staff)	30	41	36	31	50	
\$ Cost of Claims	\$139,118	\$205,530	\$171,839	\$130,295	\$216,619	
\$ Premiums paid to insurer <sup>(1)</sup>	\$471,167	\$456,972	\$460,046	\$484,030	\$531,262	\$520,000
<b>Effectiveness Measures</b>						
% Property damage cases closed	61%	74%	93%	84%	53%	
<b>Efficiency Measures</b>						
Average cost per closed property damage claim	\$1,099	\$1,337	\$1,547	\$5,091	\$4,332	



Notes:

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

## HUMAN RESOURCES DEPARTMENT

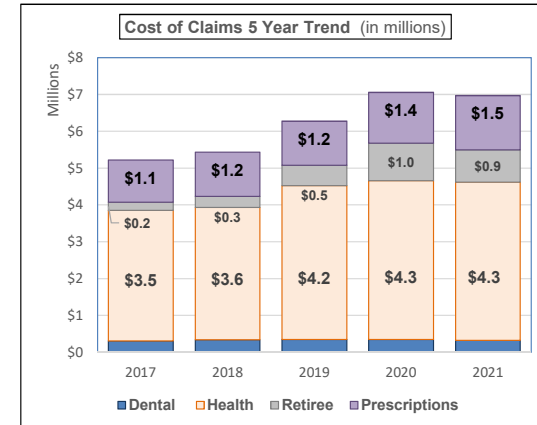
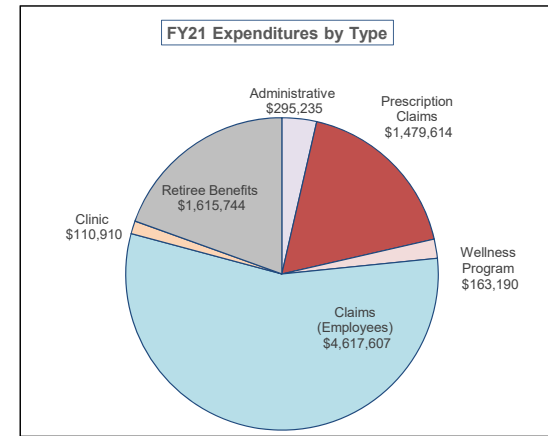
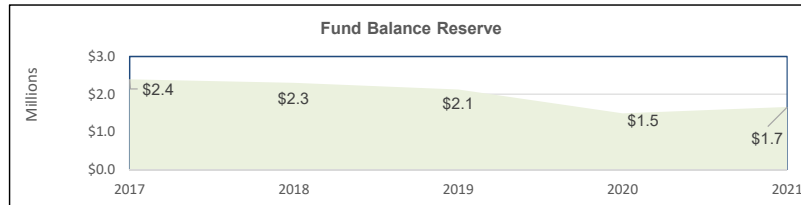
### Self Insurance Fund - Health and Dental

	FISCAL YEAR					
	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Annual Plan</u>
<b>Inputs</b>						
Expenditures	\$7,209,015	\$7,567,699	\$8,562,362	\$9,584,200	\$9,829,312	\$9,678,573
Fund Balance Reserve	\$2,395,411	\$2,301,185	\$2,123,264	\$1,493,349	\$1,658,331	\$1,500,000
Total FTE	445	447	487	499	505	
Total number of dependents covered	514	506	248	253	265	
Total number of retirees covered	22	35	37	44	56	
<b>Output Measures</b>						
# Employee Clinic visits (per calendar year) <sup>(2)</sup>	477	561	471	186	186	
\$ Total claims	\$5,437,274	\$5,527,913	\$6,280,145	\$7,058,117	\$6,975,706	
% Participation in Wellness Program	92%	89%	89%	89%	89%	
# Employees receiving health incentive	262	293	279	311	313	
<b>Effectiveness Measures</b>						
% Employees passing health assessment	86%	82%	88%	82%	84%	
<b>Efficiency Measures</b>						
Average cost per visit to Employee Clinic (Clinic Contract) <sup>(1) (2)</sup>	\$ 192.29	\$ 174.48	\$ 219.72	\$ 538.62	\$ 596.29	

**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.



**CITY OF MONROE  
DEPARTMENT POSITION SUMMARY**

GENERAL FUND	FY22 Authorized			FY23 Proposed		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
<b>CITY ADMINISTRATION DEPARTMENT</b>						
CITY MANAGER	4			4		
CITY ATTORNEY	2			2		
PUBLIC INFORMATION	2			2		
<b>CITY FACILITIES DEPARTMENT</b>	9			9		
<b>FINANCE DEPARTMENT</b>						
ADMINISTRATION	3			5		
ACCOUNTING	5	1		5		
UTILITY BILLING	9			9		
PAYMENT CENTER	5			5		
CUSTOMER SERVICE	7			7		
PURCHASING	2			2		
FLEET	4			4		
WAREHOUSE	4			4		
<b>HUMAN RESOURCES DEPARTMENT</b>						
HUMAN RESOURCES	5			5		
SAFETY AND HEALTH	1			1		
<b>ENGINEERING DEPARTMENT</b>						
ENGINEERING	10			10		
STREET	19			19		
<b>PLANNING DEPARTMENT</b>						
CODE ENFORCEMENT	3			4		
BUILDING STANDARDS	6			7		
PLANNING	10			10		
COMMUNITY REDEVELOPMENT	1			1		
COMMUNITY MAINTENANCE				2		
<b>POLICE DEPARTMENT</b>	111		2	112		2
<b>FIRE DEPARTMENT</b>	87		2	87		3
<b>IT DEPARTMENT</b>						
MIS	5			5		
GIS	1			2		
<b>PARKS &amp; RECREATION DEPARTMENT</b>						
ADMINISTRATION	2			2		
RECREATION	9		3	9		3
PARKS MAINTENANCE	13			13		
<b>GENERAL FUND POSITIONS</b>	<b>339</b>	<b>1</b>	<b>7</b>	<b>347</b>	<b>0</b>	<b>8</b>

SUBSIDIZED FUND	FY22 Authorized			FY23 Proposed		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
GOLF COURSE	6		1	7		1
DOWNTOWN MONROE	1			1		
CENTER THEATRE	3			3		
AIRPORT	7	1	2	11	1	
MONROE-UNION COUNTY ECON DEV.	4					
<b>SUBSIDIZED FUND POSITIONS</b>	<b>21</b>	<b>1</b>	<b>3</b>	<b>22</b>	<b>1</b>	<b>1</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>

FY22 Authorized		
FT	PT 30+	PT 20+
13		7
12		
16		
9		
12		
15	1	
14.5		
15		
20		
21		
2.5		
2		
152	1	7

FY23 Proposed		
FT	PT 30+	PT 20+
13		7
12		
16		
9		
12		
15	1	
14.5		
19		
26		
28		
2.5		
0		
167	1	7

FY22 Authorized		
FT	PT 30+	PT 20+
512	3	17

FY23 Proposed		
FT	PT 30+	PT 20+
536	2	16

<b>POSITIONS ALL FUNDS</b>
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### Fiscal Year 2023 Proposed Changes

	<u>FT</u>	<u>PT (Benefits)</u>	<u>PT (No Benefits)</u>	<u>Department/Division</u>
<b><u>General Fund and Subsidized</u></b>				
Grant Administrator	1			Finance / Administration
Code Enforcement Officer I	1			Planning / Code Enforcement
Building Inspector I	1			Planning / Building Inspections
Crime Scene Technician	1			Police
Fire Plan Reviewer/Inspector		1		Fire
GIS Specialist	1			Information Tech. / GIS
Theatre House Manager PT < 20			1	Dowd Center Theatre
Theatre Technical Assistant PT < 20			1	Dowd Center Theatre
Golf Course Senior Equipment Mechanic	1			Golf Course
Airport Customer Service Rep	2			Airport / Operations
Airport Line Service Technician	2			Airport / Operations
Airport PT < 20 Hours per Week			2	Airport / Operations
Total General Fund and Subsidized	10	1	4	

	<u>FT</u>	<u>PT (Benefits)</u>	<u>PT (No Benefits)</u>	
<b><u>Enterprise Funds</u></b>				
Electric Safety and Training Coordinator	1			Electric Maintenance
Journeyman Lineman	3			Electric Maintenance
Line Apprentice (I, II, III)	2			Electric Maintenance
Administrative Assistant II	2			Energy Services Administration
Engineering Tech II	2			Energy Services Administration
Energy Services Utility Locator	1			Natural Gas Maintenance
Gas Technician (I, II, III)	4			Natural Gas Maintenance
Natural Gas Operations Superintendent	1			Natural Gas Maintenance
Natural Gas Safety and Training Coordinator	1			Natural Gas Maintenance
Temporary Construction Inspectors			3	Water Construction
Equipment Operator I	2			Water Maintenance
	19		3	

### **Organizational Changes Proposed for FY23**

	<u>FT</u>	<u>PT Benefits</u>	<u>PT-No Benefits</u>	<u>Department/Division</u>
<b><u>General Fund</u></b>				
Budget Analyst - increase from 35 to 40 hrs	1	-1		Finance / Administration (move from Accounting)
Reduce Fields Attendants funding to add Recreation Assistant PT 20 +		1		P&R / Recreation
Reduce Building Attendant pool (create Lead Afterschool Aide)		1		P&R / Recreation
Airport-eliminate PT & Pool Funding for Line Techs		-1		Airport / Operations
Airport-eliminate PT & Pool Funding for CSR		-1		Airport / Operations
Move Community Maintenance from Solid Waste to General Fund (Planning)				Solid Waste and Planning
	1	-1		

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**

**EQUIPMENT REPLACEMENTS**

**Munis Projection 23004 Manager's Recommended Finance Revised  
as of 04-14-2022**

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<u>Item Description</u>	<u>Garage Score <sup>(1)</sup></u>	<u>Priority</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>
<b><u>Facilities Maintenance</u></b>							
Replace 1-ton Dump Truck #02459	27		\$ 75,000	\$ -	\$ -	\$ -	\$ -
Ride On Aerator			-	-	14,000	-	-
Mulch Blower			-	-	-	-	90,000
Dingo Mini Track Loader			-	-	-	24,000	-
Replace truck #02439			-	32,000	-	-	-
<b>Total Facilities Maintenance</b>			<b>\$ 75,000</b>	<b>\$ 32,000</b>	<b>\$ 14,000</b>	<b>\$ 24,000</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 #2588 2012 Nissan Frontier			\$ -	35,000	\$ -	\$ -	\$ -
Replace #2884 2019 Nissan Frontier			-	-	-	35,000	-
			\$ -	35,000	\$ -	35,000	\$ -
<b><u>Finance &amp; Administration - Customer Service</u></b>							
			\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Finance &amp; Administration - Administrative Services</u></b>							
Replace #2401 '09 Toyota Prius	24		\$ 35,000	\$ -	\$ -	\$ -	\$ -
			\$ 35,000	\$ -	\$ -	\$ -	\$ -
<b><u>Finance &amp; Administration - Garage</u></b>							
			\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Finance &amp; Administration - Warehouse</u></b>							
1998 Yamaha Golf Cart Replacement	32		\$ 5,000	\$ -	\$ -	\$ -	\$ -
			\$ 5,000	\$ -	\$ -	\$ -	\$ -
<b>Total Finance</b>			<b>\$ 40,000</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 55,000</b>	<b>\$ -</b>
<b><u>Human Resources</u></b>							
Replace 2008 Honda Civic Hybrid # 2385	25		\$ 30,000	\$ -	\$ -	\$ -	\$ -
			\$ 30,000	\$ -	\$ -	\$ -	\$ -
<b><u>Engineering</u></b>							
Ford F-150 4X4 To Replace #2489 (2010)	27		\$ 37,500	\$ -	\$ -	\$ -	\$ -
Ford F-150 4X4 to Replace #2620 (2013)			-	37,500	-	-	-
			\$ 37,500	\$ 37,500	\$ -	\$ -	\$ -
<b><u>Engineering - Streets</u></b>							
			\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
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<b><u>Engineering - Powell Bill</u></b>							
Tandem Truck To Replace # 2216 (2005)	31		\$ 177,000	\$ -	\$ -	\$ -	\$ -
Standby Truck F-150 #2564 (2012)	28		38,760	-	-	-	-
Tandem Truck To Replace # 2217 (2005)			-	178,000	-	-	-
Case Backhoe #2351 (2007)			-	125,000	-	-	-
Tandem Dump Truck To Replace #2218 (2005)			-	-	179,000	-	-
Flusher Truck 2362 (2008)			-	-	145,000	-	-
Motor Grader To Replace #2329 (2006)			-	-	-	150,000	-
Gradall (2006)			-	-	-	-	375,000
			<b>\$ 215,760</b>	<b>\$ 303,000</b>	<b>\$ 324,000</b>	<b>\$ 150,000</b>	<b>\$ 375,000</b>
<b>Total Engineering</b>			<b>\$ 253,260</b>	<b>\$ 340,500</b>	<b>\$ 324,000</b>	<b>\$ 150,000</b>	<b>\$ 375,000</b>
<b><u>Building Standards - Code Enforcement</u></b>							
Replace Vehicle 2430 / C01754 '09 Toyota Highlander	30		\$ 41,034	\$ -	\$ -	\$ -	\$ -
Replace Vehicle 2431 / C01755 '09 Toyota Highlander	28		44,331	-	-	-	-
Replace Vehicle 2665 / C06034 '13 Toyota Highlander	24		44,331	-	-	-	-
			<b>\$ 129,696</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Building Standards - Building Standards</u></b>							
Replace '09 Toyota Highlander 02429 / C)1753	31		\$ 44,331	\$ -	\$ -	\$ -	\$ -
Replace '08 Ford F150 #2363			-	37,500	-	-	-
Replace '16 Chevy Traverse 02706 / C)2358			-	-	32,000	-	-
Replace '16 Nissan Pathfinder 02745 / C02382			-	-	-	32,000	-
			<b>\$ 44,331</b>	<b>\$ 37,500</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	<b>\$ -</b>
<b>Total Building Standards</b>			<b>\$ 174,027</b>	<b>\$ 37,500</b>	<b>\$ 32,000</b>	<b>\$ 32,000</b>	<b>\$ -</b>
<b><u>Planning &amp; Development</u></b>							
Replace Vehicle #2484 '10 Ford Escape Hybrid	26		\$ 33,000	\$ -	\$ -	\$ -	\$ -
<b>Total Planning</b>			<b>\$ 33,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
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<b>Police</b>							
1991 Ford Econoline van 584	45		\$ 64,000	\$ -	\$ -	\$ -	\$ -
2014 Ford Police Interceptor Sedan 2647	28		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2673	29		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2674	26		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2676	29		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2677	28		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2679	29		64,000	-	-	-	-
2015 Ford Police Interceptor Sedan 2680 - <i>delay</i>	24		-	-	-	-	-
2015 Ford Police Interceptor Sedan 2681	28		64,000	-	-	-	-
2016 Ford Police Interceptor Sedan 2455 - <i>delay</i>	33		-	-	-	-	-
2016 Ford Police Interceptor Sedan 2478 - <i>delay</i>	28		-	-	-	-	-
2016 Jeep Patriot 2760	23		64,000	-	-	-	-
Annual Replacement Schedule				660,000	660,000	660,000	660,000
<b>Total Police</b>			<b>\$ 576,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>
<b>Fire</b>							
Replace / Repair Training Pad At Training Center		Medium	\$ -	\$ 235,000	\$ -	\$ -	\$ -
Replace # 2433- 2009 Ford F-450- Medic 3	29		85,000	-	-	-	-
Replace # 2690 2015 Ford F250 Battalion 1	27		70,000	-	-	-	-
Replace / Repair / Asphalt Main Drive To Fire Training Center		Medium	-	60,000	-	-	-
Replace # 2350 - 2008 Chevy Tahoe -Chief 1	34		50,000	-	-	-	-
Replacement 800 MHz Portable Radios (6 per year)		High	40,002	40,002	40,002	40,002	40,002
Upgrade Rescue Struts (Interstate Kit)		High	35,000	-	-	-	-
Replace Rescue Lift Air Bag System		High	26,000	-	-	-	-
Upgrade SCBA Mask with Radio Communication system (18-Captains Mask)		High	24,030	24,030	24,030	24,030	-
Replace Thermal Imaging Cameras ( 2 Per Year At \$10,000 Each)		High	20,000	20,000	20,000	20,000	20,000
Replace hazmat weather station (WeatherPakM)		Medium	-	19,000	-	-	-
Replace City Hall / Fire St #1 fire alarm panel/system		Low	-	17,000	-	-	-
Replace sign at Fire Station # 2		Medium	-	14,000	-	-	-
Replace Hose Dryer with Ramair Gear Dryer TG6-6		High	12,600	-	-	-	-
Replace # 6003 - 2012 Rescue 1			-	1,000,000	-	-	-
Replace Electronic Personnel Accountability System			-	75,000	-	-	-
Replace Emergency Shelter For Mass Decon (Zumro) 1 Per Yr			-	20,000	-	-	-
Replace # 2343 - 2015 Quint 2			-	-	1,000,000	-	-
Replace # 2016 - 2016 Engine 3			-	-	-	700,000	-
Replace # 4847 - 2003 International Tractor & Trailer - Hazmat 3			-	-	-	500,000	-
Replace # 2363 - 2016 Chief 3			-	-	-	65,000	-
Replace # 2360 - 2016 Fire Marshal 1			-	-	-	65,000	-
<b>Total Fire</b>			<b>\$ 362,632</b>	<b>\$ 1,524,032</b>	<b>\$ 1,084,032</b>	<b>\$ 1,414,032</b>	<b>\$ 60,002</b>
<b>Information Technology</b>							
Access Switches <sup>(1)</sup>		High	\$ 382,000	\$ -	\$ -	\$ -	\$ -
Backup Storage Expansion		Medium	75,000	-	-	75,000	-

FY23 CIP REPLACEMENTS 23003 3-1-22

**CITY OF MONROE**  
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Replace #2550 - 2009 Chevy Tahoe	28		44,331	-	-	-	-
Conversion to Spine/Leaf Switching for Cityhall DC <sup>(1)</sup>			-	300,000	-	-	-
Firewall Refresh (Hardware)			-	150,000	-	-	-
Multi-Channel Fiber Conversion			-	125,000	-	-	-
Blade Server Refresh			-	96,000	-	-	-
Datacenter Backup Power (Ups)			-	90,000	-	-	-
Core Switch Replacements			-	-	400,000	-	-
Storage Expansion for Tier 2			-	-	-	-	300,000
Tier 1 Storage Refresh			-	-	-	-	300,000
<b>Total IT</b>			<b>\$ 501,331</b>	<b>\$ 761,000</b>	<b>\$ 400,000</b>	<b>\$ 75,000</b>	<b>\$ 600,000</b>
<sup>(1)</sup> Items are eligible for ARPA Funding (per Assistant IT Director)							
<b>Total General Fund 110</b>			<b>\$ 2,045,250</b>	<b>\$ 3,390,032</b>	<b>\$ 2,514,032</b>	<b>\$ 2,410,032</b>	<b>\$ 1,785,002</b>
<b><u>Parks &amp; Recreation - Recreation</u></b>							
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	-	-
<b>Total P&amp;R Recreation</b>			<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>

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<b>Parks &amp; Recreation - Parks Maintenance</b>							
Replace Toro 4100D #2512	24		\$ 65,000	\$ -	\$ -	\$ -	\$ -
Replace New Holland Tractor TS90 #2028	30		57,000	-	-	-	-
Replace '06 Ford Pickup #2468	31		45,000	-	-	-	-
Replace Mowers #2346 & #2356	23		28,000	-	-	-	-
Replace Greenway Blower # 1725		Low	-	7,300	-	-	-
Replace Leaf Truck # 2286			-	230,000	-	-	-
Replace 2 Ton Dump Truck # 981			-	100,000	-	-	-
Replace Bob Cat T300 #5263			-	80,000	-	-	-
Replace Toro 4100D #6219			-	70,000	-	-	-
Replace 2 Ton Dump Truck # 1668			-	-	100,000	-	-
Replace Toro Ballfield Mower # 5754			-	-	55,000	-	-
Replace Bob Cat 773 #1362			-	-	50,000	-	-
Replace Toro Sand Pro # 0324			-	-	30,000	-	-
Replace Leaf Truck #2648			-	-	-	230,000	-
Replace Pickup Truck #2098			-	-	-	45,000	-
Replace Pickup Truck #2468			-	-	-	40,000	-
			\$ 195,000	\$ 487,300	\$ 235,000	\$ 315,000	\$ -

**Total Parks and Recreation 130**

**\$ 195,000 \$ 552,300 \$ 355,000 \$ 315,000 \$ -**

**Total Funds 110 & 130**

**\$ 2,240,250 \$ 3,942,332 \$ 2,869,032 \$ 2,725,032 \$ 1,785,002**

**GF Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ 620,331	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000
Grants / Oth External Funding	672,760	303,000	324,000	150,000	375,000
Fund Balance Appropriation	942,159	2,979,332	1,885,032	1,915,032	750,002
Allocations to Other Funds	5,000	-	-	-	-
Installment Financing	-	-	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ 2,240,250</b>	<b>\$ 3,942,332</b>	<b>\$ 2,869,032</b>	<b>\$ 2,725,032</b>	<b>\$ 1,785,002</b>
<b>TOTAL REQUESTED</b>	<b>\$ 2,240,250</b>	<b>\$ 3,942,332</b>	<b>\$ 2,869,032</b>	<b>\$ 2,725,032</b>	<b>\$ 1,785,002</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
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<b>Parks &amp; Recreation - Golf Course</b>							
Replace 2007 Toro 4700 Rough Mower #9153	23		\$ 84,000	\$ -	\$ -	\$ -	\$ -
Replace Toro 3100 D Trim Mower #1972	30		38,000	-	-	-	-
Replace Toro Sand Pro 5040 #1733		High	-	27,000	-	-	-
Replace Kubota Utility Vehicle	23		24,000	-	-	-	-
Replace Buffalo Twin Turbine Blower #1725		High	-	16,000	-	-	-
Replace Toro 5510 Fairway Mower #2231			-	75,000	-	-	-
Replace Express Dual Reel Grinder #596			-	25,000	-	-	-
Replace 1993 Bedknife Grinder #1975			-	21,000	-	-	-
Replace 2015 Toro 4500 D Rough Mower #6051			-	-	75,000	-	-
Replace 2016 Toro 3300 Triflex Greens Mower #CO6077			-	-	50,000	-	-
Replace 2018 Toro 3300 Triflex Greens Mower #CO6247			-	-	-	50,000	-
Replace 2018 Smithco Spraystar Greens Sprayer #CO6246			-	-	-	35,000	-
Replace 2018 Turfco Topdresser #CO6244			-	-	-	-	20,000
Replace 2019 Hustler Super Z			-	-	-	-	15,000
<b>Total Golf Course</b>			<b>\$ 146,000</b>	<b>\$ 164,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>	<b>\$ 35,000</b>

**MCC Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ 146,000	\$ 164,000	\$ 125,000	\$ 85,000	\$ 35,000
Subsidy from General Fund	(146,000)	(164,000)	(125,000)	(85,000)	(35,000)
General Fund Balance Appropriation	146,000	164,000	125,000	85,000	35,000
Installment Financing	-	-	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ 146,000</b>	<b>\$ 164,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>	<b>\$ 35,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 146,000</b>	<b>\$ 164,000</b>	<b>\$ 125,000</b>	<b>\$ 85,000</b>	<b>\$ 35,000</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**

**EQUIPMENT REPLACEMENTS**

**Munis Projection 23004 Manager's Recommended Finance Revised  
as of 04-14-2022**

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<i>Item Description</i>	<i>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<b>Aquatics &amp; Fitness Center</b>							
Treadmill Replacements		Medium	\$ 51,158	\$ 44,500	\$ 44,500	\$ 66,475	\$ 37,000
Hvac Replacements		Medium	25,809	29,000	-	-	-
Indoor Pool Heater (7-8Yrs)		Medium	21,878	-	-	-	-
Steam Room steam Generator (3-5Yrs)		Medium	-	6,500	-	-	-
Octane Lateral XL8000			-	13,964	-	-	-
WP Pump Replacement			-	12,000	-	-	-
Replace Industrial Dryers (8-10Yrs)			-	5,000	-	-	-
Gymnasium/ Rball Hard Wood Refinishing (10Yrs)			-	-	30,000	-	-
Whirlpool Heater (7-8Yrs)			-	-	18,000	-	-
Hot Water Heater (5-7Yrs) Locker Rooms			-	-	13,500	-	-
Pool Vacuum (5Yrs)			-	-	5,000	-	-
Water Park feature replacements			-	-	-	150,000	-
Replace Industrial Washer (8-10Yr)			-	-	-	19,000	-
Cardio Room Floor Replacement			-	-	-	-	60,000
Double Side Color Graphics Component For Front Sign			-	-	-	-	-
<b>Total Aquatics &amp; Fitness Center</b>			<b>\$ 98,845</b>	<b>\$ 110,964</b>	<b>\$ 111,000</b>	<b>\$ 235,475</b>	<b>\$ 97,000</b>

**MAFC Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ -	\$ 110,964	\$ 111,000	\$ 235,475	\$ 97,000
Oth External Funding	\$ -	\$ -	-	-	-
Fund Balance Appropriation	\$ 98,845	\$ -	-	-	-
Installment Financing	\$ -	\$ -	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ 98,845</b>	<b>\$ 110,964</b>	<b>\$ 111,000</b>	<b>\$ 235,475</b>	<b>\$ 97,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 98,845</b>	<b>\$ 110,964</b>	<b>\$ 111,000</b>	<b>\$ 235,475</b>	<b>\$ 97,000</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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<b>Water Resources - Administration &amp; Engineering</b>							
			\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -
<b>Water Resources - Maintenance</b>							
Replace # 2548 F150 Pickup	29		\$ 40,000	\$ -	\$ -	\$ -	\$ -
Replace # 2521 2 Wd Pickup	28		30,000	-	-	-	-
Replace # 2520 2Wd Pickup	29		30,000	-	-	-	-
Replace #4863 10' Bush Hog	23		10,000	-	-	-	-
Replace #4871 7' Bush Hog	23		5,500	-	-	-	-
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 #936 Hudson Trailer			-	15,000	-	-	-
Replace #2242 Sterling 2006 Utility Service Truck			-	-	100,000	-	-
Replace #1783 2001 Pickup F-250			-	-	50,000	-	-
Replace #2577 Service truck			-	-	-	65,000	-
Replace Bobcat mower #2542			-	-	-	8,000	-
			\$ 115,500	\$ 260,000	\$ 150,000	\$ 73,000	\$ -
<b>Water Resources - Construction</b>							
Replace 2007 Freightliner Utility Truck #2302	27		\$ 120,000	\$ -	\$ -	\$ -	\$ -
Replace 2010 Kubota KX080-3 Excavator #2498	25		120,000	-	-	-	-
Replace # 5547 2012 Wacker RT 56SC-2 Roller Tamp	19		42,500	-	-	-	-
Replace #2549 Ford F150 Ext Cab 4x4	24		39,000	-	-	-	-
Replace Shoring Boxes and Speed shoring		High	20,000	-	-	-	-
Replace outdated Data Logger 4 for fusing pipe with Data Logger 7		High	7,500	-	-	-	-
Replace # 2614 2013 T650 Skid Steer			-	77,000	-	-	-
Replace # 2636 F250 4Wd Pickup			-	42,000	-	-	-
Replace #2210 2005 Hudson Bros.12 Ton Trailer Asset #C05033			-	-	15,000	-	-
Replace #2708 2016 Cat Mini Excavator Asset # CO2357			-	-	-	85,000	-
Replace 2014 Hydraulic Power Unit TT B110 and controller for pipe bursting			-	-	232,200	-	-
Replace 2014 McELORY 412 Fusing Machine for pipe bursting			-	-	37,600	-	-
Replace # 2740 2016 590 Super N Backhoe			-	-	-	139,000	-
Replace # 2786 2017 F250 4Wd pickup			-	-	-	-	42,000
			\$ 349,000	\$ 119,000	\$ 284,800	\$ 224,000	\$ 42,000

CITY OF MONROE  
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<u>Item Description</u>	<u>Garage Score <sup>(1)</sup></u>	<u>Priority</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>
<b><u>Water Resources - Water Treatment Plant</u></b>							
Replace #2640 Kubota UTV C06017	24		\$ 13,000	\$ -	\$ -	\$ -	\$ -
Replace Boat Motor			-	10,000	-	-	-
Replace #2622 F150 Pickup			-	-	30,000	-	-
Replace Filter Media			-	-	-	120,000	-
Replace Backhoe #2153 Case 580			-	-	-	-	100,000
Replace T310R Track Steer			-	-	-	-	65,000
			<b>\$ 13,000</b>	<b>\$ 10,000</b>	<b>\$ 30,000</b>	<b>\$ 120,000</b>	<b>\$ 165,000</b>
<b><u>Water Resources - Wastewater Treatment Plant</u></b>							
Replace 6 inch diesel pump		High	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Replace 2 ton hoist at Chlorine building		High	10,000	-	-	-	-
Purchase Chlorine scales		High	10,000	-	-	-	-
Replace Mower C02355			-	16,000	-	-	-
Replace Filter Media			-	120,000	-	-	-
			<b>\$ 60,000</b>	<b>\$ 136,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Water Resources</b>			<b>\$ 537,500</b>	<b>\$ 525,000</b>	<b>\$ 464,800</b>	<b>\$ 417,000</b>	<b>\$ 207,000</b>
<b>WR Funding Sources:</b>			<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)			\$ -	\$ 525,000	\$ 464,800	\$ 417,000	\$ 207,000
Oth External Funding			\$ -	\$ -	-	-	-
Fund Balance Appropriation			\$ 537,500	\$ -	-	-	-
Installment Financing			\$ -	\$ -	-	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 537,500</b>	<b>\$ 525,000</b>	<b>\$ 464,800</b>	<b>\$ 417,000</b>	<b>\$ 207,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 537,500</b>	<b>\$ 525,000</b>	<b>\$ 464,800</b>	<b>\$ 417,000</b>	<b>\$ 207,000</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>Garage Score <sup>(1)</sup></i>	<i>Priority</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<b>Stormwater</b>							
Track Skid Loader to replace #2526	23		\$ 73,000	\$ -	\$ -	\$ -	\$ -
Replace Street Sweepers (FY18)			-	600,000	-	-	-
Tractor To replace #2465 (2010)			-	-	40,000	-	-
Mower Tractor with Boom (JD6430) to replace #2470			-	-	-	100,000	-
SUV to replace #2428			-	-	-	-	50,000
<b>Total Stormwater</b>			<b>\$ 73,000</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>
<b>SU Funding Sources:</b>			<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)			\$ -	\$ -	\$ 40,000	\$ -	\$ 50,000
Oth External Funding			\$ -	\$ -	-	-	-
Fund Balance Appropriation			\$ 73,000	\$ -	\$ -	\$ 100,000	\$ -
Installment Financing			\$ -	\$ 600,000	-	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 73,000</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 73,000</b>	<b>\$ 600,000</b>	<b>\$ 40,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>
<b>Net Overage/ (Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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<b>ES Admin</b>							
Replace Printer OCE Plotter/Scanner Asset # 1603			\$ -	\$ 30,000	\$ -	\$ -	\$ -
			\$ -	\$ 30,000	\$ -	\$ -	\$ -
<b>Electrical</b>							
Replace Vehicle # 2603, '13 Bucket Truck	23		\$ 300,000	\$ -	\$ -	\$ -	\$ -
Replace Vehicle # 2621, '13 Fiber Optic Splicing Trailer			-	55,000	-	-	-
Replace Vehicle # 2663, '14 4WD Pickup Truck w/Service Body	29		60,000	-	-	-	-
Replace Vehicle # 1073 10 Ton Trailer	35		30,000	-	-	-	-
Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator			-	400,000	-	-	-
Replace Vehicle # 2464 '09 100' Bucket Truck			-	400,000	-	-	-
Replace Vehicle # 2466 '10 Mini Skid Loader w/Attachments			-	75,000	-	-	-
Replace Vehicle # 2258, '14 Trailer, Wire Puller			-	60,000	-	-	-
Replace Vehicle # 2504 '10 Cable Pusher			-	75,000	-	-	-
Replace Vehicle # 2467, '14 Equipment Trailer			-	20,000	-	-	-
Replace Vehicle # 2314 '07 SUV			-	50,000	-	-	-
Replace Vehicle # 2179, '97 3-Reel Turret Trailer			-	50,000	-	-	-
Replace Vehicle # 2689, '15 55' Bucket Truck			-	-	300,000	-	-
Replace Vehicle # 2726, '15 Knuckleboom			-	-	275,000	-	-
Replace Vehicle # 2653, '14 4WD Pickup Truck Crew Cab			-	-	50,000	-	-
Replace Vehicle # 2082 '90 Pole Trailer			-	-	40,000	-	-
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 # 2492, '10 SUV 4WD			-	-	50,000	-	-
Replace Vehicle # 2688, '15 Digger Derrick			-	-	-	350,000	-
Replace Vehicle # 2692, 15 Track Loader			-	-	-	120,000	-
Replace Vehicle # 2735 '16 Van			-	-	-	55,000	-
Replace Vehicle # 2733 '16 Pickup Truck			-	-	-	50,000	-
Replace Vehicle # 2788 '18 Digger Derrick			-	-	-	-	350,000
Replace Vehicle # 2762 '17 4WD Pickup Truck w/ Service Body			-	-	-	-	60,000
Replace Vehicle # 2212 10 Ton Trailer			-	-	-	-	30,000
Total Electric			\$ 390,000	\$ 1,185,000	\$ 865,000	\$ 575,000	\$ 440,000

**Total Electric Fund**

<b>\$ 390,000</b>	<b>\$ 1,215,000</b>	<b>\$ 865,000</b>	<b>\$ 575,000</b>	<b>\$ 440,000</b>
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**EL Funding Sources:**

Operating Revenue (annual)  
Fund Balance Appropriation

**TOTAL AVAILABLE**  
**TOTAL REQUESTED**

**Net Overage/ (Shortage)**

<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
\$ -	\$ 1,215,000	\$ 865,000	\$ 575,000	\$ 440,000
\$ 390,000	\$ -	\$ -	\$ -	\$ -
\$ 390,000	\$ 1,215,000	\$ 865,000	\$ 575,000	\$ 440,000
\$ -	\$ -	\$ -	\$ -	\$ -

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<b>Natural Gas</b>							
2011 Ford Super Duty F-250 4x4 Pickup Replacement, (2493)	29		\$ 85,000	\$ -	\$ -	\$ -	\$ -
Replace 1987 Hudson 9 Ton Trailer (electric brakes), (2043)	43		30,000	-	-	-	-
Replace '46 Hawk Leak Detector #3, S/N: 1709641 (CO6229)		High	25,000	-	-	-	-
2013 Ford F-350 4x4 Pickup Replacement, (2630)			-	85,000	-	-	-
2011 Ford F-250 4x4 Pickup Replacement, (2532)			-	85,000	-	-	-
2011 Ford F-350 BiFuel Supercab 4x4 Pickup Replacement, (2629)			-	85,000	-	-	-
Air Compressor Replacement, (1167)			-	25,000	-	-	-
2011 Polaris Ranger 4x4 500 EFI Replacement			-	25,000	-	-	-
2016 Ford 350 KUV 4X4 Regular Cab Pickup (2719)			-	-	85,000	-	-
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	-
Replace Ford F-350 Welding Truck (2799)			-	-	-	-	85,000
Replace Lincoln Electric Welder			-	-	-	-	30,000
<b>Total Gas</b>			<b>\$ 140,000</b>	<b>\$ 305,000</b>	<b>\$ 240,000</b>	<b>\$ 315,000</b>	<b>\$ 115,000</b>

**NG Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ -	\$ 305,000	\$ 240,000	\$ 315,000	\$ 115,000
Oth External Funding	-	-	-	-	-
Fund Balance Appropriation	140,000	-	-	-	-
Installment Financing	-	-	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ 140,000</b>	<b>\$ 305,000</b>	<b>\$ 240,000</b>	<b>\$ 315,000</b>	<b>\$ 115,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 140,000</b>	<b>\$ 305,000</b>	<b>\$ 240,000</b>	<b>\$ 315,000</b>	<b>\$ 115,000</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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<b>Airport</b>							
Replace 2011 Harlan Tug #1983			\$ -	\$ 65,000	\$ -	\$ -	\$ -
1,500 Gallon AVGAS Truck			-	-	112,900	-	-
Aircraft Support Equipment - Lavatory Service Cart			-	-	8,000	-	-
Replace 2008 Harlan Tug #1740			-	-	-	65,000	-
Replace 1994 Tron Air Start Cart – Ground Power Unit			-	-	-	42,000	-
3,000 Gallon Jet-A Truck			-	-	-	-	178,000
<b>Total Airport</b>			<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 120,900</b>	<b>\$ 107,000</b>	<b>\$ 178,000</b>

**AP Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ -	-	-	-
Subsidy from General Fund	\$ -	\$ -	-	-	-
Fund Balance Appropriation (General Fund)	\$ -	\$ -	-	-	-
Installment Financing	\$ -	\$ -	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL REQUESTED</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 120,900</b>	<b>\$ 107,000</b>	<b>\$ 178,000</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ (65,000)</b>	<b>\$ (120,900)</b>	<b>\$ (107,000)</b>	<b>\$ (178,000)</b>

**Solid Waste Administration**

Replace CO6062 - Nissan Frontier Truck	\$ -	\$ -	\$ 20,000	\$ -	\$ -
<b>Total Solid Waste</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Community Maintenance**

Replace CO2394 - Ford F450 Dump Truck	\$ -	\$ -	\$ 60,000	\$ -	\$ -
<b>Total Community Maintenance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Total Solid Waste**

<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>
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**SW Funding Sources:**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Oth External Funding	-	-	-	-	-
Fund Balance Appropriation	-	-	80,000	-	-
Installment Financing	-	-	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL REQUESTED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Overage/ (Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Grand Total - All Funds</b>	<b>\$ 3,625,595</b>	<b>\$ 6,927,296</b>	<b>\$ 4,855,732</b>	<b>\$ 4,559,507</b>	<b>\$ 2,907,002</b>
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<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

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**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
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Item Description	Project Code (if existing)	Priority Ranking	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<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>\$ -</b>	<b>\$ 5,800,000</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	400,000	-	-
Monroe Corp. Ctr Phs I-II Sidewalk/Landscape Completion			-	180,000	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>\$ 6,230,000</b>	<b>\$ 3,650,000</b>	<b>\$ 7,500,000</b>
<b>Facilities Maintenance</b>							
Roof Replacement - Senior Center (Current Facility)		High	\$ 162,000	\$ -	\$ -	\$ -	\$ -
Hvac Replacements/Hvac Inventory		High	75,000	75,000	50,000	75,000	75,000
Roof Replacement Customer Service		High	68,000	-	-	-	-
32' Scissor Lift w/single axle trailer		High	-	38,000	-	-	-
Roof Replacement - Old City Hall			-	20,000	-	-	-
Roof Replacement - City Hall			-	-	350,000	-	-
Roof Replacement - Winchester Ceramics			-	-	-	120,000	-
Roof Replacement Winchester Gym			-	-	-	-	250,000
<b>Total Facilities</b>			<b>\$ 305,000</b>	<b>\$ 133,000</b>	<b>\$ 400,000</b>	<b>\$ 195,000</b>	<b>\$ 325,000</b>
<b>Engineering - Engineering Services</b>							
Parking Lot Resurfacing (Church St at Crowell St)			\$ -	\$ 40,000	\$ -	\$ -	\$ -
Annual funding for pkg lot maint and restriping (non-enterprise funds)	recurring		5,000	5,000	-	-	-
Monolithic sidewalk along both sides Hayne St from Houston to Sunset			-	1,100,000	-	-	-
Parking Lot Resurfacing (Church St At Rr Depot)			-	-	-	-	-
			<b>\$ 5,000</b>	<b>\$ 1,145,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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<b><u>Engineering - Street</u></b>							
Contract Resurfacing \$30 Vehicle Tax		Restricted	\$ 864,500	\$ 840,000	\$ 840,000	\$ 840,000	\$ 840,000
Continued Contract Resurfacing			500,000	1,000,000	1,000,000	1,000,000	1,000,000
			<b>\$ 1,364,500</b>	<b>\$ 1,840,000</b>	<b>\$ 1,840,000</b>	<b>\$ 1,840,000</b>	<b>\$ 1,840,000</b>
<b>Total Engineering</b>			<b>\$ 1,369,500</b>	<b>\$ 2,985,000</b>	<b>\$ 1,840,000</b>	<b>\$ 1,840,000</b>	<b>\$ 1,840,000</b>
<b><u>Building Standards - Code Enforcement</u></b>							
			\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -
<b><u>Building Standards - Inspections</u></b>							
Non-Hybrid 4 Wheel Drive Suv (New Position) <sup>(*)</sup>		High	\$ 44,331	\$ -	\$ -	\$ -	\$ -
			\$ 44,331	\$ -	\$ -	\$ -	\$ -
<b>Total Building Standards</b>			<b>\$ 44,331</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Police</u></b>							
New Vehicle For Crime Scene Technician Position <sup>(*)</sup>			\$ 50,000	\$ -	\$ -	\$ -	\$ -
<b>Total Police</b>			<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Fire</u></b>							
Fire Engine For Station 6		High	\$ 825,000	\$ -	\$ -	\$ -	\$ -
Hazmat/Gas ID Meter		High	-	98,000	-	-	-
4 Door 3/4 Ton Pickup Truck & Mobile Radio (Battalion Captain/Safety) <sup>(*)</sup>		High	-	70,000	-	-	-
4 Door 3/4 ton, 4WD Fire Marshal Truck (New Position) <sup>(*)</sup>		High	-	70,000	-	-	-
New metal storage buildings at the training grounds.		High	-	50,000	-	-	-
Fencing For Training Grounds		Medium	-	25,000	-	-	-
Storage Building for Fire Station 5		High	-	20,000	-	-	-
Station 6 Firefighters-Portable Radio x2		High	-	12,000	-	-	-
Roll-N-Rack Hose loading system(Efficiency Package)		High	9,200	-	-	-	-
Battalion Captain Portable Radio needed for requested positions <sup>(*)</sup>		High	-	6,000	-	-	-
Station 6 Engineer-Portable Radio		High	-	6,000	-	-	-
Deputy Fire Marshal-Portable Radio needed for requested position <sup>(*)</sup>		High	-	6,000	-	-	-
4 Door 3/4 Ton Pickup Truck ( Medic 6 )			-	70,000	-	-	-
New Opticom Traffic Control Devices (3 Intersections @ \$6K Ea.)			-	-	-	45,000	45,000
<b>Total Fire</b>			<b>\$ 834,200</b>	<b>\$ 433,000</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>



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<b>Information Technology (Division)</b>							
Virtual Desktop / Virtual Application			\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -
Data Center Expansion			-	250,000	-	-	-
Department Building			-	-	2,300,000	-	-
Total IT (Division)			\$ -	\$ 500,000	\$ 2,550,000	\$ -	\$ -
<b>Total IT</b>			<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 2,550,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total General Fund</b>			<b>\$ 2,603,031</b>	<b>\$ 6,799,000</b>	<b>\$ 16,820,000</b>	<b>\$ 5,730,000</b>	<b>\$ 9,710,000</b>
<b>General Fund Funding Sources:</b>			<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)			\$ 674,331	\$ 3,211,000	\$ 9,750,000	\$ 1,240,000	\$ 1,370,000
\$30 Vehicle Tax			864,500	840,000	840,000	840,000	840,000
Grants / Oth External Funding			-	-	-	-	-
Fund Balance Appropriation			239,200	-	-	-	-
GO Bond Issue			-	-	-	-	-
Water Resources Fund (interfund loan)			-	2,748,000	6,230,000	3,650,000	7,500,000
Allocation to Enterprise Funds			-	-	-	-	-
Installment Financing			825,000	-	-	-	-
<b>TOTAL AVAILABLE</b>			<b>\$ 2,603,031</b>	<b>\$ 6,799,000</b>	<b>\$ 16,820,000</b>	<b>\$ 5,730,000</b>	<b>\$ 9,710,000</b>
<b>TOTAL REQUESTED</b>			<b>\$ 2,603,031</b>	<b>\$ 6,799,000</b>	<b>\$ 16,820,000</b>	<b>\$ 5,730,000</b>	<b>\$ 9,710,000</b>
<b>Net Overage/(Shortage)</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**

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<b>Parks &amp; Recreation - Parks Maintenance</b>							
Parks Williams Soccer Fields Renovation		Low	\$ -	\$ 1,985,000	\$ -	\$ -	\$ -
Don Griffin Park Bathroom Replacement Pre-fab		Medium	-	275,000	-	-	-
Fencing Replacement And Repairs		High	25,000	25,000	25,000	25,000	25,000
Belk Tonawanda Camera/Security Project		Low	-	20,000	20,000	20,000	-
Purchase New Kubota Utility Vehicle		High	12,000	-	-	-	-
Sunset Park Pre-fab Restrooms			-	250,000	-	-	-
Dickerson Ballfield Restroom Renovation & Control Link			-	50,000	-	-	-
Old Armory Park Pre-fab Restrooms			-	-	250,000	-	-
Winchester Picnic Shelter			-	-	145,000	-	-
Don Griffin Ballfield Parking Area			-	-	75,000	-	-
Winchester Playground & Installation of Shade Structure			-	-	60,000	-	-
Sutton Park Pre-fab Restrooms			-	-	-	250,000	-
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			\$ 37,000	\$ 2,605,000	\$ 575,000	\$ 605,000	\$ 25,000
Total Parks and Recreation			\$ 37,000	\$ 2,605,000	\$ 575,000	\$ 605,000	\$ 25,000

	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<b>Parks &amp; Recreation</b>					
Operating Revenue	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Greenway Reserves			\$ -	\$ -	\$ -
Gen Fund Balance Appropriation	\$ 12,000	\$ 2,605,000	\$ 575,000	\$ 605,000	\$ 25,000
<b>TOTAL AVAILABLE</b>	\$ 37,000	\$ 2,605,000	\$ 575,000	\$ 605,000	\$ 25,000
<b>TOTAL REQUESTED</b>	\$ 37,000	\$ 2,605,000	\$ 575,000	\$ 605,000	\$ 25,000
<b>Net Overage/(Shortage)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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<b><u>Parks &amp; Recreation - Golf Course</u></b>							
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
			\$ -	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>Total Golf Course</b>							
			\$ -	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>MCC (Golf Course)</b>			<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue			\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from the General Fund			\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing			\$ -	\$ -	\$ -	\$ -	\$ -
Golf Course Fund Balance			\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation			\$ -	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>TOTAL AVAILABLE</b>			\$ -	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>TOTAL REQUESTED</b>			\$ -	\$ 407,000	\$ 400,000	\$ 370,000	\$ 360,000
<b>Net Overage/(Shortage)</b>			\$ -	\$ -	\$ -	\$ -	\$ -

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<b>General Gov't Capital Projects</b>							
<b>Finance &amp; Administration - Garage</b>							
Construct new Garage facility	NEW	Medium	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
<b>Parks &amp; Rec</b>							
Greenway Design/Construction (Annual Funding)		On-going	\$ 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							
<b>Engineering</b>							
Ops Center Parking Lot (1)	RD1901	On-going	\$ 80,000	62,500	-	-	-
Sidewalk Maintenance	GB1701		200,000	200,000	200,000	200,000	200,000
<sup>(1)</sup> Two-thirds of project costs will be transferred from Water Resources and Electric Funds.							
<b>Parks &amp; Recreation - Golf Course</b>							
Tee Box/Bunker Renovation (Annual Funding)		On-going	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<b>Planning</b>							
Implementation Concord Ave. Redevelopment	GB1502	Medium	\$ -	\$ 500,000	\$ -	\$ -	\$ -
<b>Public Safety</b>							
New Fire Station 1 / Fire Administrations Architectural Cost			\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
New Fire Station 1 / Fire Administration			-	-	10,000,000	-	-
Fire Station 3 Renovation and Up fit (TBD Based on study.)			-	1,000,000	-	-	-
Live Fire Training, Burn Building At Fire Training Ctr (Possible Cost Share W/Union Co)			-	-	-	1,000,000	-
Furnishings and equipment for new Police Station		High	\$ 1,098,897	-	-	-	-

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<b><u>Downtown</u></b>							
Roundabout @ Charlotte Ave & Lancaster Ave		High	\$ -	\$ 2,190,000	\$ -	\$ -	\$ -
<i>One Way Street Conversion Elements:</i>							
One Way Street conversion (design/const. plans)		Medium	-	1,200,000	-	-	-
Jefferson & Franklin Two Way Traffic conversion			-	7,012,000	-	-	-
Jefferson & Franklin Roundabout (Peanut, w/conversion)			-	2,878,000	-	-	-
718 N. Charlotte Ave Acquisition - Belk Tonawanda Gateway		Medium	-	410,000	-	-	-
74 Gateway Signs		High	-	150,000	-	-	-
Dog Park		High	80,000	-	-	-	-
Five Points Improvements, eliminates 2 traffic signals			-	970,000	-	-	-
Jefferson Connector (alternative)			-	1,025,000	-	-	-
Main Street Sidewalk improvements per Master Plan			-	2,200,000	-	-	-
Charlotte Avenue Road Diet			-	1,286,000	-	-	-
Downtown Gateway Improvements			-	80,000	-	-	-
Stewart St Alleyway			-	-	800,000	-	-
Parking Deck			-	-	9,000,000	-	-
Downtown Speaker System			-	200,000	-	-	-
<b>Total General Government Capital Projects</b>			<b>\$ 1,608,897</b>	<b>\$ 22,913,500</b>	<b>\$ 20,500,000</b>	<b>\$ 1,700,000</b>	<b>\$ 200,000</b>

<b>Fund 350 Cap Proj</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Installment Financing	\$ -	\$ 1,000,000	\$ 19,000,000	\$ -	\$ -
Grants / Oth External Funding	\$ 200,000.00	\$ -	\$ -	\$ -	\$ -
General Fund Balance	\$ 1,355,563.67	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000
General Fund Bal Formal Assignment					
Transfers from other Funds	\$ 53,333	\$ 41,667	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	\$ 1,608,897	\$ 1,391,667	\$ 19,200,000	\$ 200,000	\$ 200,000
<b>TOTAL REQUESTED</b>	\$ 1,608,897	\$ 22,913,500	\$ 20,500,000	\$ 1,700,000	\$ 200,000
<b>Net Overage/(Shortage)</b>	\$ -	\$ (21,521,833)	\$ (1,300,000)	\$ (1,500,000)	\$ -

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**Aquatics & Fitness Center**

Indoor Pool liner removal and plaster installation		High	\$ 98,500	\$ -	\$ -	\$ -	\$ -
Replacement roof sections (12-15yr)		Medium	-	25,000	25,000	30,000	75,000
Renovation of Parks/Rec offices		Medium	25,000	-	-	-	-
Water Park pool grate replacement (13-15Yrs)			-	19,000	-	-	-
Indoor pool deck resurfacing (8-10Yrs)			-	13,000	-	-	-
Parking lot resurfacing			-	-	50,000	50,000	-
Exterior Door replacements (15-20Yrs)			-	-	28,000	-	-
Water Park Resurfacing (10-12yrs)			-	-	-	100,000	-
Indoor pool grate replacement (13-15Yrs)			-	-	-	-	18,000
<b>Total Aquatics &amp; Fitness Center</b>			<b>\$ 123,500</b>	<b>\$ 57,000</b>	<b>\$ 103,000</b>	<b>\$ 180,000</b>	<b>\$ 93,000</b>

<b>MAFC (Aquatic Center)</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue	\$ -	\$ 57,000	\$ 45,000	\$ 130,000	\$ 93,000
Fund Balance Appropriation	\$ 123,500	\$ -	\$ 58,000	\$ 50,000	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ 123,500</b>	<b>\$ 57,000</b>	<b>\$ 103,000</b>	<b>\$ 180,000</b>	<b>\$ 93,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 123,500</b>	<b>\$ 57,000</b>	<b>\$ 103,000</b>	<b>\$ 180,000</b>	<b>\$ 93,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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Item Description	Project Code (if existing)	Priority Ranking	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Water Treatment Plant</b>							
WTP 500 kW Generator with Electrical <sup>(1)</sup>		High	\$ 250,000	\$ -	\$ -	\$ -	\$ -
WTP Basin #2 Coating <sup>(1)</sup>		High	700,000	-	-	-	-
WTP Basin #3 Coating <sup>(1)</sup>			-	800,000	-	-	-
WTP 13.0 MGD=Filter #4, Chemical Upgrd, Basin Launderer + Pump #6 <sup>(1)</sup>			-	2,900,000	-	-	-
Lake Lee Raw Water Pump Single Pump Skid			-	-	125,000	-	-
Replace FWPS#1 High Service Pumps/MCC's			-	-	750,000	-	-
WTP + Sites Security Cameras and Fencing			-	-	250,000	-	-
<sup>(1)</sup> Possible grant funding			\$ 950,000	\$ 3,700,000	\$ 1,125,000	\$ -	\$ -
<b>Wastewater Treatment Plant</b>							
WWTP 6.0 MGD Expansion Design Pre-Fund Resolution <sup>(2)</sup>		High	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
WWTP Expansion and Nutrient Upgrade (6 MGD, City Share 3.35 MGD)			-	-	-	50,250,000	-
<sup>(2)</sup> Must complete by 2026			\$ 4,000,000	\$ -	\$ -	\$ 50,250,000	\$ -
<b>Water Resources - Water Capital Projects</b>							
Repl. Nelson Hts. w/ 1.5 MG East Zone Tank <sup>(3)</sup>		High	\$ 3,250,000	\$ -	\$ -	\$ -	\$ -
North Charlotte/MLK Intersection Improvements (75% NCDOT Pay)		High	375,000	-	-	-	-
Hwy 601/W.Roosevelt Blvd Interchange Improvements (75% NCDOT Pay)		High	275,000	-	-	-	-
Lake Augmentation Permitting and Design			-	-	1,000,000	-	-
Lake Augmentation 2 MGD Advanced Treatment & NPDES Discharge Ph I			-	-	-	9,000,000	-
Hwy 74 Widening 12" Water Main & 8" Sewer Replace (75% NCDOT Pay)			-	-	-	1,250,000	-
Goldmine Pump Upgrade			-	-	250,000	-	-
<sup>(3)</sup> Possible grant funding			\$ 3,900,000	\$ -	\$ 1,250,000	\$ 10,250,000	\$ -
<b>Water Resources - Wastewater Capital Projects</b>							
Unionville Indian Trail Pump station parallel force main		High	\$ 1,425,000	\$ -	\$ -	\$ -	\$ -
Decommission Kimberly & Euclid Pump Stations (Install Gravity Sewer)			-	650,000	-	-	-
Bearskin Creek Outfall Upgrade			-	-	-	16,000,000	-
Highway 207 Regional Pump Station Developer Oversizing			-	-	-	1,000,000	-
			\$ 1,425,000	\$ 650,000	\$ -	\$ 17,000,000	\$ -
<b>Total Water Resources</b>			<b>\$ 10,275,000</b>	<b>\$ 4,350,000</b>	<b>\$ 2,375,000</b>	<b>\$ 77,500,000</b>	<b>\$ -</b>

Water Res. Funding Sources:		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Operating Revenue (annual)		\$ 650,000	\$ 1,450,000	\$ 1,575,000	\$ 4,000,000	\$ -
Fund Balance Appropriation		\$ 2,375,000	\$ -	\$ -	\$ -	\$ -
Capital Reserve Fund		\$ 7,250,000	\$ 2,900,000	\$ -	\$ 30,000,000	\$ -
Revenue Bonds		\$ -	\$ -	\$ 800,000	\$ 43,500,000	\$ -
<b>TOTAL AVAILABLE</b>		<b>\$ 10,275,000</b>	<b>\$ 4,350,000</b>	<b>\$ 2,375,000</b>	<b>\$ 77,500,000</b>	<b>\$ -</b>
<b>TOTAL REQUESTED</b>		<b>\$ 10,275,000</b>	<b>\$ 4,350,000</b>	<b>\$ 2,375,000</b>	<b>\$ 77,500,000</b>	<b>\$ -</b>
<b>Net Overage/(Shortage)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**STRATEGIC PLAN / CAPITAL PROJECTS**  
**23004 & 23600 Manager's Recommended**

Priority Descriptions

High (must do) postponement may result in harmful or undesirable consequences  
Medium (should do) addresses demonstrated need or objective  
Low (could do) beneficial but can be delayed without detrimental effects to basic srvc..

<i>Item Description</i>	<i>Project Code (if existing)</i>	<i>Priority Ranking</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
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**Stormwater - New**

Non-Hybrid SUV - Large Base (Engineering)

\$	-	\$	45,000	\$	-	\$	-	\$	-
\$	-	\$	45,000	\$	-	\$	-	\$	-

**Stormwater - Capital Projects**

Small Construction Projects by Contract  
Water Quality Cap Project (Stewarts Creek Watershed)  
James Hamilton Road Culvert Replacement Project

<i>On-going</i>	\$	100,000	\$	100,000	\$	100,000	\$	100,000	\$	100,000
<i>On-going</i>		100,000		50,000		75,000		75,000		75,000
		-		-		-		417,000		-
	\$	200,000	\$	150,000	\$	175,000	\$	592,000	\$	175,000

Total Stormwater

\$	200,000	\$	195,000	\$	175,000	\$	592,000	\$	175,000
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<b>Stormwater</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ -	\$ 195,000	\$ 175,000	\$ 175,000	\$ 175,000
Fund Balance Appropriation	200,000	-	-	417,000	-
Installment Financing	-	-	-	-	-
<b>TOTAL AVAILABLE</b>	<b>\$ 200,000</b>	<b>\$ 195,000</b>	<b>\$ 175,000</b>	<b>\$ 592,000</b>	<b>\$ 175,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 200,000</b>	<b>\$ 195,000</b>	<b>\$ 175,000</b>	<b>\$ 592,000</b>	<b>\$ 175,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**STRATEGIC PLAN / CAPITAL PROJECTS**  
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<i>Item Description</i>	<i>Project Code (if existing)</i>	<i>Priority Ranking</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<b><u>Electric - New Equipment</u></b>							
Purchase New 55' Bucket Truck for new crew (2 Journeymen) <sup>(*)</sup>		High	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Purchase New Digger Derrick for new crew (Line Apprentice) <sup>(*)</sup>		High	400,000	-	-	-	-
Purchase Substation Transformer Bushings		High	80,000	-	-	-	-
Purchase New Crew Cab Pickup for new positions (Safety & Training) <sup>(*)</sup>		High	50,000	-	-	-	-
Purchase New Enclosed Utility Trailer for Substation Maintenance		High	14,000	-	-	-	-
Purchase New Enclosed Utility Trailer for Mobile Battery Bank		High	8,000	-	-	-	-
			<b>\$ 902,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b><u>Electrical Capital Projects</u></b>							
New ES Facility	NEW	High	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
New Subdivision Construction	EL1101	High	1,000,000	1,000,000	1,000,000	800,000	600,000
Hal Coan Substation Improvements	NEW	High	390,000	390,000	160,000	-	-
Substation Modernization	NEW	High	160,000	160,000	320,000	320,000	320,000
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	EL2001	High	100,000	821,021	821,021	300,000	-
Replace/Retire Old Underground Primary	EL0803	High	60,000	60,000	60,000	60,000	60,000
AMI Metering Solutions	EL1701	Medium	50,000	100,000	100,000	100,000	100,000
Scada Mate Switch Installations	EL2201	Medium	50,000	100,000	100,000	100,000	100,000
Substation Wildlife Protection & Security	EL1503	High	50,000	50,000	25,000	25,000	25,000
Add Additional Rock To Substation Yards	EL1502	High	40,000	40,000	20,000	20,000	20,000
ES SCADA System Upgrade	EL2002	High	25,000	25,000	25,000	25,000	25,000
Corporate Center Expansion	EL0902		-	250,000	250,000	-	-
Goldmine Substation Improvements			-	200,000	400,000	-	-
ESRI Utility Network			-	25,000	35,000	-	-
Third Delivery Point From Duke Energy			-	-	-	500,000	1,000,000
			<b>\$ 3,425,000</b>	<b>\$ 3,221,021</b>	<b>\$ 3,316,021</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>
<b>Total Electric</b>			<b>\$ 4,327,000</b>	<b>\$ 3,221,021</b>	<b>\$ 3,316,021</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>

<b>Electric</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>
Operating Revenue (annual)	\$ 215,000	\$ 3,221,021	\$ 3,316,021	\$ 2,250,000	\$ 2,250,000
Fund Balance Appropriation	\$ 4,112,000	\$ -	\$ -	\$ -	\$ -
Capital Projects Reserve for Future Proj.	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ 4,327,000</b>	<b>\$ 3,221,021</b>	<b>\$ 3,316,021</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 4,327,000</b>	<b>\$ 3,221,021</b>	<b>\$ 3,316,021</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
**5 YEAR CAPITAL IMPROVEMENT PLAN**  
**STRATEGIC PLAN / CAPITAL PROJECTS**  
**23004 & 23600 Manager's Recommended**

Priority Descriptions

High (must do) postponement may result in harmful or undesirable consequences  
Medium (should do) addresses demonstrated need or objective  
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Item Description	Project Code (if existing)	Priority Ranking	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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**Natural Gas**

Purchase new Ford F-550 DRW 4x4 pickup w/ KUVcc Service Body		High	\$ 85,000	\$ -	\$ -	\$ -	\$ -
Purchase new 4x4 1/2 Ton Extended Cab Pickup with Tool Box		High	45,000	-	-	-	-
Purchase new 4x4 1/2 Ton Crew Cab Pickup with Tool Box		High	50,000	-	-	-	-
			<u>\$ 180,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Natural Gas Capital Projects**

New ES Facility	NEW	High	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Subdivision Fund (NG1401)	NG 1401	High	1,000,000	1,500,000	1,500,000	1,400,000	800,000
System Reinforcement Projects-Miscellaneous (NG 1503)	NG 1503	High	750,000	300,000	250,000	250,000	250,000
System Uprate Projects (NG 1404)	NG 1404	High	125,000	125,000	125,000	-	-
Industrial Park (NG 2101)	NG 2101	High	125,000	100,000	-	-	-
NCDOT Roadway Relocations (NG 1901)	NG 1901	Medium	100,000	265,000	265,000	200,000	-
Distribution Integrity Management Program (NG 1202)	NG 1202	Medium	100,000	100,000	100,000	100,000	100,000
Revenue Based Expansions (NG 1701)	NG 1701	Medium	100,000	-	-	175,000	250,000
Pipeline Replacement (NG 0913)	NG 0913	Medium	100,000	-	-	-	300,000
LNG Facility Upgrades / Additional Storage (NG 2201)	NG 2201	Medium	75,000	650,000	650,000	500,000	-
AMI Metering Solutions (NG 1902)	NG 1902	High	75,000	-	75,000	-	75,000
Transmission Pipeline Integrity Mngt Assessment (NG 1501)	NG 1501	High	35,000	35,000	35,000	35,000	35,000
Paperless Compliance Tools	NEW	High	25,000	40,000	40,000	-	-
SCADA System Upgrade (NG 2002)	NG 2002	High	25,000	25,000	25,000	25,000	25,000
ESRI Utility Network	NEW		-	25,000	35,000	-	-
Industrial Meter Rebuilds / Upgrades (NG 1403)	NG 1403		-	25,000	-	25,000	-
Cathodic Protection Remediation / Replacement (NG 1502)	NG 1502		-	-	-	100,000	250,000
			<u>\$ 4,135,000</u>	<u>\$ 3,190,000</u>	<u>\$ 3,100,000</u>	<u>\$ 2,810,000</u>	<u>\$ 2,085,000</u>

**Total Gas**

\$ 4,315,000 \$ 3,190,000 \$ 3,100,000 \$ 2,810,000 \$ 2,085,000

N Gas	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Operating Revenue (annual)	\$ 180,000	\$ 3,190,000	\$ 3,100,000	\$ 2,810,000	\$ 2,085,000
Grants / Oth External Funding	\$ -		\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ 4,135,000		\$ -	\$ -	\$ -
Revenue Bonds	\$ -		\$ -	\$ -	\$ -
Installment Financing	\$ -		\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ 4,315,000</b>	<b>\$ 3,190,000</b>	<b>\$ 3,100,000</b>	<b>\$ 2,810,000</b>	<b>\$ 2,085,000</b>
<b>TOTAL REQUESTED</b>	<b>\$ 4,315,000</b>	<b>\$ 3,190,000</b>	<b>\$ 3,100,000</b>	<b>\$ 2,810,000</b>	<b>\$ 2,085,000</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF MONROE**  
**FY 2023 CAPITAL IMPROVEMENT BUDGET AND**  
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<i>Item Description</i>	<i>Project Code (if existing)</i>	<i>Priority Ranking</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
<b>Airport</b>							
Augment 1994 Tron Air Start Cart – NEW Ground Power Unit			\$ 41,000	\$ -	\$ -	\$ -	\$ -
Awning cover for mobile fuelers			-	-	-	30,000	-
Total			\$ 41,000	\$ -	\$ -	\$ 30,000	\$ -

**Airport Capital Projects**

Pavement Maint.– Misc. AP Parking Lots/Private Drive	High	\$ -	\$ 67,225	\$ -	\$ -	\$ -	\$ -
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		\$ -	\$ 594,045	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680	

**Total Airport**

**\$ 41,000 \$ 594,045 \$ 4,741,380 \$ 2,510,520 \$ 5,224,680**

**CMEA (Airport) Funding Sources**

	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Grants / Oth External Funding	\$ -	\$ 534,641	\$ 4,267,242	\$ 522,468	\$ 4,702,212
In-Kind Credit (work City has already done)	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Assigned for Airport Grants	\$ -	\$ -	\$ -	\$ -	\$ -
GF Fund Balance Appropriation	\$ 41,000	\$ 59,405	\$ 474,138	\$ 58,052	\$ 522,468
Installment Financing	\$ -	\$ -	\$ -	\$ 1,900,000	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ 41,000</b>	<b>\$ 594,045</b>	<b>\$ 4,741,380</b>	<b>\$ 2,510,520</b>	<b>\$ 5,224,680</b>
<b>TOTAL REQUESTED</b>	<b>\$ 41,000</b>	<b>\$ 594,045</b>	<b>\$ 4,741,380</b>	<b>\$ 2,510,520</b>	<b>\$ 5,224,680</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Solid Waste-Community Maintenance**

Total \$ - \$ - \$ - \$ - \$ -

**Solid Waste Funding Sources**

	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>	<i>FY 2026</i>	<i>FY 2027</i>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL REQUESTED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Overage/(Shortage)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Grand Total - All Funds \$ 23,530,428 \$ 44,331,566 \$ 52,105,401 \$ 94,247,520 \$ 20,122,680**

Notes:

(\*) Items requested are contingent upon new personnel request approval.

**CITY OF MONROE  
DEBT OBLIGATIONS  
FISCAL YEAR 2023**

**GENERAL FUND**

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2023 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
ATI Specialty Materials-Land Convey.	\$ 1,058,562	Economic Incentive	Interfund Loan	15	2031	\$ 68,122	\$ 19,527	\$ 619,444	\$ 81,749
15 Fire Station #4	\$ 4,400,000	Build Permanent Fire Station # 4	Installment	10	2025	\$ 440,000	\$ 20,790	\$ 660,000	\$ 13,860
17 Fire Trucks	\$ 1,788,000	Replace Three Fire Trucks	Installment	10	2027	\$ 180,000	\$ 20,240	\$ 760,000	\$ 41,341
18 Fire Trucks	\$ 1,614,000	Replace Two Fire Trucks	Installment	10	2028	\$ 158,000	\$ 31,222	\$ 867,000	\$ 80,841
19 Fire Trucks	\$ 635,000	Replace One Fire Truck	Installment	10	2029	\$ 61,000	\$ 12,659	\$ 401,000	\$ 39,346
20 Fire Trucks	\$ 856,000	Replace Fire Department Blaze Unit	Installment	10	2030	\$ 81,000	\$ 13,877	\$ 616,000	\$ 49,974
09 Winchester Ctr/J Ray Shute Gym	\$ 2,391,720	Winchester Center/J Ray Shute Gym	Installment	15	2024	\$ 159,448	\$ 7,450	\$ 159,448	\$ 3,193
18B Limited Obligation Bonds	\$ 600,000	Demolish Building and Pave Parking Lot	Installment	20	2039	\$ 29,025	\$ 20,753	\$ 464,400	\$ 155,937
18B Limited Obligation Bonds	\$ 3,849,700	Renovation to Center Theatre	Installment	20	2039	\$ 185,975	\$ 132,972	\$ 2,975,600	\$ 999,151
22 Limited Obligation Bonds	\$ 4,168,294	New Senior Center (EJ Renovations)	Installment	20	2039	\$ 177,141	\$ 143,833	\$ 3,184,659	\$ 1,153,214
22 Limited Obligation Bonds	\$ 11,949,978	New Police Headquarters	Installment	20	2039	\$ 507,859	\$ 412,367	\$ 9,130,341	\$ 3,306,236
20 ERP System	\$ 1,240,761	Purchase new Software	Installment	10	2030	\$ 117,909	\$ 20,141	\$ 893,588	\$ 72,568
<b>Totals</b>	<b>\$ 34,552,015</b>					<b>\$ 2,165,479</b>	<b>\$ 855,831</b>	<b>\$ 20,731,480</b>	<b>\$ 5,997,410</b>

**OCCUPANCY TAX CAPITAL FUND**

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2023 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
Science Center	\$ 3,319,883	Finish Science Center Project	Limited	20	2038	\$ 130,000	\$ 128,963	\$ 2,995,000	\$ 1,096,775

**WATER RESOURCES**

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2023 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
20A Refunding Rev	\$ 595,000	Refinance 2011 Refunding	Revenue Bonds	7	2023	\$ 300,000	\$ 2,760	\$ -	\$ -
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 204,133	\$ 122,378	\$ 2,566,489	\$ 701,473
17 Rev	\$ 11,631,320	WTP Franklin Ave & WWTP Chlor. Scrubber	Revenue Bonds	25	2043	\$ 271,700	\$ 445,165	\$ 9,204,360	\$ 5,151,364
20B Refunding Rev	\$ 6,776,000	Refinance SRF Loan-Sewer Improv.	Revenue Bonds	14	2034	\$ 503,000	\$ 81,074	\$ 5,288,000	\$ 438,200
Union County Agreement (2007)	\$ 5,207,634	Catawba River WTP Improvements	County	19	2026	\$ 191,640	\$ -	\$ 558,950	\$ -
Union County Agreement (2019)	\$ 3,830,000	Catawba River WTP Improvements	County	23	2042	\$ 127,804	\$ 104,255	\$ 3,341,379	\$ 1,067,746
20 ERP System	\$ 275,013	Purchase new Software	Installment	10	2030	\$ 26,135	\$ 4,464	\$ 198,063	\$ 16,084
<b>Totals</b>	<b>\$ 48,699,954</b>					<b>\$ 1,624,413</b>	<b>\$ 760,096</b>	<b>\$ 21,157,240</b>	<b>\$ 7,374,867</b>

**STORMWATER**

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2023 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
18 Street Sweepers	\$ 509,000	Replace Two Street sweepers	Installment	5	2023	\$ 108,000	\$ 3,290	\$ -	\$ -
20 ERP System	\$ 93,118	Purchase new Software	Installment	10	2030	\$ 8,849	\$ 1,512	\$ 67,063	\$ 5,446
<b>Totals</b>	<b>\$ 602,118</b>					<b>\$ 116,849</b>	<b>\$ 4,802</b>	<b>\$ 67,063</b>	<b>\$ 5,446</b>

**MONROE AQUATIC AND FITNESS CENTER**

						Principal		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System	\$ 90,736	Purchase new Software	Installment	10	2030	\$ 8,623		\$ 65,348	\$ 5,307

**ELECTRIC**

						FY 2023 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	\$ 857,581	\$ 514,122	\$ 10,782,034	\$ 2,946,947
20 ERP System	\$ 243,298	Purchase new Software	Installment	10	2030	\$ 23,121	\$ 3,949	\$ 175,222	\$ 14,230
<b>Totals</b>	<b>\$ 14,947,020</b>					<b>\$ 880,702</b>	<b>\$ 518,071</b>	<b>\$ 10,957,256</b>	<b>\$ 2,961,177</b>

**NATURAL GAS**

						FY 2023 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
16 Limited Obligation Bonds (Ref.)	\$ 27,045,000	Refinance Pipeline Debt	Installment	23	2039	\$ 985,000	\$ 1,017,100	\$ 23,055,000	\$ 8,977,738
18 Limited Obligation Bonds	\$ 8,280,000	Liquefied NG Peak Shaving Plant	Installment	25	2043	\$ 230,000	\$ 278,013	\$ 7,220,000	\$ 2,922,244
16 Refunding Rev	\$ 2,456,474	Refinance 2008A	Revenue Bonds	17	2033	\$ 143,286	\$ 85,900	\$ 1,801,478	\$ 492,380
20 ERP System	\$ 163,572	Purchase new Software	Installment	10	2030	\$ 15,545	\$ 2,655	\$ 117,804	\$ 9,567
<b>Totals</b>	<b>\$ 37,945,046</b>					<b>\$ 1,373,831</b>	<b>\$ 1,383,668</b>	<b>\$ 32,194,282</b>	<b>\$ 12,401,928</b>

**AIRPORT**

						FY 2023 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	\$ 40,719	\$ 19,546	\$ 647,524	\$ 135,922
20A Refunding Rev	\$ 6,560,000	Refinance 2011	Revenue Bonds	7	2028	\$ 830,000	\$ 47,288	\$ 4,310,000	\$ 119,582
17 Rev (New)	\$ 2,274,250	Corporate Bulk Hangar	Revenue Bonds	25	2043	\$ 53,300	\$ 87,329	\$ 1,805,640	\$ 1,010,555
20 ERP System	\$ 72,868	Purchase new Software	Installment	10	2030	\$ 6,925	\$ 1,183	\$ 52,479	\$ 4,262
<b>Totals</b>	<b>\$ 9,817,118</b>					<b>\$ 930,944</b>	<b>\$ 155,346</b>	<b>\$ 6,815,643</b>	<b>\$ 1,270,320</b>

**SOLID WASTE**

						FY 2023 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
20 ERP System	\$ 71,873	Purchase new Software	Installment	10	2030	\$ -		\$ 51,762	\$ 4,204

Notes:

**OUTSIDE AGENCY FUNDING HISTORY**

**Fiscal Year 2023 Requests**

ORGANIZATION NAME	2022 Approved	2023 Requested	2023 Estimated In- Kind	Attend Wkshop?	Type of Activity	Score	2023 Recommended
Angel Shoes Inc	3,000	6,000		X	Pub Svc	67	3,000
Atrium Health Foundation	15,000	30,000		X	Pub Svc	100	15,000
Artists Music Guild	10,000	10,000		X	Art & Cult		0
Bridge To Recovery, Inc	2,500	25,000		X	Pub Svc	90	2,500
Broken to Life	0	150,000		X	Pub Svc	1	0
Central Academy Band Boosters (Cent. Acad. Art/Tech)	2,000	4,000		X	Art & Cult	86	2,000
Common Heart	10,000	10,000		X	Pub Svc	95	10,000
Community Health Services of Union County, Inc.	20,000	40,000		X	Pub Svc	80	20,000
Community Shelter of Union County (Utility Subsidy)	55,000	60,000		X	Pub Svc	70	50,000
Council on Aging of Union County	7,500	56,105		X	Pub Svc	110	7,500
Excel Enrichment Program (Previously Friendship Bpt Church)	5,000	5,000		X	Art & Cult	84	5,000
Food for Families NC, Inc.		63,000		X	Pub Svc	74	21,000
Ground 40 Ministries	10,000	25,000		X	Pub Svc	105	10,000
HealthQuest	4,150	10,000		X	Pub Svc	97	4,150
HELP Center Inc (HELP Pregnancy Center)	7,500	11,379		X	Pub Svc	80	7,500
Helpers One to Another		10,000		X	Art & Cult	13	0
Monroe Athletic Foundation (Monroe High Boosters Club)	7,500	10,000		X	Pub Svc	89	7,500
Monroe-Union County CDC – Administration	25,000	30,125		X	Aff House	110	25,000
Monroe-Union County CDC – Goodlife Life Skills Coaching		25,000		X	Pub Svc	95	0
Turning Point, Inc. – Operating	15,000	15,000		X	Pub Svc	110	15,000
Union County Community Action, Inc.	25,000	25,000		X	Pub Svc	70	25,000
Union County Community Action, Inc. / Head Start (Utility Sub)	3,725		515,059	X		0	515,059
Union County Community Arts Council	32,500	32,500		X	Art & Cult	80	32,500
Union County Community Arts Council (Utility Subsidy)	3,100		27,020	X		0	27,020
Union County Crisis Assistance Ministry	30,000	50,000		X	Pub Svc	105	30,000
Union County Historic Preservation Commission	15,500	17,500		X	Econ Dev	73	17,500
Union County Playmakers		2,500		X	Art & Cult	75	0
Union County Public Schools			11,520			0	11,520
<b>TOTAL ANNUAL AGENCY REQUESTS</b>		<b>723,109</b>	<b>553,599</b>				<b>863,749</b>



March 28, 2022

***Summary of Proposed  
Changes to the 2022 -2023  
Fees Schedule  
(proposed changes are in red)***

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

**ARTICLE A. FEES AND CHARGES**

The Airport is requesting different modifications to the Airport fee schedule, addressing either fee changes and/or increases, and eliminating fees that are not applicable to current Airport operations. The proposed fee increases are necessary to compensate for current Airport operational cost.

- In the Fuel Rates section, the policy minimum for Self-Service is increasing from \$0.50 to \$1.00 above purchase price, and the policy minimum for Full-Service from \$1.00 to \$1.50 above purchase price. This increase reflects the required minimum necessary to offset the airport's current overhead cost. Additionally, adjustments have been made to the volume discounts offered for fuel purchase to reflect current use. The rate for Self-Fueling Fuel Storage is similarly increasing from \$0.60 per gallon to \$0.68 per gallon to compensate for higher operational cost.
- The Monthly Lease Rates for Bulk Hangar (Hangar-in-Common), Land Lease, T-Hangar, Terminal Office Space Lease, and Tie Down Spot are all increasing by ten percent to adjust for current airport operational cost. In addition, the two of the Bulk Hangar (Hangar-in-Common) categories have been consolidated to reflect the current operational make-up of the based aircraft community, and the Hangar – Helicopter rate has been eliminated as the airport does not utilize, nor anticipates having a need for that rate.
- The Overnight Storage Rates for Hangar and Tie Down Spot are all increasing by ten percent to adjust for current airport operational cost. In addition, the seven rate categories listed in this Hangar portion of this section have been streamlined to four categories to reflect the current aircraft that actually utilize the airport; the same was accomplished for the Tie Down Spot portion of this section, with six categories being reduced to four.
- Under Line Service Fees, the Early Call Out or Late Arrival has been changed to \$100 per hour for aircraft requesting either departure or arrivals beyond the Airport scheduled hours of 6 am to 10 pm. The Ground Service Equipment portion of this section has also been refined to reflect the current equipment the Airport has, and the adjusted rate that will offset the airport's current overhead cost. The waiving of fees has also been eliminated.

**CITY OF MONROE**  
**Proposed FY2022-2023 Fees Schedule**

**CITY OF  
MONROE  
Proposed  
FY2022-2023  
Fees Schedule**

**Effects on  
Revenue**

**CHANGES TO WORDING (DESCRIPTION) IN RED/BOLD**

Fuel Price for Self Service	A minimum of \$0.50 above purchase price plus tax	A minimum of \$1.00 above purchase price plus tax	NO IMPACT (Currently employing this amount above purchase price)
Fuel Price for Full Service	A minimum of \$1.05 above purchase price plus tax	A minimum of \$1.50 above purchase price plus tax	NO IMPACT (Currently employing this amount above purchase price)
Special Fixed Base Operator for Flight Training	\$0.10 discount off full service with over 1,000 per gallon sales	REMOVE	NO IMPACT (NO USE)
Volume Discounts – Based Customers <b>and Approved Flight Schools*</b>	\$0.05 - 500 to 1,000 gallons per month	\$0.05 - 0 to 2,000 gallons per month	
	\$0.10 - 1,001 to 2,000 gallons per month	\$0.10 - 2,001 to 4,000 gallons per month	
	\$0.20 - 2,001 to 4,000 gallons per month	\$0.15 - 4,001 to 6,000 gallons per month	
	\$0.50 - 4,001 to 6,000 gallons per month	\$0.20 - 6,001 to 8,000 gallons per month	
	\$0.75 - 6,001 to 8,000 gallons per month	\$0.25 - 8,001 & greater gallons per month	
	\$1.00 - 8,001 to 10,000 gallons per month	REMOVE	
	\$1.20 - > 10,000 gallons per month	REMOVE	
	\$0.05 - 300 to 800 gallons per purchase	REMOVE	
	\$0.10 - 800 to 1,200 gallons per purchase	REMOVE	
	\$0.15 - >1,200 gallons per purchase	REMOVE	
Volume Discount – Transient Customer			



CITY OF MONROE Proposed FY2022-2023 Fees Schedule		CITY OF MONROE Proposed FY2022-2023 Fees Schedule	Effects on Revenue
	FY2021-2022 Fees Schedule		
<u>Self-Fueling Fuel Storage Fee</u>			
	\$0.60 per gallon fee for storage and service	\$0.68 per gallon fee for storage and service	\$8,468
City Hangar Lease Holders	\$0.60 per gallon fee for storage and service	\$0.68 per gallon fee for storage and service	No Impact
Hangar Owners			
<u>Bulk Hangar (Hangar-in-Common): Hangars #1, #2, #4, #9</u>			
Aircraft, Small Single Piston	\$235	REMOVE (consolidate with rate below)	
Aircraft, Large Single Piston	\$265	\$265.00	\$25,451
Aircraft, X-Large Single, Twin Piston, Small Turbine	\$295	\$324.50	
	\$500 to \$2,500 (at discretion of Airport Manager)	\$550 to \$2,800 (at discretion of Airport Manager)	
Aircraft, Turbine Turboprop & Jet Hangar Helicopters	\$295	REMOVE	
	\$0.196/sq. ft./yr.	\$0.25/sq. ft./yr.	\$0
<b>Land Lease UNIMPROVED</b>			
<u>T-Hangars</u>			
Building A	\$370	\$405.00	\$8,736
Building A (Corner Unit)	\$395	\$405.00	
Building B	\$395	\$405.00	
Building A & B (Storage)	\$70	\$77.00	
	\$12.00/sq. ft./yr.	\$13.00/sq. ft./yr.	\$3,517
Terminal Office Space Lease			
<u>Tie Down Spot/Ramp Parking</u>			
Aircraft, Single and Small Twin Piston	\$70	\$77.00	\$5,124
Aircraft, Large Twin and Turbines Piston	\$130	\$143.00	
Aircraft, Jet/Turboprop		\$1.43/sq. ft. (aircraft footprint)	
	\$0		

CITY OF MONROE Proposed FY2022-2023 Fees Schedule		CITY OF MONROE Proposed FY2022-2023 Fees Schedule		Effects on Revenue
		FY2021-2022 Fees Schedule	FY2022-2023 Fees Schedule	
<b>Overnight Storage Rate</b>				
Hangar				
Aircraft, Single Piston <b>Engine</b>		\$28	\$31	\$1,400
Aircraft, Twin Piston <b>Engine</b>		\$40	\$44	
<del>Aircraft, Single Turboprop</del>		\$60	REMOVE	Revenue would be consolidated with single engine category
<del>Aircraft, Twin Turboprop</del>		\$70	REMOVE	Revenue would be consolidated with twin engine category
Aircraft, <b>Turboprop &amp; Jet</b>		\$95	\$105	
Helicopters, Piston and Small Turbine		\$30	<b>REMOVE</b>	<b>\$0.00</b>
Hanger, Large Piston/Turbine		\$70	<b>REMOVE</b>	<b>\$0.00</b>
Tie Down Spot/ <b>Ramp Parking</b>				
Aircraft, Single and Small Twin Piston		\$10	\$15	
Aircraft, Large Twin and Turbines <b>Piston</b>		\$15	\$20	
<del>Aircraft, Single Turboprop</del>		\$25	REMOVE	Revenue would be consolidated with single engine category
<del>Aircraft, Twin Turboprop</del>		\$40	REMOVE	Revenue would be consolidated with twin engine category
<b>Aircraft, Jet/Turboprop</b>		\$50	\$55	
Helicopters, Large Piston/Turbine		\$15	\$20	
<b>Line Service Fees</b>				
Early Call Out or Late Arrival				
Per 15 minutes <b>hour</b> ; minimum \$100		\$25	\$100	No negative impact is expected to revenue
Ground Service Equipment + <b>(Remove asterick; no waiving of fees)</b>				
<b>Ground Power Unit - Per 15 minutes hour;</b> minimum <b>1 hour</b>		\$12.50	\$50	Fee has no negative impact to revenue
<del>Battery Jump Start - small GPU</del>		\$12.50	REMOVE	\$0.00
<del>Per 15 minutes; minimum \$50</del>		\$50		
Large Lavatory		\$10.00	REMOVE	\$0.00
Small Lavatory		\$10		
Wash Rack		\$25	\$30	\$450
Cold Weather Pre-heat				

## CHAPTER VI. 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	\$ 0.81	<b>\$ 0.85</b>	\$ 5,606.83
Commercial Account	\$ 4.41	<b>\$ 4.65</b>	\$ 7,273.92
Industrial Account	\$45.45	<b>\$47.92</b>	\$ 5,518.60

#### **RENEWABLE ENERGY CREDIT RATE RIDER Electric Rate Rider RECR-1.**

Utility Financial Solutions has complete the Solar analysis portion of the Cost of Service Study. Below is the RECR-1 Renewable Energy Credit Rate Rider Electric Rate Rider RECR-1 for the FY23 Fee Schedule. The new RECR-1 will replace the FY22 RECR-1 in its entirety.

#### **RENEWABLE ENERGY CREDIT RATE RIDER Electric Rate Rider RECR-1**

##### **AVAILABILITY**

This rate rider is available to customers on any City of Monroe (“City”) rate schedule who operate solar photovoltaic generating system, without battery storage, located and utilized at the customer’s primary residence or business. To qualify for this rate rider, the customer must have complied with the City’s Interconnection Standards and obtain an approved Interconnection Request Form and an approved Purchase Power Agreement. As part of the Interconnection Request Form approval process, the City retains the right to limit the number and size of renewable energy generating systems installed on the City’s System. The generating system that is in parallel operation with service from the City and located on the customer’s premises must be manufactured, installed, and operated in accordance with all governmental and industry standards, in accordance with all requirements of the local code official, and fully conform with the City’s applicable renewable energy interconnection interface criteria. Qualified customers must be generating energy for purposes of an inflow/outflow arrangement to receive credits under this rate rider. That is, the City agrees to buy energy delivered to the utility and the customer agrees to sell their energy output and associated energy from the renewable energy resource. Customers with qualified systems may also apply for NC GreenPower credits or North Carolina Municipal Power Agency 1 (“NCMPA1”) Renewable Energy Certificate (“REC”) credits.

Qualified customers must be generating energy for purposes of a “net billing” arrangement to receive credits under this rate rider.

## MONTHLY CREDIT

### Solar arrays below 20kW of installed capacity (DC) – Applicable to Rate (R) and (SC)\*

- The customer will be billed according to their retail rate schedule on metered electricity delivered to the customer with the following modifications:
  - Additional metering costs \$2.43/month
  - Monthly standby charge per kW (DC) installed solar \$2.45
- Credited 6.18 cents per kWh for energy delivered by the customers to the City.

### Solar arrays between 20kW – 100kW (DC) – Not Applicable to Rate (R) and (SC)\*\*

- The customers will be billed according to their retail rate schedule on metered electricity delivered to the customer with an additional meter charge of \$2.43/month and credited at a fixed amount at the rates listed below:
  - On-Peak Energy \$0.0583
  - Off-Peak Energy \$0.0311

### Solar arrays between 100kW – 500kW (DC) – Not Applicable to Rate (R) and (SC)\*\*

- The customers will be billed according to their retail rate schedule on metered electricity delivered to the customer with an additional meter charge of \$2.43/month and credited at a fixed amount at the rates listed below:
  - On-Peak Energy \$0.0374
  - Off-Peak Energy \$0.0311

For larger facilities contact the electric department.

*\*For generation less than 20 kW the on-peak energy avoided cost credit rate can be applied to all hours.*

*\*\* These energy credits include a capacity component.*

## ON-PEAK ENERGY

On-Peak Energy shall be the metered energy during the On-Peak Energy Period of the current calendar month, whereby the On-Peak Energy Period is defined as non-holiday weekdays from 7:00 AM to 11:00 PM EST.

*Effective July 1, 2022*

## CHAPTER X PARKS AND RECREATION FEES

### ARTICLE A. FACILITY AND PROGRAM FEES

Proposed fee schedule changes reflect the addition of new facilities/amenities. These facilities are scheduled for completion in FY23.

#### Section 1. Facility Rental Fees.

Proposed Fee Schedule Changes Recreation Division 2022 - 2023			
Article A. Section 1 Facility Rental Fees	Current Rate Res./Non. Res.	Proposed Rate Res./Non Res.	Projected Revenue Impact
Senior Center Multi-Purpose – 4 hour block	N/A	\$300.00/\$400.00	\$7500.00
Senior Center Multi-Purpose- 6 hour block	N/A	\$400.00/\$500.00	\$6000.00
Splash Pad Shelter Rental – 2 hour block	N/A	\$125.00/\$200.00	\$7500.00

Text additions:

Add Creft Park under Picnic Shelters in addition to Belk Tonawanda, Dickerson, and Don Griffin. No revenue change as shelter is pre-existing.

Add Old Armory Community Center to Community Center Shelters. No revenue change as shelter is pre-existing.

	City Resident	Non City Resident
Picnic Shelters		
Full Day- Up to 8 hours	\$75	\$95
(Belk Tonawanda, Dickerson, Don Griffin, <b>Creft Park</b> )		
Max Occupancy (60-75) Varies by Location		
Community Center Shelters**		
Sutton Park, <b>Old Armory</b> –Max Occupancy (60)–Includes Meeting		
Full Day (Up to 8 hours)	\$120	\$150
½ Day (Up to 4 hours)	\$70	\$90

### ARTICLE C. ATHLETIC TEAM FEE

There are no cost changes to the fee schedule. The following items require edits on the fee schedule:

- 1.) Under baseball - please combine Coach Pitch, Rookies, Minors, Majors on the same line as they are all the same price.
- 2.) Remove dodgeball
- 3.) Remove youth kickball
- 4.) Remove team volleyball
- 5.) Per the below table, please add the \$30.00 non-resident fee similar to other youth sports.
- 6.) Adult softball fee is missing - \$450.00 – This will just be added back to table

Proposed Fee Schedule Changes Recreation Division 2022-2023					
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
Track and Field	\$15.00		\$15.00/\$30.00		

### **Chapter XIII. 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 = 2.32% (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>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
ARTICLE A. WATER CONNECTION FEES			
Section 1. New Water connection Fees			\$ 1,140
Inside City Limits			
Complete Service Connection Installation (Potable or Irrigation)			
¾" Tap and Service Connection	\$ 1,427.00	\$ 1,465.00	
1" Tap and Service Connection	\$ 1,895.00	\$ 1,946.00	
Meter Only Installation for Developer or Contractor Installed Service Connections			
¾" Tap and Service Connection	\$ 336.00	\$ 345.00	
1" Tap and Service Connection	\$ 466.00	\$ 478.00	
1½" Inch Tap and Service Connection	\$ 809.00	\$ 831.00	
2" Inch Tap and Service Connection	\$ 1,107.00	\$ 1,137.00	

Section 2. Renewal/Replacement Water Connection Fees	\$ 1,427.00	\$ 1,465.00	\$ 190
Deposit with 6-month Financing	\$ 170.50	\$ 174.50	

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

	<u>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
ARTICLE B. WATER RATES			
Section 1. Water Rates			\$ 277,168
Usage Charge Per 1,000 Gallons	\$ 2.92	\$ 3.02	
Customer Charge Per Month – Inside City			
Meter Size			
¾ inch meter	\$ 12.53	\$ 12.97	
1 inch meter	\$ 23.68	\$ 24.51	
1½ inch meter	\$ 53.29	\$ 55.16	
2 inch meter	\$ 112.48	\$ 116.42	
3 inch meter	\$ 177.59	\$ 183.81	

4 inch meter	\$ 254.57	\$ 263.47	
6 inch meter	\$ 455.85	\$ 471.81	
8 inch meter	\$ 669.24	\$ 692.67	
Customer Charge Per Month – Outside City			
Meter Size			
<sup>3</sup> / <sub>4</sub> inch meter	\$ 25.06	\$ 25.94	
1 inch meter	\$ 47.37	\$ 49.02	
1½ inch meter	\$ 106.58	\$ 110.31	
2 inch meter	\$ 224.96	\$ 232.83	
3 inch meter	\$ 355.18	\$ 367.62	
4 inch meter	\$ 509.13	\$ 526.95	
6 inch meter	\$ 911.71	\$ 943.61	
8 inch meter	\$ 1,338.49	\$ 1,385.34	
Fire Hydrant Bulk Rate per 1,000 gallons	\$ 3.50	\$ 3.63	
Reclaimed Water Bulk Rate per 1,000 gallons	\$ 2.92	\$ 3.02	
Section 2. Resale Water Rate - Union County			\$0
Resale Water Rate per 1,000 gallons	\$ 2.92	\$ 3.02	
No Customer Charge Per Month			
Section 3. Fire-Line Availability Charges			\$ 1,278
Size of Connection – Inside City			
2 inch or 3 inch	\$ 5.39	\$ 5.58	
4 inch	\$ 9.20	\$ 9.52	
6 inch	\$ 21.03	\$ 21.77	
8 inch	\$ 42.07	\$ 43.54	
10 inch	\$ 82.15	\$ 85.03	
12 inch	\$ 122.25	\$ 126.53	
Size of Connection – Outside City			
2 inch or 3 inch	\$ 10.78	\$ 11.16	
4 inch	\$ 18.39	\$ 19.04	
6 inch	\$ 42.07	\$ 43.54	
8 inch	\$ 84.13	\$ 87.07	
10 inch	\$ 164.30	\$ 170.05	
12 inch	\$ 244.50	\$ 253.06	
Section 4. Temporary Water Connection from a Fire Hydrant			\$ 135
Deposit	\$ 718.50	\$ 735.00	
Installation/Removal Fee	\$ 67.50	\$ 69.00	



### Article C. Sewer Connection Fees

	<u>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
ARTICLE C. SEWER CONNECTION FEES.			
Section 1. New Sewer Connection Fees			\$ 1,020
4 Inch Tap and Service Connection	\$ 1,263.00	\$ 1,297.00	
Section 2. Renewal/Replacement Sewer Connection Fees	\$ 1,263.00	\$ 1,297.00	\$ 510
Deposit with 6-month Financing	\$ 170.50	\$ 174.50	

### Article D. Sewer Rates

	<u>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
ARTICLE D. SEWER RATES			
Section 1. Sewer Rates			\$ 306,992
Usage Charge			
Usage Charge Per 1,000 Gallons	\$ 4.18	\$ 4.32	
Customer Charge Per Month			
Water Meter Size – Inside City			
¾ inch meter	\$ 16.71	\$ 17.29	
1 inch meter	\$ 27.90	\$ 28.87	
1½ inch meter	\$ 55.61	\$ 57.56	
2 inch meter	\$ 109.12	\$ 112.94	
3 inch meter	\$ 178.22	\$ 184.45	
4 inch meter	\$ 278.44	\$ 288.19	
6 inch meter	\$ 556.68	\$ 576.16	
8 inch meter	\$ 891.08	\$ 922.26	
Water Meter Size – Outside City			
¾ inch meter	\$ 33.42	\$ 34.59	
1 inch meter	\$ 55.79	\$ 57.75	
1½ inch meter	\$ 111.22	\$ 115.11	
2 inch meter	\$ 218.24	\$ 225.88	
3 inch meter	\$ 356.43	\$ 368.91	
4 inch meter	\$ 556.89	\$ 576.38	
6 inch meter	\$ 1,113.36	\$ 1,152.33	
8 inch meter	\$ 1,782.15	\$ 1,844.53	
Customer Charge per Month for Metered Sewer Accounts – Inside City			
Meter Capacity @ Required Accuracy			
¾ inch meter equivalent	\$ 16.71	\$ 17.29	
1 inch meter equivalent	\$ 27.90	\$ 28.87	
1 ½ inch meter equivalent	\$ 55.61	\$ 57.56	
2 inch meter equivalent	\$ 109.12	\$ 112.94	

3 inch meter equivalent	\$ 178.22	\$ 184.45	
4 inch meter equivalent	\$ 278.44	\$ 288.19	
6 inch meter equivalent	\$ 556.68	\$ 576.16	
8 inch meter equivalent	\$ 891.08	\$ 922.26	
10 inch meter equivalent	\$ 1,280.91	\$ 1,325.74	
12 inch meter equivalent	\$ 1,782.14	\$ 1,844.51	
Meter Capacity @ Required Accuracy** - Outside City			
¾ inch meter equivalent	\$ 33.42	\$ 34.59	
1 inch meter equivalent	\$ 55.79	\$ 57.75	
1 ½ inch meter equivalent	\$ 111.22	\$ 115.11	
2 inch meter equivalent	\$ 218.24	\$ 225.88	
3 inch meter equivalent	\$ 356.43	\$ 368.91	
4 inch meter equivalent	\$ 556.89	\$ 576.38	
6 inch meter equivalent	\$ 1,113.36	\$ 1,152.33	
8 inch meter equivalent	\$ 1,782.15	\$ 1,844.53	
10 inch meter equivalent	\$ 2,561.82	\$ 2,651.49	
12 inch meter equivalent	\$ 3,564.28	\$ 3,689.03	
Flat Rate Sewer Service Charge (no water service)			
Inside City Limits	\$ 40.04	\$ 41.44	
Outside City Limits	\$ 80.10	\$ 82.90	
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
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
Hauled residential septic tank wastes or domestic portable toilet wastes per 1,000 gallons	\$ 96.40	\$ 99.77	

## Article E. Capacity Fees

	<u>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
<b>ARTICLE E. CAPACITY FEES</b>			
Section 1: Capacity Fee Schedule for New or Expanded Development			\$ 48,543
Water Capacity Fees - Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,518.00	\$ 2,585.00	
1 inch meter	\$ 4,205.00	\$ 4,138.00	
1½ inch meter	\$ 8,385.00	\$ 8,610.00	
2 inch meter	\$ 13,420.00	\$ 13,780.00	
3 inch meter	\$ 26,867.00	\$ 27,587.00	
4 inch meter	\$ 41,976.00	\$ 43,101.00	
6 inch meter	\$ 83,926.00	\$ 86,175.00	
8 inch meter	\$ 134,335.00	\$ 137,935.00	
Wastewater Capacity Fees– Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,782.00	\$ 2,857.00	

1 inch meter	\$ 4,647.00	\$ 4,772.00	
1½ inch meter	\$ 9,264.00	\$ 9,512.00	
2 inch meter	\$ 14,829.00	\$ 15,226.00	
3 inch meter	\$ 29,687.00	\$ 30,483.00	
4 inch meter	\$ 46,380.00	\$ 47,623.00	
6 inch meter	\$ 92,729.00	\$ 95,214.00	
8 inch meter	\$ 148,430.00	\$ 152,408.00	
For meter sizes greater than 2 inch where flow volumes exceed 150% of allowable flow			
Water per gallon	\$ 6.35	\$ 6.52	
Sewer per gallon	\$ 7.80	\$ 8.01	

## Article F. Miscellaneous Charges

	<u>FY2021- 2022</u>	<u>FY2022 -2023</u>	<u>Effects on Revenue</u>
<b>ARTICLE F. MISCELLANEOUS CHARGES</b>			
<b>Section 1. Pretreatment Program Administration Charges</b>			\$ 350
PERMITTED FLOW (million gallons per day)			
0 - 0.1	\$ 960.50	\$ 983.00	
0.1 - 0.5	\$ 1,907.50	\$ 1,952.00	

Greater than 0.5	\$ 2,843.00	\$ 2,903.00	
Annual Inspection	\$ 145.00	\$ 148.50	
<b>Section 2. Application Fees for Industrial User Permit or Domestic Septage Discharge Permit</b>			
Industrial User Permit Application Fee	\$ 462.00	\$ 473.00	
Discharge domestic septic Application Fee	\$ 98.00	\$ 100.50	
<b>Section 3. Fees for Water Meter Re-reads or Water Meter Testing</b>			\$ 0
Second or subsequent tests	\$ 66.50	\$ 68.00	
<b>Section 4. Fees for Authorized Recreational Use of City Lakes</b>			\$ 406
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	\$ 84.50	\$ 86.50	
Outside City	\$ 169.00	\$ 173.00	
<b>Section 5. Charges for Reproduction of Documents</b>			0
Specifications for Water Main Construction per copy	\$ 12.50	\$ 13.00	
Specifications for Sewer Main Construction per copy	\$ 12.50	\$ 13.00	
<b>Section 6. Charges for Sewer Television Inspections</b>			\$0
Hourly Rate	\$ 84.50	\$ 86.50	
<b>Section 7. Water and Sewer Extension Permits</b>			\$ 115
Water Main Extensions	\$ 303.00	\$ 310.00	
Sewer Main Extensions	\$ 303.00	\$ 310.00	

**2022 - 2023 BUDGET**  
**General Fund Balance Activity**

	Formal Assignment	Unassigned	Total Above Policy
<b>As of March 31, 2022</b>			
Unassigned		\$3,947,097	
Airport Grant Acceptance	\$251,654		
Downtown Parking Lot Improvements	\$2,500,000		
<b>Total Balance as of March 31, 2022</b>	<b>\$ 2,751,654</b>	<b>\$ 3,947,097</b>	<b>\$ 6,698,751</b>
<b>Projected Activity Remainder of Fiscal Year 2022</b>			
Addition at Fiscal Year End - Unclaimed Econ. Dev. Incentives		\$450,000	
Addition at Fiscal Year End - Fees and Sales Revenues		\$200,000	
Addition at Fiscal Year End - Revenue Sales Tax		\$1,861,170	
Addition at Fiscal Year End - Savings Personnel Cost		\$713,000	
<b>Balance projected as of June 30, 2022</b>	<b>\$2,751,654</b>	<b>\$7,171,267</b>	<b>\$ 9,922,921</b>
<b>Projected Activity for Fiscal Year 2023 - to be used in budget</b>			
Proposed Use of Unassigned Fund Balance for One-Time Expenses		\$ (3,972,735)	
<b>Balance projected as of July 1, 2022</b>	<b>\$2,751,654</b>	<b>\$3,198,532</b>	<b>\$ 5,950,186</b>