



BUDGET
Fiscal Year 2020 - 2021



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May 5, 2020

Dear Honorable Mayor and City Council:

This letter hereby transmits the proposed Budget for the Fiscal Year Ending **2021** 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.

On March 24, 2020, the City of Monroe declared a state of emergency due to the Coronavirus (COVID-19) pandemic. Restaurants and businesses in the community are closed in a response to the pandemic driving up unemployment claims and reducing local sales. COVID-19 will have an impact on local government revenues, but it is very difficult to determine the level of impact at this time. Projecting revenues and levels of funding for projects and personnel has been challenging. The following actions were taken in the development of the Fiscal Year 2021 budget to mitigate the risks of decreased revenue and cover the cost of this historic pandemic:

- ✕ Conservative revenue projections that include reductions for loss of revenue that may occur due to the state of the economy;
- ✕ Deferral of additional staff needed to meet demands and succession planning;
- ✕ Deferral of various maintenance projects;
- ✕ Delay in funding redevelopment area plans;
- ✕ Deferral of the study and design of one-way road conversion downtown;

The Manager's recommended Budget decreases by approximately **1.0%**, with the *total General Fund budget (including subsidized funds) decreasing by 0.04%* and *Enterprise Funds budget decreasing by 1.4 %* over their current year budgets. Excluding capital projects, the operating budget increased by 0.3%, with the General Fund operating budget increasing 0.3% and the enterprise funds increasing 0.3%. This spending plan maintains the current general fund ad valorem tax rate of 61.63 cents, downtown municipal tax district's tax rate of 21.9 cents, and

proposes the delay of multiple fee increases associated with sustaining critical operations until January 1, 2021. 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 continuation of four previously approved projects as follows:

1. Center Theatre - The City purchased the Center Theatre in 2013 and the adjacent units in 2015. The Center Theatre renovation is complete, but the grand opening has been delayed due to current restrictions prohibiting public gatherings.
2. Senior Center – The City purchased the Enquirer Journal Newspaper building in 2016 and plans to renovate this facility to serve as a new Senior Center. The current Senior Center facility is too small for the demand on the facility and adequate parking has created challenges. The new facility will provide the same services and plenty of parking. Project construction will be bid in fall 2020.
3. Science Center – The City purchased a building that used to be a grocery store near the Union County Public Library on Franklin Street with the intention of converting the facility into a Science Center. The operation of this facility will be funded by Occupancy Tax Revenue. The renovation is currently under construction with an anticipated completion date of May 31, 2020 with an estimated opening in late 2020. The Science Center operation will be funded by the Monroe Tourism Development Authority.
4. Police Headquarters - The current police headquarters is located in a building that was built in 1987. The building was originally utilized by the Union County Department of Social Services until it was purchased by the City in 2001. This building has housed fire station administrative offices and the police department since then, but is functionally obsolete and lacking space to adequately serve the public. The new police headquarters will provide much needed space for staff and evidence storage as well as being a secure facility. It will be located on the Scott Aviation property across the street from City Hall. Project construction will be bid in fall 2020.

The City is working to redevelop and beautify many areas. Revitalization projects in the Winchester Neighborhood and the Concord Avenue redevelopment area have been partially funded previously. Additional funding for fiscal year 2021 has been delayed. Continuing

greenway construction funding has been added to this project fund. Funding is also included fencing replacement at the cemetery and various recreation facilities.

Improving existing facilities is priority and the proposed FY 2021 Budget continues to address many deferred maintenance issues. The replacement of the roof at J Ray Shute Gym and Winchester Head Start, and bunker/tee box renovations at the golf course are included in the proposed Budget.

City employees continue to remain our single greatest asset. Included is funding for the City's merit program on a sliding scale based on performance of 0-2% and a cost of living increase of 2.5% effective January 1, 2021.

The total General Fund Budget is \$41,839,879. This proposed FY 2021 Budget being recommended has been balanced through the strategic use of unassigned fund balance and current revenues.

MONROE AQUATICS AND FITNESS CENTER FUND

The proposed budget for the Aquatics and Fitness Center Fund for FY 2021 is \$4,319,423. The Center was added to enhance the quality of life in Monroe by offering activities that can be enjoyed by families in our community. In an effort to keep this building looking fresh and inviting, ongoing maintenance is a priority and has been programmed. Plans to replace the waterpark grates and a handicapped lift are included in this fiscal year budget. Other items include the replacement of the hot water boiler and routine replacement of fitness equipment.

WATER AND SEWER FUND

The proposed budget for the Water and Sewer Fund for FY 2021 is \$19,103,666. 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 a new wastewater treatment plant in the year 2030-time frame. The engineering and construction cost is estimated to be \$135,000,000 and 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 2021 Budget includes a 3.2% water and sewer rate increase as part of this financial plan. Due to COVID-19, this increase has been made effective on January 1, 2021.

Capacity fees and other construction related fees will be increased on January 1, 2021 by 2.92% based on the construction cost index. Administrative and non-construction fees will increase by 1.91% according to the consumer price index.

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

In order to ensure continued reliable operation of the existing water plant treatment, improvements are planned at the John Glenn Water Treatment Plant to increase the bulk liquid storage area. An additional full time position has been added to help keep up with the preventative work on critical electrical, instrumentation and mechanical systems at this and other city facilities.

Sewer Capital Improvements: The City's Wastewater Treatment Plant capacity is projected to serve the City's needs until 2030 at an annual 1.5 percent growth rate. An expansion plan is in place as previously mentioned to ensure that added capacity can be made available prior to 2030. The purchase of land for this expansion is being explored with budgeted funds from the fiscal year 2020 budget.

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, with an ultimate goal of replacing 1% of the system per year. The proposed budget includes funding to continue this program.

ELECTRIC FUND

The proposed budget for the Electric Fund for FY 2021 is \$66,356,730. No increases in Electric rates for the FY 2021 budget year are proposed. Line extension projects are proposed to be funded to extend electric facilities to new areas of the Corporate Center and several new residential subdivisions. These extensions not only allow the City to serve future load growth, but also provide redundancy by improving the power transfer capability between substations. Replacement of aging underground vault switches is planned to continue in the Downtown area as well as the extension of a new electric circuit from the airport substation to Rocky River Rd. The proposed budget includes funding to relocate electric infrastructure for NC Department of Transportation roadway improvement projects including Highway 74 widening from Dickerson Blvd to Rocky River Rd. The budget also includes funding for a new full time position of a Natural Gas Engineering and Compliance Manager. The Design Engineering Manager position was changed to the position of Electric Engineering Manager in FY20. For the past four years, staff has been unsuccessful in recruiting a candidate with both electric and natural gas experience and has been using contract forces to supplement its workforce. The creation of this position will separate the disciplines of natural gas and electric engineering and allow for better recruiting opportunities as well as eliminate the need to use contract labor for this purpose. Also included is additional funding for the purchase of an additional storage facility.

NATURAL GAS FUND

The proposed budget for the Natural Gas Fund for FY 2021 is \$20,144,998. Natural gas rates are adjusted monthly to reflect the increases/decreases in the actual cost of natural gas. No increases in the margin are proposed for the FY 2021 budget year. The natural gas system continues to expand to serve new commercial and residential customers resulting in increased sales volume which may offset future rate increases. The Natural Gas System is in the process of constructing a 6" natural gas pipeline to Marshville and eastern Union County to serve Edwards Wood Products, Inc. Pipeline construction to sixteen new subdivisions and a new industrial park has also been

included in this budget. Proposed capital improvements include continued funding of system reinforcement projects to improve weak portions of the natural gas system and increase the operating pressures in the lines as required by Federal Regulations. Funding for natural gas line relocation projects due to NC Department of Transportation road widening and improvement projects has also been included.

STORMWATER FUND

The proposed budget for the Stormwater Fund for FY 2021 is \$2,667,333. 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. To assist with identifying drainage concerns and detection of illicit discharge, funding for a Civil Engineer I position has been included in the budget. Also to meet permit requirements, funding is included for a consultant to perform illicit discharge detection and outfall identification for each of the watersheds in the city. There is a rate increase of 16.75% effective January 1, 2021 proposed in the fiscal year 2021 budget.

AIRPORT FUND

The proposed budget for the Airport Fund for FY 2021 is \$3,789,711. The continued focus is to expand operations of the Airport and reduce the operating deficit by increasing efficiency in the operations and attracting more aircraft traffic, both based and transient. Construction was completed on the second of two large hangars in December 2019. The second hangar is currently 60% leased, and negotiations are underway to lease out the remaining 40% by the summer of 2020. These new activities demonstrate the potential in boosting operating revenue through new leases and fuel sales. The airport is in the process of updating the airport layout (master) plan using grant funding. This is the first major update in 20 years, and it will identify the Airport's short, medium, and long-term sustainable development goals, alternatives, and plans. The Airport is continuing with the major maintenance of critical airfield components, demonstrated by the \$3.2 million apron rehabilitation project that is grant funded. The project will rehabilitate the parallel taxiway and over 50% of the usable apron used for aircraft parking, critical to the Airport's ability to generate revenue.

SOLID WASTE FUND

The proposed budget for the Solid Waste Fund for FY 2021 is \$2,939,471. The Solid Waste Fund covers the cost of recycling and residential/business collection services within the corporate limits as well as trash pickup along the City's right-of-ways. A community maintenance crew is also provided to address problem areas within the City associated with yard waste, trash and bulky items. As authorized on June 4, 2019, the second phase of a three-part rate increase to cover increased costs will go into effect on July 1, 2020. The rate increase will raise residential rates by \$0.85 per month.

SELF-INSURANCE FUNDS

The City maintains three self-insurance funds: Workers' Compensation, Property and Casualty and Health and Dental. The proposed annual financial plan for the Health and Dental Insurance Fund recommended a 7.2% increase to both employer and employee premium contributions for the upcoming year. The FY 2021 budget also includes contributions from all departments totaling \$287,757 for the wellness program.

The proposed annual financial plan for the Workers' Compensation Fund for FY 2021 includes funding contributions of \$300,549, an increase of \$549 over FY 2020, that has been allocated to all departments. Funding for the Property and Casualty Fund totals \$804,620 that has been allocated to all departments. This amount is 0.9% higher the prior fiscal year.

CONCLUSION

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

Respectfully,



E.L. Faison, City Manager

CITY OF MONROE
SUMMARY OF FY 2021 RECOMMENDED BUDGET
BY FUND

FUND	FY20	FY21	INC / (DEC)
General	\$ 35,018,124	\$ 35,158,245	\$ 140,121
Center Theatre	918,895	1,128,421	209,526
Parks & Recreation	3,798,271	3,612,542	(185,729)
Golf Course	1,282,562	1,136,679	(145,883)
GF Capital Reserve	3,763	3,993	230
GF Capital Projects	956,776	799,999	(156,777)
Subtotal General Fund	41,978,391	41,839,879	(138,512)
Aquatics Center	4,231,263	4,319,423	88,160
Occupancy Tax Projects	296,084	249,801	(46,283)
Downtown Monroe	169,006	276,008	107,002
Monroe-Union Co. Econ. Dev.	817,145	787,712	(29,433)
Water & Sewer	17,140,531	17,981,766	841,235
Water & Sewer Cap Projects	2,850,000	350,000	(2,500,000)
Water & Sewer Reserve	445,297	771,900	326,603
Subtotal Water & Sewer	20,435,828	19,103,666	(1,332,162)
Stormwater	2,352,571	2,667,333	314,762
Stormwater Capital Projects	-	-	-
Subtotal Stormwater	2,352,571	2,667,333	314,762
Electric	64,341,234	64,436,163	94,929
Electric Capital Projects	2,275,000	1,920,567	(354,433)
Subtotal Electric	66,616,234	66,356,730	(259,504)
Natural Gas	19,148,115	17,654,998	(1,493,117)
Natural Gas Capital Projects	1,810,000	2,490,000	680,000
Subtotal Natural Gas	20,958,115	20,144,998	(813,117)
Airport	3,748,875	3,789,711	40,836
Solid Waste	2,477,511	2,939,471	461,960
Total	\$ 164,081,023	\$ 162,474,732	\$ (1,606,291)

SUMMARY OF FY 2021 INTERNAL SERVICE FUNDS FINANCIAL PLANS

Health and Dental	\$ 8,419,566	\$ 9,778,347	\$ 1,358,781
Worker's Compensation	397,844	380,187	(17,657)
Property & Casualty	797,555	804,620	7,065
Total	\$ 9,614,965	\$ 10,963,154	\$ 1,348,189

Notes: Excludes internal transfers out to other funds.

CITY OF MONROE
SUMMARY OF FY 2021 RECOMMENDED BUDGET
GENERAL FUND BY DEPARTMENT

OPERATING BUDGET (EXCLUDES CAPITAL)

DESCRIPTION	FY20	FY21	INC / (DEC)
Legislative	\$ 348,993	\$ 352,122	\$ 3,129
City Administrative	1,986,226	1,949,424	(36,802)
Facilities Maintenance ⁽¹⁾	1,293,232	1,209,043	(84,189)
Finance	3,464,863	3,564,463	99,600
Human Resources	681,578	727,852	46,274
Engineering & Streets	3,845,922	3,855,437	9,515
Building Standards	820,091	902,456	82,365
Planning	928,220	969,076	40,856
Police	11,157,795	11,612,844	455,049
Fire	8,484,411	8,888,544	404,133
Info Technology	1,254,480	1,280,010	25,530
Outside Agency Funding	349,450	357,075	7,625
Economic Dev. Incentive Agreements	615,600	863,980	248,380
Debt Service	2,244,822	2,443,590	198,768
Cost Allocations	(6,199,867)	(6,468,571)	(268,704)
Total	\$ 31,275,816	\$ 32,507,345	\$ 1,231,529

CAPITAL IMPROVEMENT PLAN

DESCRIPTION	FY20	FY21	INC / (DEC)
Legislative	\$ -	\$ -	\$ -
City Administrative	-	-	-
Facilities Maintenance ⁽¹⁾	263,000	208,000	(55,000)
Finance	245,538	-	(245,538)
Human Resources	-	-	-
Engineering & Streets	1,503,270	1,253,700	(249,570)
Building Standards	-	-	-
Planning	-	-	-
Police	576,000	599,200	23,200
Fire	1,044,500	140,000	(904,500)
Info Technology	110,000	450,000	340,000
Total	\$ 3,742,308	\$ 2,650,900	\$ (1,091,408)

TOTAL GENERAL FUND BUDGET

DESCRIPTION	FY20	FY21	INC / (DEC)
Legislative	\$ 348,993	\$ 352,122	\$ 3,129
City Administrative	1,986,226	1,949,424	(36,802)
Facilities Maintenance	1,556,232	1,417,043	(139,189)
Finance	3,710,401	3,564,463	(145,938)
Human Resources	681,578	727,852	46,274
Engineering & Streets	5,349,192	5,109,137	(240,055)
Building Standards	820,091	902,456	82,365
Planning	928,220	969,076	40,856
Police	11,733,795	12,212,044	478,249
Fire	9,528,911	9,028,544	(500,367)
Info Technology	1,364,480	1,730,010	365,530
Outside Agency Funding	349,450	357,075	7,625
Economic Dev. Incentive Agreements	615,600	863,980	248,380
Debt Service	2,244,822	2,443,590	198,768
Cost Allocations	(6,199,867)	(6,468,571)	(268,704)
Total	\$ 35,018,124	\$ 35,158,245	\$ 140,121

LEGISLATIVE

City Council, Boards, & Commissions

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 155,172	\$ 158,558	\$ 158,848
Operations	131,550	190,435	193,274
Capital	-	-	-
Outside Agencies Appropriations	279,960	349,450	357,075
Subtotal	\$ 566,682	\$ 698,443	\$ 709,197
Allocations	(184,729)	(199,346)	(216,333)
Total Budget	\$ 381,953	\$ 499,097	\$ 492,864

ELECTED PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	7	7	7

GENERAL ADMINISTRATION

City Manager Division

E.L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 638,898	\$ 652,850	\$ 690,851
Operations	393,670	535,930	417,034
Capital	-	-	-
Subtotal	\$ 1,032,568	\$ 1,188,780	\$ 1,107,885
Allocations	(374,351)	(390,151)	(414,811)
Total Budget	\$ 658,217	\$ 798,629	\$ 693,074

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	4	4	4

City Attorney Division

Mujeeb Shah-Khan., City Attorney

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 319,912	\$ 328,926	\$ 341,116
Operations	90,716	83,315	85,481
Capital	-	-	-
Subtotal	\$ 410,628	\$ 412,241	\$ 426,597
Allocations	(253,087)	(261,446)	(277,164)
Total Budget	\$ 157,541	\$ 150,795	\$ 149,433

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	2	2	2

Public Information Division

Pete Hovanec, Director of Communications & Tourism

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 32,863	\$ 100,020	\$ 104,902
Operations	197,988	256,498	254,056
Subtotal	230,851	356,518	358,958
Allocations	(44,524)	(46,458)	(92,978)
Total Budget	\$ 186,327	\$ 310,060	\$ 265,980

Notes:

Operations - Expenditures include annual Airshow funding, \$240K..

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	2	2

Economic Development Division

Chris Platé, Executive Director of Economic Development

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ -	\$ -	\$ -
Operations ⁽¹⁾	26,985	28,687	55,984
Economic Incentives	282,825	615,600	863,980
Capital Projects	-	-	-
Subtotal	\$ 309,810	\$ 644,287	\$ 919,964
Allocations	(283,206)	(264,042)	(287,420)
Total Budget	\$ 26,604	\$ 380,245	\$ 632,544

⁽¹⁾ FY21 includes additional funding for engineering, surveys and geotechnical services, \$20K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	0	0	0

FACILITIES

Facilities Maintenance

Brian J. Borne, Assistant City Manager

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 515,630	\$ 543,427	\$ 561,106
Operations	490,729	749,805	647,937
Capital	401,324	263,000	208,000
Subtotal	\$ 1,407,683	\$ 1,556,232	\$ 1,417,043
Allocations	(98,528)	(94,043)	(173,972)
Total Expenditure Budget	\$ 1,309,155	\$ 1,462,189	\$ 1,243,071

Notes:

⁽¹⁾ Due to reorganization of Parks Maintenance and Facilities Maintenance, allocations were increased in this division. Offsetting decrease in allocations is in the Parks Maintenance division in the P&R Fund.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	8	8	8

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Landscape Truck # 2101	\$ 44,000	Delay	
Facility Maintenance Service Van # 2199	\$ 44,000	Delay	
HVAC Replacements	\$ 75,000	\$ 75,000	Operating
Roof Replacement-J Ray Shute	\$ 65,000	\$ 65,000	Fund Balance
Roof Replacement-Winchester Head Start	\$ 68,000	\$ 68,000	Fund Balance
Total Capital	\$ 296,000	\$ 208,000	

FINANCE

Administration Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 340,092	\$ 346,577	\$ 371,396
Operations	19,413	19,383	14,775
Capital	-	139,698	\$ -
Debt Service	1,267,769	2,244,822	2,443,590
Subtotal	\$ 1,627,274	\$ 2,750,480	\$ 2,829,761
Allocations	(227,884)	(237,096)	(249,540)
Total Budget	\$ 1,399,390	\$ 2,513,384	\$ 2,580,221

Notes:

FY21 Personnel costs include one-time overtime expense for new ERP software implementation, \$20K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY-FINANCE ADMIN

Item Description	Department Request	City Manager Recommendation	Funding Source
Total Capital	\$ -	\$ -	

FINANCE

Accounting Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 400,344	\$ 404,626	\$ 426,506
Operations	93,046	117,201	113,943
Capital	-	-	-
Subtotal	\$ 493,390	\$ 521,827	\$ 540,449
Allocations	(252,239)	(277,031)	(275,086)
Total Budget	\$ 241,151	\$ 244,796	\$ 265,363

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	4	4	4

FINANCE

Utility Billing Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 533,797	\$ 565,589	\$ 566,046
Operations	145,641	194,238	190,166
Capital	-	70,000	-
Subtotal	\$ 679,438	\$ 829,827	\$ 756,212
Allocations	(841,338)	(860,646)	(865,759)
Total Budget	\$ (161,900)	\$ (30,819)	\$ (109,547)

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	8	8	8

CAPITAL IMPROVEMENT SUMMARY-UTILITY BILLING

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Truck #2576 '12 Chevrolet Colorado	\$ 30,000	Delay	
Truck for requested new Technician Position	\$ 32,000	Delay	
Total Capital	\$ 62,000	\$ -	

FINANCE

Purchasing Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 163,015	\$ 171,604	\$ 181,406
Operations	17,771	22,946	23,999
Capital	-	-	-
Subtotal	\$ 180,786	\$ 194,550	\$ 205,405
Allocations	(108,710)	(108,142)	(108,648)
Total Budget	\$ 72,076	\$ 86,408	\$ 96,757

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	2	2	2

CAPITAL IMPROVEMENT SUMMARY-FINANCE PURCHASING

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

FINANCE

Fleet Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 259,122	\$ 275,054	\$ 288,898
Operations	40,183	45,738	42,295
Capital	16,611	10,840	-
Subtotal	\$ 315,916	\$ 331,632	\$ 331,193
Allocations	(275,074)	(193,347)	(259,115)
Total Budget	\$ 40,842	\$ 138,285	\$ 72,078

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY-FLEET

Item Description	Department Request	City Manager Recommendation	Funding Source
Total Capital	\$0	\$0	

FINANCE

Warehouse Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 234,563	\$ 240,247	\$ 273,995
Operations	46,576	66,111	54,163
Capital	-	25,000	-
Subtotal	\$ 281,139	\$ 331,358	\$ 328,158
Allocations	(404,861)	(412,058)	(416,449)
Total Budget	\$ (123,722)	\$ (80,700)	\$ (88,291)

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY-WAREHOUSE

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

FINANCE

Payment Center Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 336,988	\$ 359,749	\$ 386,071
Operations	100,870	104,145	104,528
Capital		-	-
Subtotal	\$ 437,858	\$ 463,894	\$ 490,599
Allocations	(472,637)	(468,344)	(440,854)
Total Budget	\$ (34,779)	\$ (4,450)	\$ 49,745

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	5	5	5

FINANCE

Customer Service Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 403,897	\$ 447,898	\$ 444,226
Operations	83,203	83,757	82,050
Capital	-	-	-
Subtotal	\$ 487,100	\$ 531,655	\$ 526,276
Allocations	(636,182)	(647,132)	(605,058)
Total Budget	\$ (149,082)	\$ (115,477)	\$ (78,782)

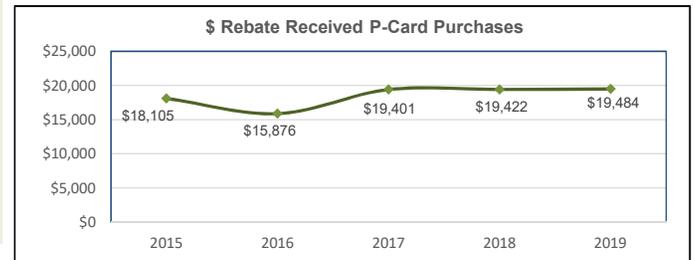
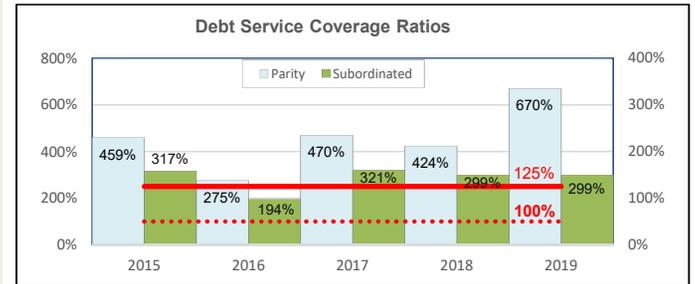
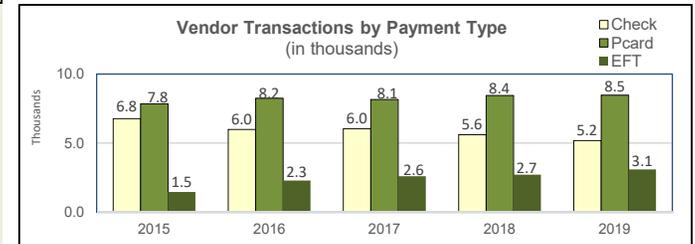
FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	6	6	6

FINANCE DEPARTMENT

Accounting Division

	FISCAL YEAR					
	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$454,785	\$380,163	\$406,840	\$471,145	\$493,391	\$ 521,827
Employees (Authorized Positions)	5	4	4	4	4	4
Output Measures						
# Checks issued to vendors	6,767	6,000	6,039	5,608	5,190	
# Vendor payments processed through Electronic Funds Transfer (EFT)	1,461	2,292	2,593	2,709	3,083	
# Pcard transactions	7,843	8,234	8,149	8,441	8,471	
# Purchasing card (P-Card) users	145-156	150-153	151-158	153-158	148-156	
\$ Amount of all vendor payments (checks, EFT & P-Card)	\$106,548,579	\$109,750,362	\$126,048,159	\$127,401,113	\$134,458,928	
# Employees paid through payroll	797	827	853	861	875	
# Payroll direct deposits processed	17,690	17,869	18,457	19,012	19,035	
# Journal entry transactions processed	147,902	144,843	147,051	145,124	148,143	
Effectiveness Measures						
\$ Rebate received P-Card purchases	\$18,105	\$15,876	\$19,401	\$19,422	\$19,484	
% Payroll direct deposits manually processed	0.07%	0.17%	0.10%	0.15%	0.07%	
% Payroll direct deposits voided	0.03%	0.02%	0.06%	0.05%	0.05%	
Parity debt ⁽²⁾ service coverage ratio (per bond covenants - no less than 125%)	459%	275%	470%	424%	670%	125% or >
Subordinated debt ⁽³⁾ service coverage ratio (per bond covenants - no less than 100%)	317%	194%	321%	299%	299%	100% or >
% Non-paper transactions ⁽¹⁾	58%	64%	64%	67%	69%	67%
Average # payments per week (check and EFT)	161	163	169	163	162	
Efficiency Measures						



Notes:

⁽¹⁾ 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.

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

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

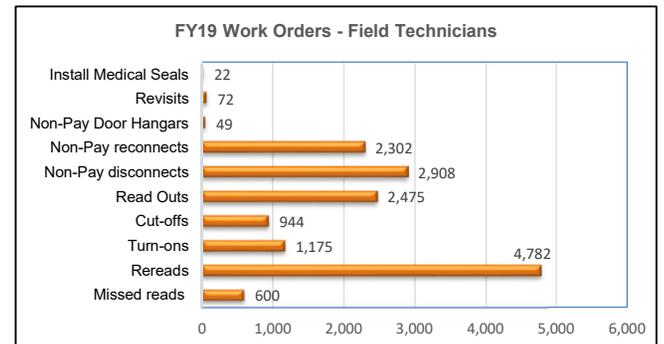
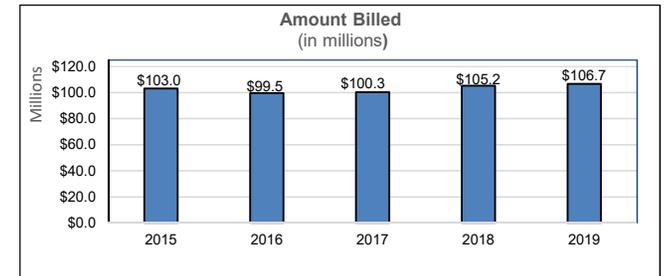
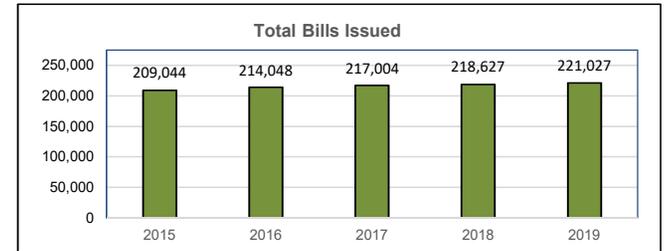
FINANCE DEPARTMENT

Utility Billing Division

	FISCAL YEAR					
	2015	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
Inputs						
Expenditures	\$693,731	\$691,996	\$668,963	\$635,987	\$679,439	\$759,827
Employees (Authorized Positions)	8	8	8	8	8	8
Output Measures						
# Bills issued	209,044	214,048	217,004	218,627	221,027	
# Registers read	439,116	444,019	449,813	453,539	456,757	
# Work requests completed	23,384	20,282	17,020	15,415	15,329	
\$ Amount billed	\$103,012,627	\$99,488,940	\$100,274,277	\$105,242,869	\$106,680,420	
# Meter rereads	10,688	7,296	6,133	5,414	4,782	
Effectiveness Measures						
% Billing accuracy ⁽¹⁾	99.99%	100.00%	100.00%	100.00%	100.00%	100.00%
% Meter reading accuracy	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Work requests completed on scheduled date	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Meters billed within 3 days of established reading and billing schedule	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency Measures						
Average number utility bills processed per Utility Billing Specialist per workday	241	246	250	253	256	
\$ Cost per utility bill processed ⁽³⁾	\$1.63	\$1.62	\$1.47	\$1.37	\$1.45	
\$ Cost per work order processed ⁽²⁾	\$4.04	\$4.94	\$5.42	\$6.15	\$6.84	
Average # work orders processed per day per Field Technician	28	23	25	22	22	

Notes:

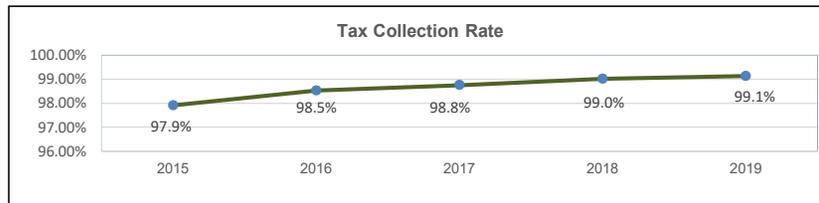
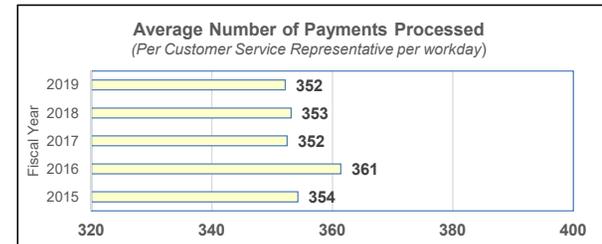
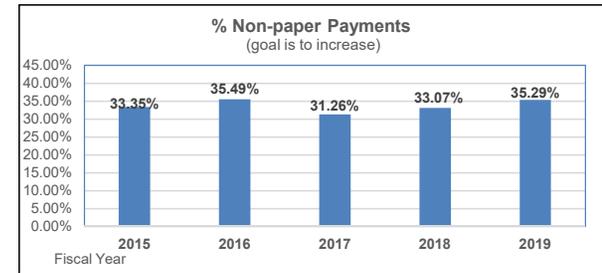
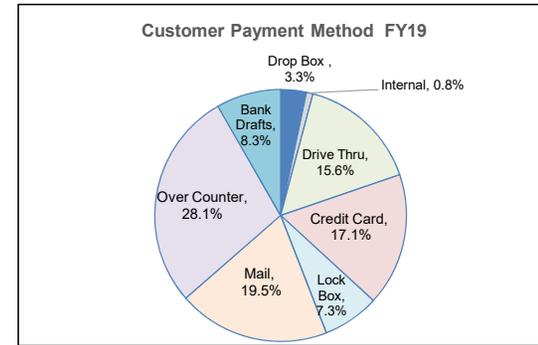
- ⁽¹⁾ Billing accuracy is determined once customer's bill has been mailed out.
- ⁽²⁾ Increased cost per work order due to 9% fewer work orders completed in FY18. Actual costs increased due to salary increases.
- ⁽³⁾ Decreased cost per bills processed attributable to lower salaries due to personnel turnover. Actual number of bills increased.



FINANCE DEPARTMENT

Payment Center

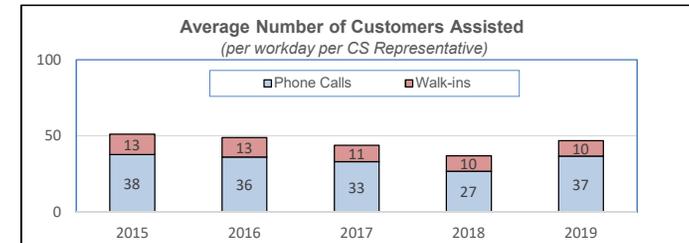
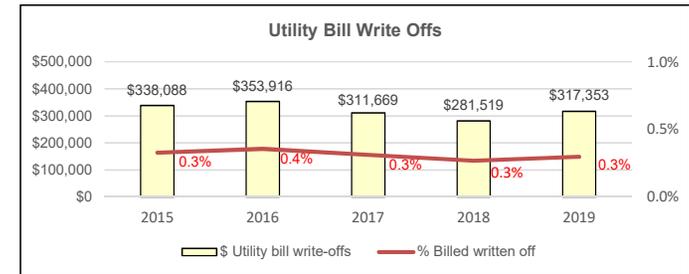
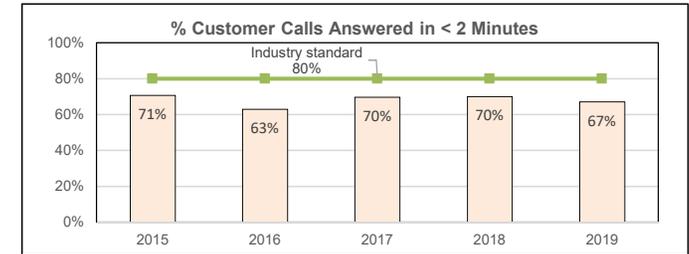
	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$422,806	\$403,435	\$443,802	\$415,835	\$437,857	\$463,894
Employees (Authorized Positions)	5	5	5	5	5	5
Output Measures						
# Utility payments processed	190,153	193,621	194,247	193,735	194,967	
# Tax payments processed	23,457	24,626	18,612	18,573	16,018	
# Other payments processed	49,966	51,717	49,398	49,365	49,975	
# Payments - bank draft	16,463	16,622	18,619	20,749	23,594	
% Payments made via drop box	3.5%	3.2%	3.4%	3.4%	3.3%	
% Interdepartmental payments (internal)	0.8%	0.8%	0.8%	0.8%	0.8%	
% Payments made via drive thru	14.4%	12.5%	18.9%	19.8%	15.6%	
% Payments made via credit card	16.1%	17.5%	14.3%	15.5%	17.1%	
% Payments made via lock box	6.7%	6.8%	7.4%	7.3%	7.3%	
% Payments made via mail	24.3%	24.6%	22.0%	21.3%	19.5%	
% Payments made over counter	28.4%	28.8%	26.5%	24.6%	28.1%	
% Payments made via bank draft	5.8%	5.8%	6.6%	7.3%	8.3%	
Effectiveness Measures						
% Non-paper payments (goal is to increase)	33.35%	35.49%	31.26%	33.07%	35.29%	35.49%
Tax Collection Rate	97.91%	98.53%	98.76%	99.02%	99.14%	100.00%
Efficiency Measures						
Average number of payments processed per Customer Service Representative per work day	354	361	352	353	352	



FINANCE DEPARTMENT

Customer Service Division

	FISCAL YEAR					
	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$476,661	\$462,178	\$483,934	\$473,088	\$491,150	\$531,655
Employees (Authorized Positions)	6	6	6	6	6	6
Output Measures						
# Customer calls handled	42,087	40,478	40,705	32,791	45,439	
# Walk-ins assisted	14,867	14,207	13,230	12,481	12,308	
# Late notices sent	53,298	50,639	51,222	51,551	51,858	
# Service activations	4,238	4,263	4,185	3,960	3,200	
# Non-payment disconnections processed ⁽²⁾	2,492	3,235	2,897	2,920	3,277	
# Customers assisted by outside agencies	4,034	4,111	3,726	3,778	3,430	
# Payments made-City's Helping Hands program	123	7	86	220	118	
\$ Amount of assistance provided by agencies	\$816,657	\$805,071	\$741,397	\$728,303	\$668,273	
\$ Amount of assistance provided-City's Helping Hands program ⁽¹⁾	\$35,000	\$2,185	\$24,102	\$55,870	\$30,000	
Effectiveness Measures						
% Customer calls abandoned	18%	32%	18%	11%	12%	20%
% Calls answered in less than 2 minutes (industry standard 80%)	71%	63%	70%	70%	67%	80%
\$ Utility bill write-offs	\$338,088	\$353,916	\$311,669	\$281,519	\$317,353	
% Billed written off	0.3%	0.4%	0.3%	0.3%	0.3%	0.3%
Efficiency Measures						
Average # phone calls handled per Customer Service Rep per working day	38	36	33	27	37	
Average # walk-ins assisted per Customer Service Rep per working day	13	13	11	10	10	



Notes:

The FY17 budget includes a new part-time Customer Service Representative.

⁽¹⁾ 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.

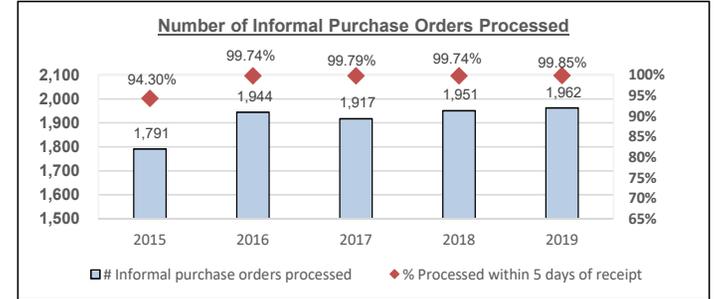
⁽²⁾ Includes customer account analysis to initiate disconnection process.

Actual utility service disconnections are handled by Utility Billing Field Technicians.

FINANCE DEPARTMENT

Purchasing Division

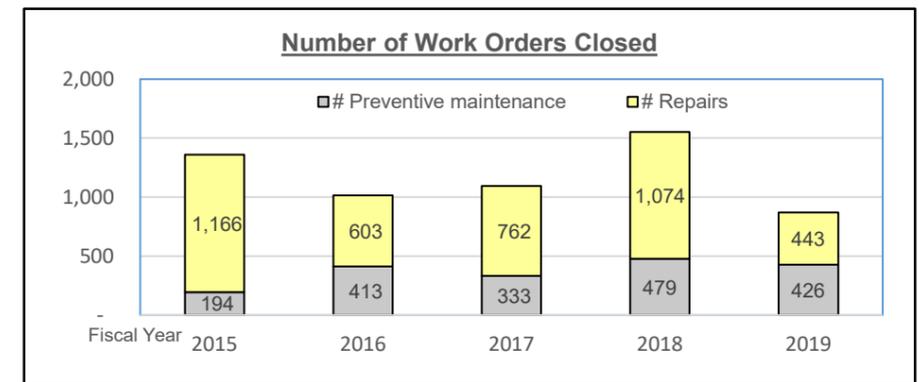
	FISCAL YEAR					
	2015	2016	2017	2018	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
Inputs						
Expenditures	\$165,168	\$162,028	\$168,940	\$173,977	\$180,785	\$194,550
Employees (Authorized Positions)	2	2	2	2	2	2
Output Measures						
# Informal purchase orders processed	1,791	1,944	1,917	1,951	1,962	
# Formal bids processed	2	4	3	4	10	
Effectiveness Measures						
% Informal PO's processed within 5 days of receipt	94.3%	99.7%	99.8%	99.7%	99.8%	0.0%
Efficiency Measures						
# PO's issued per week	34.4	37.4	36.9	37.5	37.7	



FINANCE DEPARTMENT

Fleet Maintenance

	FISCAL YEAR					
	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$235,030	\$276,016	\$274,959	\$249,687	\$299,303	\$320,792
Employees (Authorized Positions)	4	4	4	4	4	4
# Vehicles in fleet	321	347	358	335	336	
# Equipment in fleet	176	175	177	171	179	
Output Measures						
# Job orders	1,390	1,211	1,111	1,553	1,576	
Effectiveness Measures						
% Job orders closed	97.8%	83.9%	98.6%	100.0%	64%	
# Preventive maintenances work orders closed	194	413	333	479	426	
# Repair work orders closed	1,166	603	762	1,074	443	
% Work orders - preventative maintenance	14%	41%	30%	31%	49%	
Efficiency Measures						
Average number of work orders per Automotive/Equip. Mechanic per work day	2.2	1.6	1.8	2.5	1.4	
Average # Vehicles maintained / repaired per FTE	107.0	99.1	102.3	95.7	96.0	



HUMAN RESOURCES

Human Resources Division
Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$448,919	\$491,776	\$519,962
Operations	43,750	55,529	51,348
Capital	-	-	-
Subtotal	\$492,669	\$547,305	\$571,310
Allocations	(306,524)	(335,321)	(329,595)
Total Budget	\$186,145	\$211,984	\$241,715

Notes:

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY-HUMAN RESOURCES

Item Description	Department Request	City Manager Recommendation	Funding Source
Office expansion for new HR personnel	\$25,440	Delay	
Total Capital	\$25,440	\$0	

HUMAN RESOURCES

Risk Management Division

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$99,218	\$102,265	\$115,494
Operations	29,611	32,008	41,048
Capital	-	-	-
Subtotal	\$128,829	\$134,273	\$156,542
Allocations	(84,527)	(87,670)	(91,129)
Total Budget	\$44,302	\$46,603	\$65,413

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	1	1

CAPITAL IMPROVEMENT SUMMARY-SAFETY AND RISK

HUMAN RESOURCES DEPARTMENT

Human Resources

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$424,979	\$437,296	\$434,925	\$439,316	\$492,668	\$547,305
Employees (Authorized Positions)	4	4	4	4	4	4
Total City Employees ⁽¹⁾	916	938	975	986	998	
Output Measures						
FTE Separations ⁽²⁾	23	24	48	46	39	
Serviced by Employee Assist. Program ⁽³⁾	22	19	31	31	22	
Tuition Reimbursement participants	9	8	5	6	21	
Tuition Reimbursement program (\$)	\$12,651	\$11,374	\$8,005	\$7,710	\$21,562	
FMLA cases	47	44	41	44	50	
Personnel Action Forms Processed ^{(4) (5)}	2,593	1,766	1,732	2,043	2,130	
New Hires Processed / E-verify submitted ⁽⁶⁾	185	191	200	196	197	
Employee Investigations ⁽⁶⁾	5	-	2	5	2	
Employee Visits and Walk-ins to HR ⁽⁷⁾	-	-	-	1,083	1,023	
Employment Verifications and Questionnaires ⁽⁸⁾	-	-	-	125	186	
Telephone Correspondence ⁽⁹⁾	-	-	-	3,238	2,276	
Insurance Problems Addressed ⁽¹⁰⁾	-	-	-	-	358	
Effectiveness Measures						
Turnover rate of employees ⁽²⁾	9.8%	12.1%	10.67%	10.13%	8.95%	
% Total clients serviced annualized utilization rate - EAP	10.43%	8.96%	14.7%	11.7%	4.49%	
Efficiency Measures						
Ratio of HR staff to every 100 workers	1:229	1:235	1:244	1:246	1:250	1:100
Human Resources cost per city employee	\$531	\$535	\$499	\$499	\$540	
Average EAP cost per participant	\$413	\$478	\$305	\$316	\$429	
Average tuition reimbursement per participant	\$1,406	\$1,422	\$1,601	\$1,285	\$1,027	

Notes:

Measures for all years not available.

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

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

⁽³⁾ Employee Assistance Program - measures are annual.

⁽⁴⁾ PAFs are received and analyzed a minimum of four times each.

⁽⁵⁾ In 2015, the City approved a Merit Increase and Performance Review dates were adjusted; all keyed and calculated by hand.

⁽⁶⁾ Background & Driver License Checks, I-9 and E-verify, Scheduling Physicals, 1 on 1 meeting with employee, paperwork processing; 2 hrs. per new employee

⁽⁷⁾ Average investigation takes three months to complete based on the complexity of the allegations and number of witnesses.

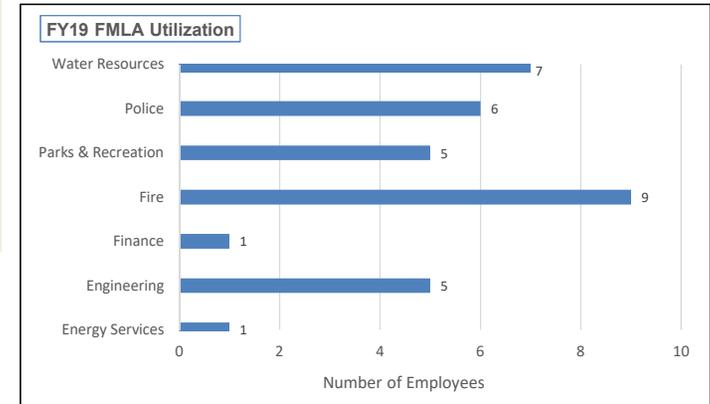
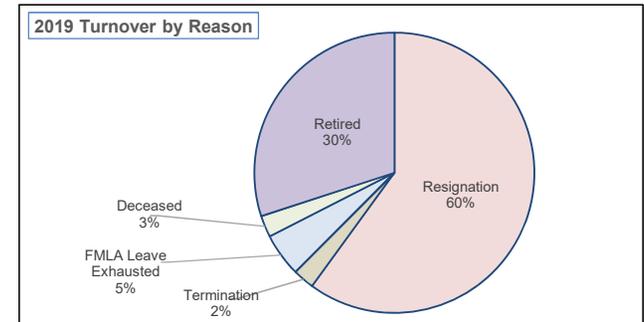
⁽⁸⁾ Scheduled and unscheduled appointments from employees and visitors to Human Resources.

⁽⁹⁾ Phone, mail, or fax employment questionnaires from lending services and Social Services for Child Support

⁽¹⁰⁾ Telephone calls from employees, retirees, vendors, citizens, etc.

⁽¹¹⁾ Communicating with policy administrators for employees and their family members.

2019 Turnover by Dept.			
Facilities	1	Info Tech.	2
Human Res.	2	Police	8
Energy Services.	9	Water Res.	7
Engineering	1		
Finance	4		
Fire	4		
Parks & Rec	2		
Total			40



ENGINEERING

Engineering Division

Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 834,079	\$ 908,218	\$ 970,325
Operations	42,824	58,694	55,716
Capital	-	-	-
Capital Project	424,154	23,667	27,333
Subtotal	\$ 1,301,057	\$ 990,579	\$ 1,053,374
Allocations	(399,226)	(458,187)	(356,462)
Total Budget	\$ 901,831	\$ 532,392	\$ 696,912

FULL-TIME PERSONNEL SUMMARY

Item Description	FY 2019 Authorized Authorized	FY 2020 Authorized Authorized	FY 2021 Proposed Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

	Department Request	City Manager Recommendation	Funding Source
Sidewalk maintenance	\$200,000	Delay	
Ops Center Parking Lot	\$27,333	\$27,333	Fund Balance
Total Capital	\$227,333	\$27,333	

ENGINEERING

Street Division/Powell Bill
Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 1,118,185	\$ 1,267,103	\$ 1,316,695
Operations	1,109,523	1,611,907	1,512,701
Capital	285,016	275,500	120,000
Construction	1,107,553	1,227,770	1,133,700
Subtotal	\$ 3,620,277	\$ 4,382,280	\$ 4,083,096
Allocations	(656,336)	(414,408)	(361,805)
Total Budget	\$ 2,963,941	\$ 3,967,872	\$ 3,721,291

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized Authorized	FY 2020 Authorized Authorized	FY 2021 Proposed Proposed
Positions	19	19	19

CAPITAL IMPROVEMENT SUMMARY-STREET

Item Description	Department Request	City Manager Recommendation	Funding Source
Contract Resurfacing (FB Assignment)	\$ 300,000	\$ 300,000	Fund Balance
Contract Resurfacing	\$ 831,630	\$ 833,700	\$30 Vehicle Tax
Vehicle for new Construction Inspector I	\$ 33,900	Delay	
2- Tall Equipment Shelters	\$ 18,000	Delay	
Total Capital	\$ 1,183,530	\$ 1,133,700	

CAPITAL IMPROVEMENT SUMMARY – POWELL BILL

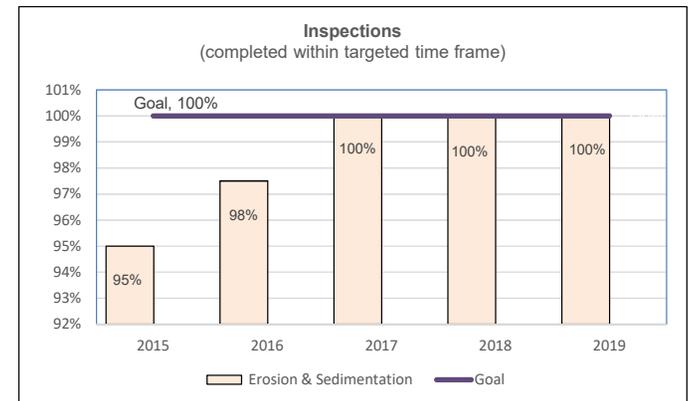
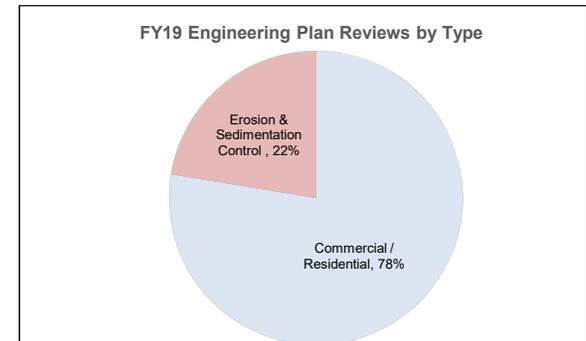
Item Description	Department Request	City Manager Recommendation	Funding Source
Flat Bed Dump Truck 2009 #2422	\$ 120,000	\$ 120,000	Grants
Total Capital	\$ 120,000	\$ 120,000	

ENGINEERING DEPARTMENT

Engineering

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$878,116	\$894,272	\$925,634	\$920,740	\$876,903	\$966,912
Employees (Authorized Positions)	9	9	9	9	9	9
Output Measures						
Commercial / residential plan reviews completed	70	32	53	28	142	
Erosion & sedimentation control plan reviews completed	35	20	13	11	41	
Erosion & sedimentation control inspections completed	459	606	468	475	487	
Mapping projects completed	26	31	8	8	10	
Record plat reviews completed	76	30	60	85	174	
Effectiveness Measures						
% 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	95.0%	97.5%	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	82.8%	97.73%	100.0%	100.0%	100.0%	100.0%
Efficiency Measures						
Employee hours per commercial / residential plan review ⁽²⁾	2.0	1.0	3.3	1.6	0.3	
Employee hours per erosion & sedimentation control plan	29	35.8	40.5	38.9	39.3	
Employee hours per erosion & sedimentation control inspection	1.0	1.1	1.0	1.0	1.0	1.0
Employee hours per mapping project	4.5	3.5	4.2	2.3	1.9	
Employee hours per record plat review	2.1	0.8	3.1	0.4	0.3	

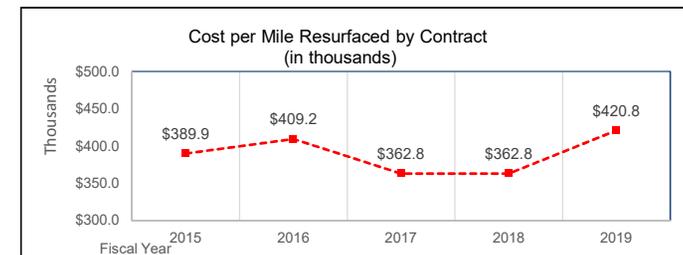
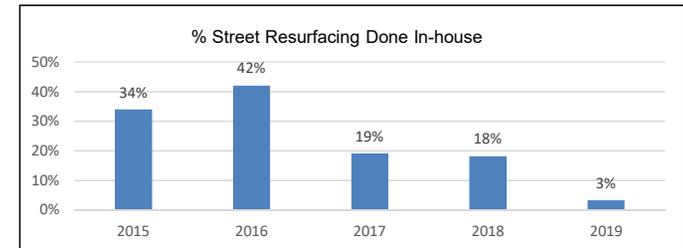
Notes:



ENGINEERING DEPARTMENT

Street Division

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$2,841,504	\$3,200,963	\$3,421,269	\$3,373,112	\$3,335,259	\$ 4,106,780
Employees (Authorized Positions)	19	19	19	19	19	19
Street Miles	170	170	170	170	170	170
Output Measures						
Sidewalk completed (LF)	2,119	2,096	2,046	1,110	1,227	2,100
Curb & gutter completed (LF)	1,501	1,938	1,891	1,511	623	1,500
Streets resurfaced (miles)	2.24	2.42	4.47	3.86	3.16	8.81
Street resurfacing (asphalt tons) ⁽²⁾	1,446.8	2,138.7	1,210.1	1,023.1	196.5	1,970.0
Street reclamation (SY) ⁽²⁾	13,838.2	18,108.6	12,604.9	2,994.4	0	17,600.0
Utility cut repairs (asphalt tons)	314.21	353.07	420.6	928.0	786.5	
Full depth patching (asphalt tons)	190.5	416.6	172.0	351.0	244.5	
Pothole patching (asphalt tons)	85.32	58.34	31.8	46.6	66.7	
# Street signs installed	611	405	280	176	288	
# Speed cushions installed	9	12	20	5	14	
Effectiveness Measures						
% Priority street miles resurfaced per recommended resurfacing cycle ⁽³⁾	77%	73%	82%	82%	21%	
% Local streets miles resurfaced per recommended resurfacing cycle	15%	18%	44%	44%	39%	
% Street resurfacing done in-house (miles) ^{(1) (2)}	34%	42%	19%	18%	3%	
Efficiency Measures						
Sidewalk completed per man-hour (CY)	0.20	0.16	0.15	0.09	0.10	0.20
Curb & gutter completed per man-hour (CY)	0.09	0.10	0.10	0.09	0.12	0.10
Street resurfaced per man-hour (SY) ⁽²⁾	12.09	19.90	16.84	18.60	3.25	16.00
Street reclaimed per man-hour (SY) ⁽²⁾	11.20	14.58	11.50	8.27	0.00	13.00
Utility cuts repaired per man-hour (SY)	1.50	1.54	1.47	1.53	2.09	1.50
Full depth patching per man-hour (SY)	1.91	2.67	1.17	2.04	1.60	2.30
Pothole repairs per man-hour	0.06	0.10	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	26.0	17.25	25.65	24.00	20.80	21.00
Resurfacing outside contractor cost/mile	\$389,865	\$409,220	\$362,756	\$407,522	\$420,841	



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

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

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

⁽³⁾ 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 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 171,412	\$ 185,398	\$ 197,236
Operations	63,751	103,376	83,103
Capital	-	-	-
Total Expenditure Budget	\$ 235,163	\$ 288,774	\$ 280,339
Program Revenue	29,206	19,200	30,640
General Fund Revenues	205,957	269,574	249,699
Total Revenue Budget	\$ 235,163	\$ 288,774	\$ 280,339

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY – CODE ENFORCEMENT

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

Building Standards

Building Standards Division

Lisa Stiwinter, Director of Planning & Development

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$433,745	\$454,042	\$545,729
Operations	110,947	77,275	76,388
Capital	-	-	-
Total Expenditure Budget	\$544,692	\$531,317	\$622,117
Department Revenue	575,610	436,559	422,134
Funding From General Fund	-	94,758	199,983
Restricted GF Fund Balance	-	-	-
Total Revenue Budget	\$ 575,610	\$ 531,317	\$ 622,117
Restricted	\$ 30,918	\$ -	\$ -

Notes:

Large increase in Personnel costs in FY21, due to one-time vacation payouts for retiring staff, \$46.7K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	5	5	5

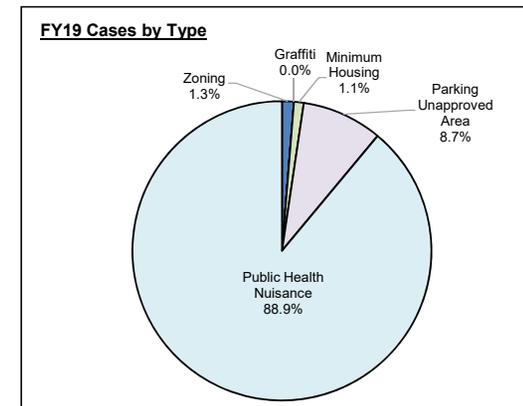
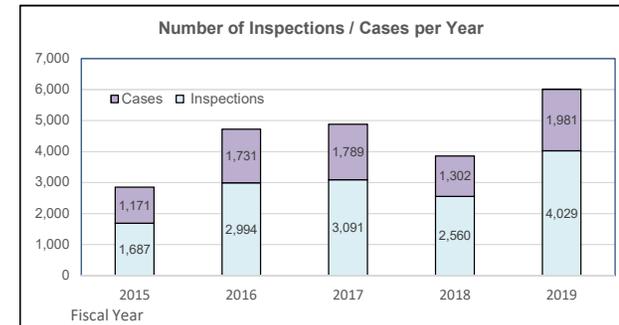
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Non-Hybrid 4 Wheel Drive Suv (New Position)	\$37,000	Delay	
Total Capital	\$37,000	\$0	

BUILDING STANDARDS DEPARTMENT

Code Enforcement

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$259,292	\$246,796	\$236,358	\$220,620	\$236,291	\$288,774
Employees (Authorized Positions)	3	3	3	3	3	3
Output Measures						
# Inspections	1,687	2,994	3,091	2,560	4,029	
# Total cases	1,171	1,731	1,789	1,302	1,981	
# Zoning complaints and inspections	70	36	23	31	26	
# Graffiti cases	6	12	3	5	0	
# Minimum housing cases	40	25	32	29	22	
# Parking in unapproved area cases	448	390	570	171	177	
# Public health nuisance cases	677	1,303	1,181	790	1,810	
# Phone calls from citizens	2,971	4,661	5,591	3,917	4,734	
# Public health nuisance abatements	25	24	78	95	133	
# Public health nuisance door hangers	590	786	929	240	288	
# Public health nuisance courtesy/notice letters	27	70	85	46	39	
# Public health nuisance verbal notices	510	747	524	445	627	
# Solid Waste Citations	-	809	1,617	58	69	
Effectiveness Measures						
% Cases closed ⁽¹⁾	73.2%	74.9%	91.0%	93.7%	102%	
Efficiency Measures						
Average # inspections per CE Officer per workday	2.3	4.0	4.2	3.5	5.4	
Average # cases per CE Officer per workday	1.6	2.3	2.4	1.8	2.7	
Average # phone calls per CE Officer per workday	4.0	6.2	7.5	5.3	6.4	



Notes:

⁽¹⁾ Cases closed in FY20 included prior year cases.

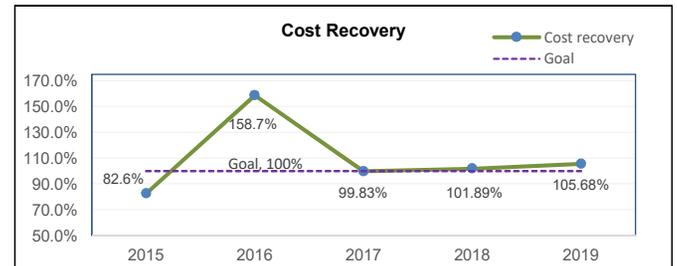
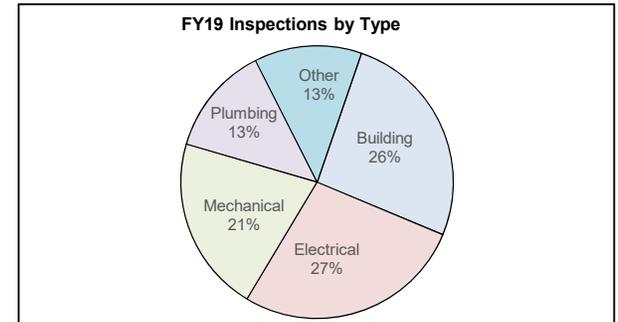
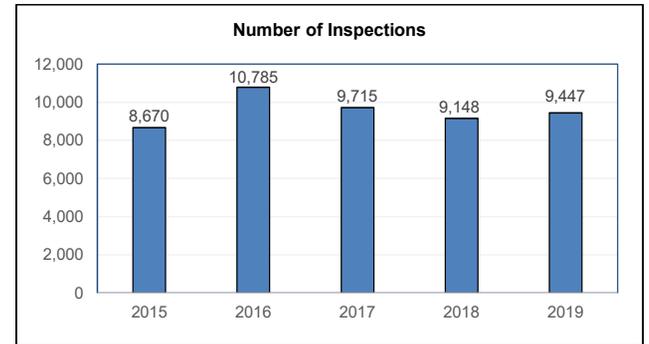
BUILDING STANDARDS DEPARTMENT

Building Inspections

	FISCAL YEAR					2020 Target
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	
Inputs						
Expenditures	\$398,585	\$413,466	\$460,636	\$467,359	\$544,693	\$531,317
Employees (Authorized Positions)	4	4	5	5	5	5
Building Permit Revenue	\$329,083	\$656,354	\$459,840	\$476,194	\$575,610	
Fund Balance Reserved for Building Inspections ⁽¹⁾	NA	\$215,669	\$187,349	\$19,133	\$50,158	
					31025	
Output Measures						
# Inspections	8,670	10,785	9,715	9,148	9,447	
# Plans reviewed	-	298	255	263	272	< 2964
# Employee hours spent reviewing plans	617.5	1,813.0	1,611.0	1,612.0	1,782.0	
% Inspections - building	26.2%	27.0%	27.3%	25.2%	26.0%	
% Inspections - electrical	31.9%	28.0%	29.4%	27.5%	27.3%	
% Inspections - mechanical	23.0%	23.8%	24.2%	22.1%	20.9%	
% Inspections - plumbing	14.7%	17.5%	13.4%	10.9%	13.0%	
% Inspections - other	4.2%	3.7%	5.6%	14.3%	12.7%	
Effectiveness Measures						
Efficiency Measures						
Cost recovery	82.6%	158.7%	99.83%	101.89%	105.68%	100%
Average # inspections per workday	35.0	43.5	39.0	36.9	38.2	
Employee hours per plan review	-	6.1	6.3	6.1	6.6	

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.



PLANNING

Planning

Lisa Stiwinter, Director of Planning and Development

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 609,904	\$ 618,097	\$ 649,119
Operations	95,463	48,571	51,635
Capital	-	-	-
Capital Projects	119,112	250,000	-
Subtotal	\$ 824,480	\$ 916,668	\$ 700,754
Allocations	(38,552)	-	-
Total Expenditure Budget	\$ 785,928	\$ 916,668	\$ 700,754
Department Revenue	83,487	59,550	79,820
Funding From General Fund	702,441	857,118	620,934
Total Revenue Budget	\$ 785,928	\$ 916,668	\$ 700,754

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	7	7	7

CAPITAL PROJECT SUMMARY

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

CAPITAL IMPROVEMENT SUMMARY

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

PLANNING

Community Development Division

Lisa Stiwinter, Director of Planning and Development

FISCAL SUMMARY

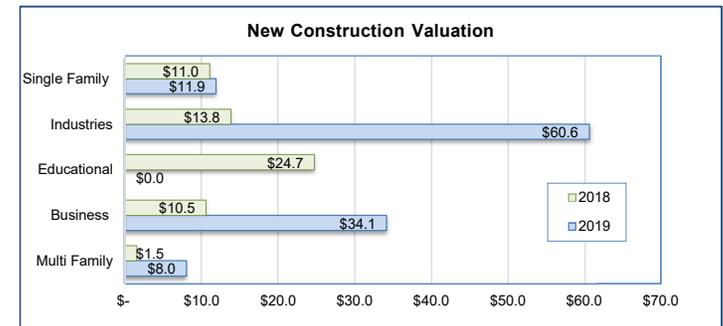
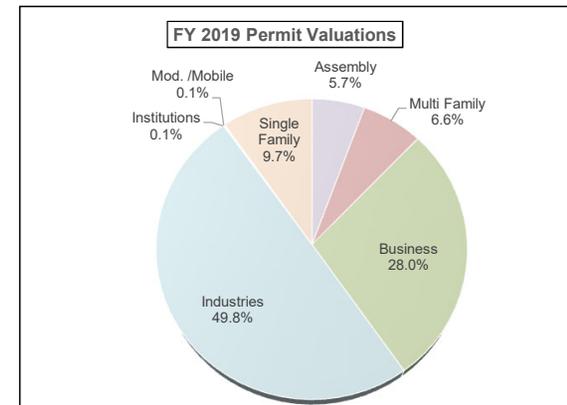
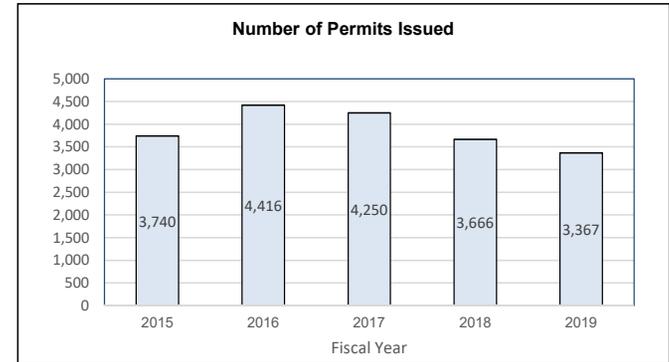
Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 99,423	\$ 102,404	\$ 107,616
Operations	5,496	9,148	10,706
Community Assistance	81,036	150,000	150,000
Capital Projects	-	150,000	-
Subtotal	\$ 185,954	\$ 411,552	\$ 268,322
Allocations	-	-	-
Total Expenditure Budget	\$ 185,954	\$ 411,552	\$ 268,322
Department Revenue	-	-	-
Funding From General Fund	185,954	411,552	268,322
Total Revenue Budget	\$ 185,954	\$ 411,552	\$ 268,322

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	1	1

PLANNING DEPARTMENT Planning / Permit Center

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$734,683	\$668,455	\$687,740	\$623,555	\$705,367	\$666,668
Employees (Authorized Positions) Permitting	3	3	3	3	3	3
Output Measures						
# Permits issued	3,740	4,416	4,250	3,666	3,367	
\$ Value of permits	\$44,443,343	\$136,509,393	\$104,504,360	\$140,313,715	\$181,789,595	
# Permits for new construction	121	196	127	106	112	
\$ Value of permits new construction	\$21,581,919	\$72,953,322	\$37,840,985	\$62,278,036	\$121,759,436	
\$ Value permits new construction (Commercial)	\$8,686,380	\$48,638,468	\$20,985,243	\$49,630,790	\$101,761,332	
\$ Value permits new construction (Residential)	\$11,095,539	\$24,314,854	\$16,855,742	\$12,647,246	\$19,998,104	
# Permits for additions & alterations	2,104	2,512	3,104	2,029	1,835	
\$ Value of permits for additions & alterations	\$25,404,606	\$66,887,157	\$66,663,375	\$78,035,679	\$60,030,159	
# Phone calls handled by permit technicians	19,412	20,871	18,140	9,051	13,927	
# Walk-in customers assisted	4,180	3,866	3,509	3,668	3,458	
Effectiveness Measures						
Efficiency Measures						
Average daily phone calls handled per Permit Technician	26	26	24	12	19	
Average daily walk-in customers assisted per Permit Technician	6	5	5	5	5	



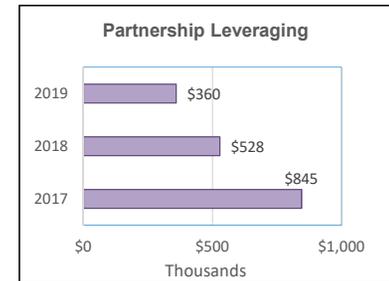
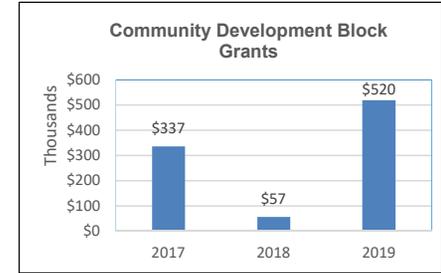
Notes:
In FY18 a new phone system was installed. The new system only tracks external calls received. Prior year totals include internal calls. Expenditures are for the Permit Center and Planning. See separate measures for Planning.

PLANNING DEPARTMENT
Community Development

	FISCAL YEAR					
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target
Inputs						
Expenditures	-	-	\$49,189	\$95,525	\$104,917	\$111,552
Community Assistance Funding	-	-	\$3,326	\$79,004	\$81,036	\$150,000
Community Development Block Grants	-	-	\$337,000	\$57,000	\$520,000	
Total Employees	-	-	1	1	1	1
Output Measures						
Partnership Engagement	-	-	208	466	262	
NEPA Environmental Assessment Management	-	-	1	1	9	
Stakeholder, Neighborhood Group, Public Meetings, Strategic Meetings	-	-	22	36	20	
Community Development Block Grant - SA and Funding Applications	-	-	2	2	3	
Community Development Program Design	-	-	4	2	4	
Housing Repair Recipients/Compliance	-	-	8	2	3	
Code Enforcement Hsg Repair Outreach	-	-	19	9	9	
Compliance Reports & Implementation	-	-	23	12	12	
Home Ownership Opportunities/Sponsorship	-	-	-	37	1	
Outside Funding Opportunities	-	-	1	2	2	
Land Bank Capture	-	-	-	3	5	
Performance Management Measures						
%Create, maintain & implement programs that engage and promote revitalization and economic vitality	-	-	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%
% Monitor compliance for Fair Housing and Grants, Manage the County City Collaborative Grant	-	-	25.0%	25.0%	25.0%	25.0%
% Provide staff technical and administration guidance.	-	-	15.0%	15.0%	15.0%	15.0%
%Manage the Planning and Development Land Bank	-	-	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%
Partner Leveraging						
Housing Repair/Residential Neighborhood Revitalization/Donated and Reduced Services	-	-	\$845,168	\$528,054	\$359,703	
Land Donation	-	-		\$47,300		

Notes:

In FY17 a new Community Development program was initiated.



POLICE DEPARTMENT

Bryan Gilliard, Police Chief

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 9,127,711	\$ 9,629,353	\$ 10,109,745
Operations	1,449,076	1,528,442	1,503,099
Capital	582,307	576,000	599,200
Capital Projects	-	-	-
Total Expenditure Budget	\$ 11,159,094	\$ 11,733,795	\$ 12,212,044
Department Revenue	40,053	39,592	39,872
Restricted Intergovernmental	325,024	420,557	404,665
Installment Financing	-	-	-
Funding From General Fund	10,794,017.80	11,273,646	11,767,507
Total Revenue Budget	\$ 11,159,094	\$ 11,733,795	\$ 12,212,044

Notes:

Restricted Intergovernmental revenues are reimbursements for School Resource Officers and the Alcohol Board of Control Law Enforcement Officer.

FULL-TIME PERSONNEL SUMMARY

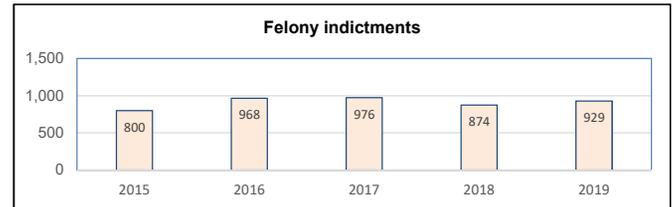
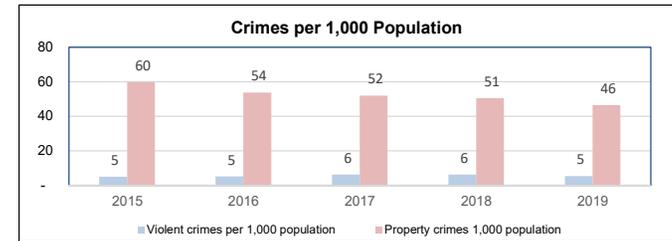
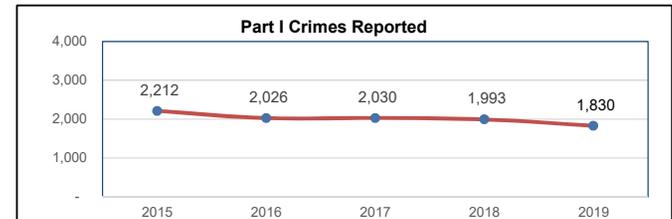
	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	104	105	105

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 13 Pursuit Vehicles	\$ 599,200	\$ 599,200	Operating Revenue
New Vehicle For Crime Scene Technician Position	\$ 50,000	Delay	
New Vehicle For 4 New Police Officer Positions	\$ 208,000	Delay	
Total Capital	\$ 857,200	\$ 599,200	

POLICE DEPARTMENT

	FISCAL YEAR					
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Inputs						
Expenditures	\$8,841,186	\$9,205,184	\$9,503,963	\$9,883,125	\$10,576,791	\$11,157,795
Employees (Authorized Positions)	99	99	99	103	103	103
Sworn Officers	88	88	88	93	93	93
Population ⁽¹⁾	34,032	34,323	34,725	35,034	35,330	
Sworn personnel per 1,000 population	2.6	2.6	2.6	2.7	2.6	
Median Household Income ⁽²⁾	\$42,186	\$44,267	\$45,803	\$47,303	-	
% Housing units - renter occupied ⁽²⁾	42.6%	44.1%	43.1%	43.9%	-	
Output Measures						
Violent crimes reported ⁽³⁾	175	182	221	222	190	200
Property crimes reported ⁽⁴⁾	2,037	1,844	1,809	1,771	1,640	2,000
Calls for service	64,538	62,945	61,526	70,216	68,024	65,000
Incidents	5,481	5,639	7,781	8,296	7,870	5,900
Arrests made	2,336	2,155	2,203	2,538	2,485	2,000
Traffic Accidents investigated	2,511	2,566	2,575	2,446	2,702	2,600
Traffic Citations	4,771	5,052	5,028	5,406	5,872	5,200
Traffic Warnings	609	925	1,060	1,274	966	1,000
Cases assigned	1,416	1,625	1,608	1,467	1,096	1,700
Evidence/property collected	2,943	3,149	3,183	3,736	3,237	3,300
Felony indictments	800	968	976	874	929	1,000
Effectiveness Measures						
Violent crimes reported per 1,000 population	5.1	5.3	6.4	6.3	5.4	8
Property crimes reported 1,000 population	59.9	53.7	52.1	50.6	46.4	60
Average Travel Time Once Dispatched (minutes)	-	-	4:03	3:20	3:42	
Average Service Time per Dispatched Call (minutes)	-	-	22:11	19:74	25:33	
Clearance Rate Violent Crimes-Murder (%) ⁽⁵⁾	50%	100%	0%	-	-	
Clearance Rate Violent Crimes-Rape (%) ⁽⁵⁾	75%	60%	23%	-	-	
Clearance Rate Violent Crimes-Robbery (%) ⁽⁵⁾	48%	29%	28%	-	-	
Clearance Rate Violent Crimes-Agg. Assault (%) ⁽⁵⁾	23%	35%	36%	-	-	
Efficiency Measures						



Notes:

- ⁽¹⁾ North Carolina Office of State Budget and Management
- ⁽²⁾ U.S. Census Bureau - American Community Survey 5-Year Estimates 2014-2018
- ⁽³⁾ Violent crimes include murder, rape, robbery and aggravated assault.
- ⁽⁴⁾ Property crimes include burglary, larceny, motor vehicle theft and arson.
- ⁽⁵⁾ North Carolina State Bureau of Investigations (calendar year).

FIRE DEPARTMENT

Ron Fowler, Fire Chief

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 7,145,202	\$ 7,460,024	\$ 7,974,042
Operations	891,445	1,024,387	914,502
Capital	739,224	1,044,500	140,000
Capital Projects	-	-	-
Total Expenditure Budget	\$ 8,775,871	\$ 9,528,911	\$ 9,028,544
Department Revenue	73,667	52,500	59,176
Restricted Intergovernmental	132,298	60,385	8,650
Installment Financing	635,000	850,000	-
Funding From General Fund	7,934,906	8,566,026	8,960,718
Total Revenue Budget	\$ 8,775,871	\$ 9,528,911	\$ 9,028,544

Notes:

Restricted Intergovernmental revenue is SAFER grant funding.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized Authorized	FY 2020 Authorized Authorized	FY 2021 Proposed Proposed
Positions	84	84	84

Notes:

CAPITAL IMPROVEMENT SUMMARY

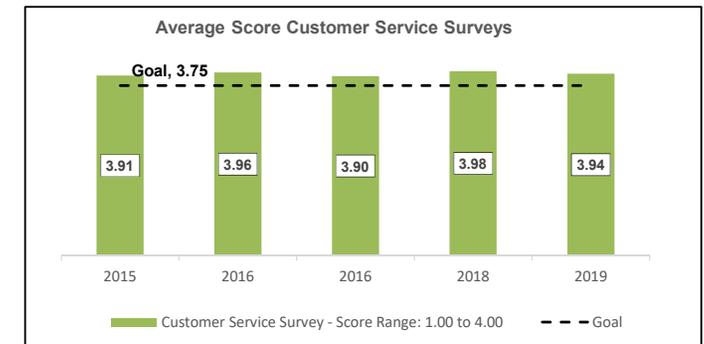
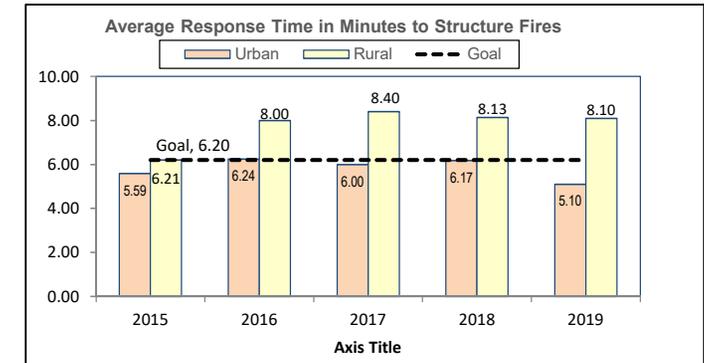
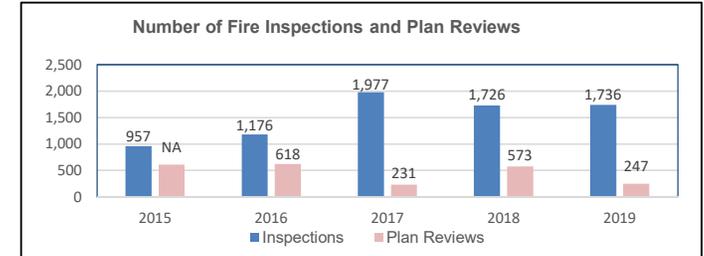
Item Description	Department Request	City Manager Recommendation	Funding Source
Replace # 4808 - 2005 Ford F-550 Medic 4	\$ 80,000	\$ 80,000	Fund Balance
Replace # 5052 2015 Ford F250 Battalion 1	\$ 65,000	Delay	
Replace # 2350 - 2008 Chevy Tahoe	\$ 50,000	Delay	
Replacement 800 MHz Portable Radios (6)	\$ 40,000	\$ 40,000	Fund Balance
Replace Rescue Lift Air Bag System	\$ 30,000	Delay	
Replace ATV #2262 and Trailer #2191 (Station 1)	\$ 23,000	Delay	
Replace Thermal Imaging Cameras (2)	\$ 20,000	\$ 20,000	Fund Balance
Replace sign at Fire Station # 2	\$ 14,000	Delay	
Replace Hose Dryer with Ramair Gear Dryer TG6-6	\$ 11,000	Delay	
Fire Engine For Station 6	\$ 625,000	Delay	
3/4 Ton Pickup Truck \Medic 6	\$ 55,000	Delay	
Fencing For Training Grounds	\$ 25,000	Delay	
Storage Buildings For Trailers	\$ 25,000	Delay	
Total Capital	\$ 1,063,000	\$ 140,000	

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Fire Station Renovations (Station 1, 2 & 5)	\$ 100,000	Delay	
Total Capital	\$ 100,000	\$0	

FIRE DEPARTMENT

	FISCAL YEAR					2019 Target
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	
Inputs						
Operating Expenditures	\$6,750,967	\$6,834,485	\$7,203,241	\$7,465,139	\$8,036,646	\$8,484,411
Employees (Authorized Positions)	80	80	80	84	84	84
\$ Property value prior to fire incident	\$12,926,502	\$50,556,135	\$14,716,282	\$14,221,055	\$10,881,194	
\$ Value of property loss due to fire ⁽⁴⁾	\$619,424	\$718,409	\$5,051,275	\$1,190,495	\$716,525	
Output Measures						
# Incidents	6,051	6,176	6,757	6,919	7,065	
# Fire inspections completed ⁽²⁾	957	1,176	1,977	1,726	1,736	100% Due
# Plans reviewed	606	618	231	573	247	
# Customer service surveys mailed ⁽¹⁾	406	417	414	433	277	300
# Public education events	64	63	237	340	286	100% Requested
Effectiveness Measures						
% Plan reviews completed within 10 working days ⁽²⁾	78.2%	86.0%	90.0%	85.0%	79.0%	90% or >
% Companies met monthly training goal ⁽³⁾	82%	incomplete	87.1%	100.0%	100.0%	100%
Total response time 1st company to urban structure fires	5:59	6:24	6:00	6:17	5:10	6:20
Total response time 1st company to rural structure fires	6:21	8:01	8:40	8:13	8:10	6:20
Total response time 1st company to urban medical call	6:36	6:43	7:06	7:06	6:49	6:00
Total response time 1st company to rural medical call	8:37	9:03	8:51	7:41	7:53	6:00
Total response time 1st company to all emergencies in proposed station 6 district.				11:00	11:03	6:20/6:00
% Completed customer service surveys returned	17.7%	24.0%	23%	28%	31%	
Average score - customer service surveys (score range: 1.00 to 4.00)	3.91	3.96	3.9	3.98	3.94	3.75
# Public education event participants	3,330	3,123	5,743	4,870	6,892	
% Property value saved rate	95.0%	99.0%	66%	92%	93.4%	95%
North Carolina Insurance Services Office Rating (Class 1(best) to 10)	3	3	3	3	2	1



Notes:

Suburban District - Fire Stations 1, 2 and 3
 Rural District - Fire Stations 4 and 5

⁽¹⁾ Total per policy is 25 customer service surveys mailed out per month.

⁽²⁾ Number includes initial inspections performed and re-checks.

⁽³⁾ Due to record keeping issues, this information is incomplete for FY16.

⁽⁴⁾ FY17 included 1 large fire with approximately \$4 million in damages

⁽⁵⁾ Plans review numbers not complete, this is paper plans only

⁽⁶⁾ FY2019 Due to two admin assistant vacancies, these were only sent out for calls January - August

INFORMATION TECHNOLOGY

Management Information Services

Bruce Bounds, Director of Info Technology

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 459,864	\$ 476,811	\$ 464,233
Operations ⁽¹⁾	598,562	605,477	668,731
Capital	317,083	110,000	450,000
Capital Projects	-	100,000	-
Subtotal	\$ 1,375,509	\$ 1,292,288	\$ 1,582,964
Allocations	(394,277)	(425,674)	(515,128)
Total Budget	\$ 981,232	\$ 866,614	\$ 1,067,836

Notes:

⁽¹⁾ FY21 proposed budget includes additional annual software maintenance agreements, \$56K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized Authorized	FY 2020 Authorized Authorized	FY 2021 Proposed Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Intrusion Detection And Prevention System	\$ 150,000	\$ 150,000	Fund Balance
Core Switch Replacement	\$ 300,000	\$ 300,000	Fund Balance / Allocation to Other Funds
Total	\$ 450,000	\$ 450,000	

INFORMATION TECHNOLOGY

GIS

Bruce Bounds, Director of Info Technology

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 68,703	\$ 114,414	\$ 91,510
Operations	49,821	57,778	55,536
Capital	-	-	-
Subtotal	\$ 118,524	\$ 172,192	\$ 147,046
Allocations	(19,147)	(19,325)	(131,265)
Total Budget	\$ 99,377	\$ 152,867	\$ 15,781

Notes:

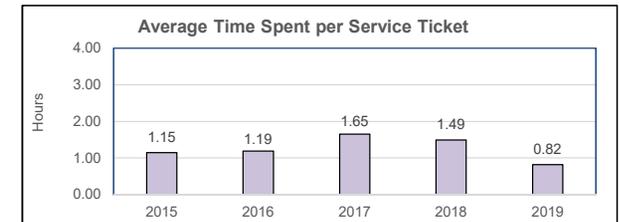
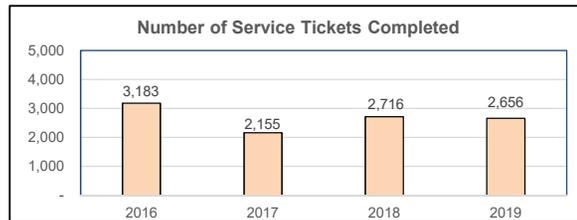
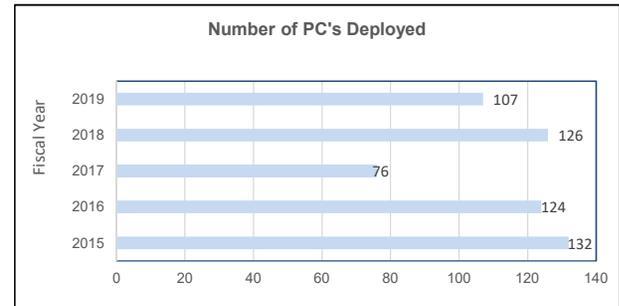
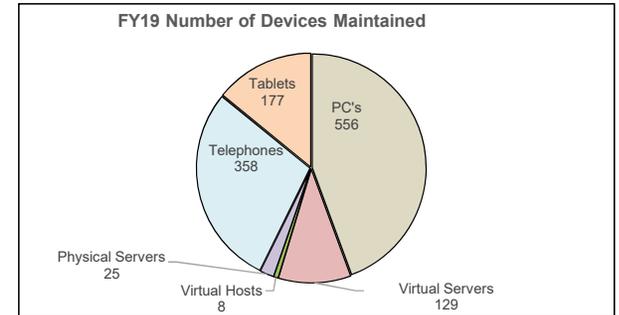
FY21 Allocations increase due to full cost study completed in FY20.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	1	1

INFORMATION TECHNOLOGY

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$ 828,851	\$ 849,032	\$ 1,076,603	\$ 1,093,987	\$ 1,176,949	\$ 1,254,480
Employees (Authorized Positions)	5	5	5	5	5	5
Output Measures						
# PCs supported	472	500	499	500	556	
# Virtual servers maintained	52	66	70	87	129	
# Virtual hosts maintained	4	8	8	7	8	
# Physical servers maintained	25	26	26	25	25	
# Telephones supported	335	338	340	344	358	
# Tablets supported	38	45	106	125	177	169
# Service tickets completed	3,897	3,183	2,155	2,716	2,656	
# PC's deployed	132	124	76	126	107	
# Switches	-	-	-	69	90	
# Routers	-	-	-	20	23	
Effectiveness Measures						
% VM - Servers uptime	99.99	99.99	99.99	99.99	99.99	99.99
% Email System uptime	99.97	99.99	99.99	99.99	99.99	99.99
Efficiency Measures						
Average time spent per service ticket in hours	1.15	1.19	1.65	1.49	0.82	



Notes:
Performance measures not available for all years.

Center Theatre

Pete Hovanec, Director of Communications & Tourism

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ -	\$ 238,860	\$ 280,917
Operations	-	291,874	507,939
Capital	-	-	-
Capital Projects	-	-	-
Debt Service	203,054	388,161	339,565
Subtotal	\$ 203,054	\$ 918,895	\$ 1,128,421
Allocations	-	-	-
Total Expenditure Budget	\$ 203,054	\$ 918,895	\$ 1,128,421
Sales & Services	\$ -	\$ 385,246	\$ 411,918
Donations / Sponsorships	-	161,000	146,875
Other Revenue	1,149	121,220	119,713
Installment Financing	97,910	-	-
Appropriation from Fund Balance (1)	-	-	200,000
Funding From General Fund	110,827	251,429	249,915
Total Revenue Budget	\$ 209,886	\$ 918,895	\$ 1,128,421

Note :

(1) In FY20 donations were received. The portion not spent in the current fiscal year will roll into the Center Theatre's Fund Balance. Planned use in FY21 is for event programming.

	FY 2019 Authorized Authorized	FY 2020 Authorized Authorized	FY 2021 Proposed Proposed
Positions	0	3	3

PARKS & RECREATION

Administration Division

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 203,026	\$ 208,046	\$ 246,429
Operations	14,504	28,325	16,523
Debt Service	183,927	470,309	464,095
Subtotal	\$ 401,457	\$ 706,680	\$ 727,047
Allocations	(89,393)	(72,490)	(96,817)
Total Expenditure Budget	\$ 312,064	\$ 634,190	\$ 630,230

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	2	2	2

PARKS & RECREATION

Recreation

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 949,121	\$ 1,028,146	\$ 1,051,548
Operations	465,009	582,578	535,147
Capital Equipment	-	35,000	-
Capital Projects	233,503	100,000	100,000
Total Expenditure Budget	\$ 1,647,633	\$ 1,745,724	\$ 1,686,695
Program Revenue	227,432	221,211	248,140
Installment Financing	-	-	-
Other Recreation Revenue	14,832	7,800	8,200
Funding From General Fund	1,405,369	1,516,713	1,430,355
Total Revenue Budget	\$ 1,647,633	\$ 1,745,724	\$ 1,686,695

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Replace #2158 '03 Chevy Truck	\$ 35,000	Delay	
Total Capital	\$ 35,000	\$ -	

CAPITAL PROJECT SUMMARY

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

PARKS & RECREATION

Parks Maintenance

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 780,447	\$ 867,815	\$ 884,328
Operations ⁽²⁾	395,593	318,380	339,973
Capital	114,384	402,720	186,200
Capital Projects	-	-	425,000
Subtotal	\$ 1,290,424	\$ 1,588,915	\$ 1,835,501
Allocations ⁽¹⁾	(66,673)	(70,558)	(14,884)
Total Expenditure Budget	\$ 1,223,751	\$ 1,518,357	\$ 1,820,617
Program Revenue	14,845	13,000	17,100
Restricted Revenue	36,283	-	-
Other Park's Maint. Revenue	11,125	11,437	11,437
Funding From General Fund	1,161,498	1,493,920	1,792,080
Total Revenue Budget	\$ 1,223,751	\$ 1,518,357	\$ 1,820,617

Notes:

⁽¹⁾ Due to reorganization of Parks Maintenance and Facilities Maintenance, allocations were reduced in this division. Offsetting increase is in the Facilities division in the General Fund.

⁽²⁾ FY21 includes purchase and installation of water fountains at Belk Tonawanda Park, Creft Park and Sunset Park, \$15K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	12	12	12

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Replace Toro 4100D #1952	\$ 70,000	\$ 70,000	Fund Balance
Replace DewEze Slope Mower # 115	\$ 48,000	\$ 48,000	Fund Balance
Replace Truck # 1836	\$ 38,000	\$ 38,000	Fund Balance
Replace 18' Flat Bed Trailer	\$ 5,200	\$ 5,200	Fund Balance
Fencing Replacement And Repairs Parks And Cemeteries	\$ 25,000	\$ 25,000	Fund Balance
Winchester Picnic Shelter	\$ 78,000	Delay	
Replace Creft Park Playground Equip. & Install Shade Structure	\$ 60,000	Delay	
Dickerson Restroom Renovation and Control Link	\$ 40,000	Delay	
1/2 Ton Pickup Truck (new position)	\$ 38,000	Delay	
Purchase New Kubota Utility Vehicle	\$ 10,500	Delay	
Total Capital	\$ 412,700	\$ 186,200	

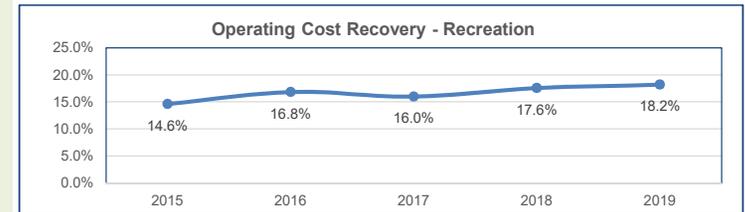
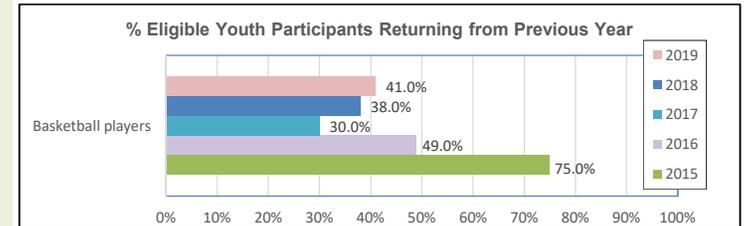
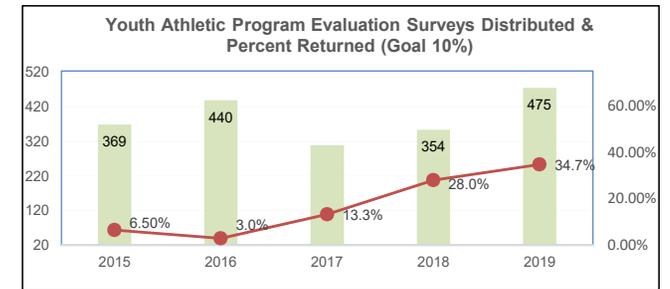
CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Belk Tonawanda Park Master Plan Phase I-B (PARTF Match)	\$425,000	\$425,000	Fund Balance
Total Capital	\$ 425,000	\$ 425,000	

PARKS AND RECREATION

Recreation

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$1,370,579	\$1,212,285	\$1,262,793	\$1,306,914	\$1,414,131	\$1,610,724
Employees (Authorized Positions)	10	10	10	9	9	9
Output Measures						
# Marketing program guides placed in schools and direct mailed ⁽²⁾	23,400	17,500	19,000	19,000	19,000	19,000
# Marketing posters distributed	200	310	160	155	60	225
# Marketing fliers placed in schools	33,728	61,200	57,150	54,470	41,100	60,000
# Youth Athletic Program evaluation surveys distributed	369	440	309	354	475	400
# Youth Basketball participants	193	193	193	189	185	200
Effectiveness Measures						
% Advertised programs executed	67.0%	80.0%	92.0%	94.0%	96.0%	85.0%
# Youth Athletic Program evaluation surveys returned	24	13	41	99	165	10.0%
% Youth Athletic Program surveys rating program as satisfactory	100.0%	93.0%	97.0%	90.0%	78.0%	100.0%
% Eligible Youth Tackle Football players returning from previous year	70.0%	77.0%	34.0%	33.0%	41.0%	75.0%
% Eligible Youth Basketball players returning from previous year ⁽¹⁾	75.0%	49.0%	30.0%	38.0%	41.0%	75.0%
Angela to work on changing average calculations -						
Efficiency Measures						
Cost of marketing per # participation/useage	\$0.17	\$0.24	\$0.26	\$0.14	\$0.20	\$0.37
% Receptions operating cost recovery	14.6%	16.8%	16.0%	17.6%	18.2%	15.0%
% Operating cost recovery - Winchester Ctr.	2.1%	3.3%	2.8%	2.3%	1.9%	2.7%
% Operating cost recovery - Senior Center	6.6%	8.5%	6.3%	7.8%	7.8%	8.5%
% Operating cost recovery - J Ray Shute	3.5%	4.4%	3.9%	5.3%	6.4%	4.0%
% Operating cost recovery - Sutton Park	5.4%	5.4%	5.8%	6.4%	4.3%	5.2%
% Operating cost recovery - Dickerson ⁽³⁾	51.8%	59.1%	57.5%	63.1%	65.3%	60.0%
% Operating cost recovery - Old Armory	6.1%	10.6%	14.0%	11.5%	13.8%	10.0%



Notes:

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

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

⁽²⁾ In FY15 brochures were distributed in schools every quarter, these are now going to be mailed out twice a year to all city residents.

⁽³⁾ Higher level of cost recovery at Dickerson Center due to the success of the After School program.

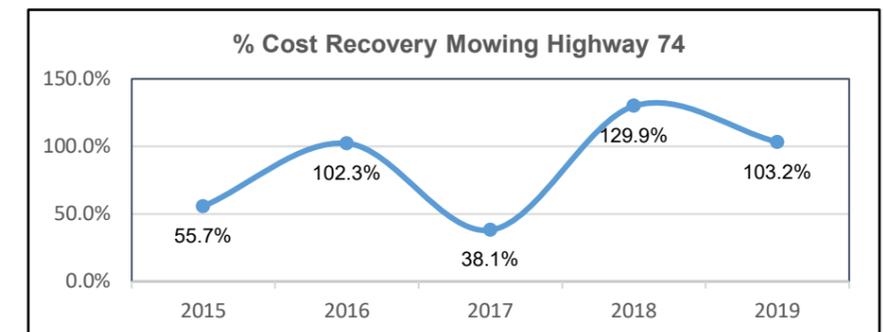
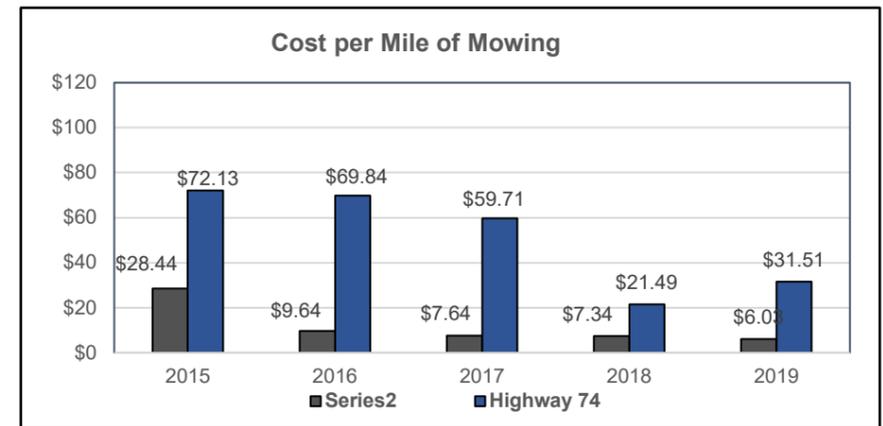
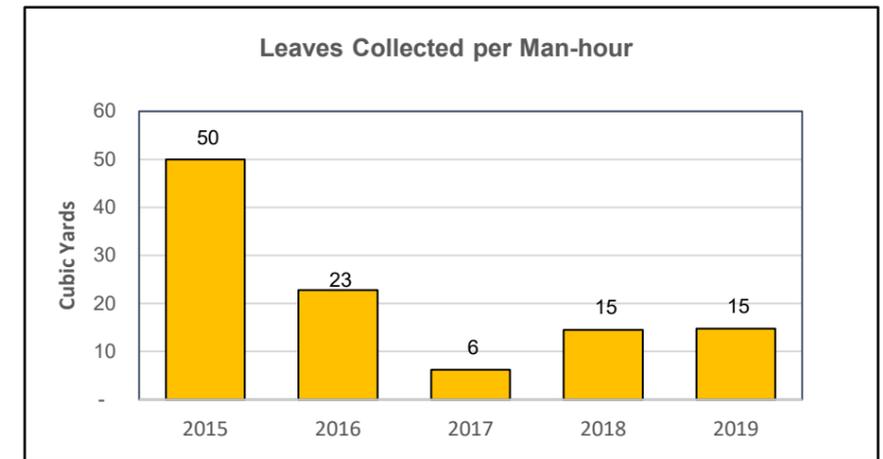
PARKS AND RECREATION

Park Maintenance

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$1,448,227	\$1,466,263	\$1,424,922	\$1,440,338	\$1,176,040	\$1,637,654
Employees (Authorized Positions)	18	18	18	17	17	12
Reimbursement NCDOT ⁽¹⁾	\$8,872	\$9,000	\$9,000	\$9,045	\$11,125	\$0
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
Output Measures (Input x Cyles Completed)						
Leaves collected (cubic yards)	11,800	10,163	13,674	16,138	11,143	11,171
Acres mowed (parks)	161	161	5,796	4,186	644	162
Miles mowed (street right-of-ways)	1,074	1,190	2,376	1,980	1,980	1,190
Miles mowed (Highway 74 medians)	221	126	396	324	342	126
Effectiveness Measures						
Leaf collections cycles completed ⁽⁶⁾	11	19	19	17	14	23
Park mowing cycles completed			36	26	21	
Street right-of-way mowing cycles completed			6	5	5	
Highway 74 median mowing cycles completed			22	18	19	
Efficiency Measures						
Cost per cubic yard of leaves collected ⁽²⁾	\$4.76	\$6.37	\$3.21	\$2.11	\$2.17	\$4.80
Cubic yard of leaves collected per man-hour (automated) ⁽²⁾⁽⁴⁾	50.0	22.8	6.2	14.5	14.8	25
Average cost per acre of mowing parks ⁽⁵⁾	\$12.03	\$12.72	\$12.72	\$8.88	\$10.22	< \$13.00
Cost per mile of mowing street right-of-way	\$28.44	\$9.64	\$7.64	\$7.34	\$6.03	\$9.64
Cost per mile of mowing Highway 74	\$72.13	\$69.84	\$59.71	\$21.49	\$31.51	\$32.00
% Cost recovery - mowing agreement with NCDOT ⁽⁵⁾	55.7%	102.3%	38.1%	129.9%	103.2%	

Notes:

- ⁽¹⁾ 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).
- ⁽²⁾ In third quarter of FY16, all 4 leave trucks were running. Volume of leaves collected significantly less causing much higher cost and less leaves collected per man-hour.
- ⁽⁴⁾ In FY16, realized efficiency due to use of 4 automated trucks.
- ⁽⁵⁾ New tractor and new mower made job more efficient.
- ⁽⁶⁾ Leaf cycles down in FY19, due to rainy weather in the 2nd quarter. Residents mulched rather than wait for trucks.
- ⁽⁷⁾ In FY20, 5 positions were moved from Park Maintenance to the newly created Facilities division.



PARKS & RECREATION

Golf Course

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 499,652	\$ 545,992	\$ 570,397
Operations	359,424	391,888	407,248
Capital	174,495	254,000	60,000
Capital Projects		50,000	50,000
Debt Service ⁽¹⁾	-	-	8,645
Total Expenditure Budget	\$ 1,033,571	\$ 1,241,880	\$ 1,096,290
Sales & Services	740,851	767,400	800,780
Other Revenue	841	-	-
Funding From General Fund	291,879	474,480	295,510
Total Revenue Budget	\$ 1,033,571	\$ 1,241,880	\$ 1,096,290

Notes:

⁽¹⁾ Debt Service includes Monroe Country Club's share of the new ERP system financing.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	6	6	6

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 2002 Chevy Pickup Truck # 1994	\$ 38,000	\$ 38,000	GF Fund Balance
Replace 1997 John Deere 5310 Tractor #1958	\$ 22,000	\$ 22,000	GF Fund Balance
Pave Equipment Storage & Parking area at Maint. Shop	\$ 38,000	Delay	
Add Greens Roller	\$ 20,000	Delay	
Total Capital	\$ 118,000	\$ 60,000	

CAPITAL PROJECT SUMMARY

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

PARKS & RECREATION

Ballroom

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 29,298	\$ 51,489	\$ 44,562
Operations	43,594	39,193	45,827
Total Expenditure Budget	\$ 72,892	\$ 90,682	\$ 90,389
Program Revenue	57,260	45,000	55,000
Rental Discounts	(7,700)	(16,450)	(16,450)
Funding From General Fund	23,332	62,132	51,839
Total Revenue Budget	\$ 72,892	\$ 90,682	\$ 90,389

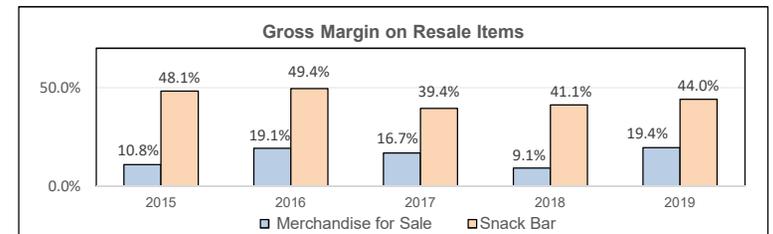
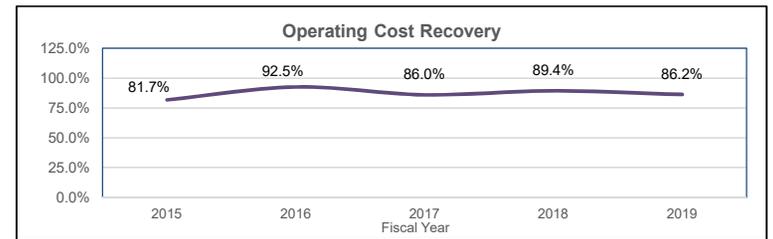
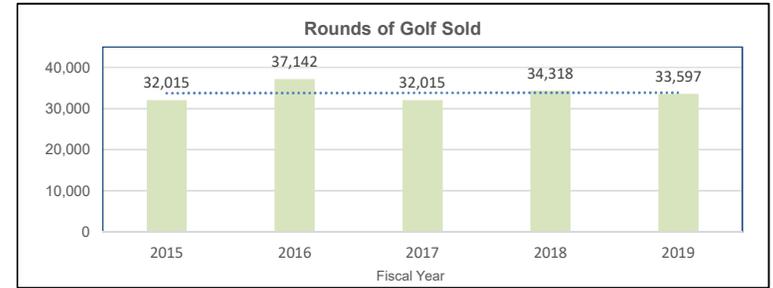
Notes:

Staff is part-time.

MONROE COUNTRY CLUB

Golf Course

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures ⁽¹⁾	\$866,122	\$841,896	\$881,113	\$830,265	\$859,074	\$937,880
Employees (Authorized Positions)	6	6	6	6	6	6
Sales & Service Revenues ⁽¹⁾	\$707,879	\$728,390	\$757,514	\$740,606	\$740,875	\$767,400
Output Measures						
# Outings / tournaments booked	13	14	13	29	20	15
# Tournaments offered (golf course sponsored)	8	6	8	8	5	8
# Times greens mowed	134	134	180	196	168	196
# Rounds of golf sold	32,015	37,142	32,015	34,318	33,597	38,000
# Acres fertilized	90	90	90	90	90	90
Effectiveness Measures						
% Increase/(decrease) in rounds of golf sold	6.6%	16.0%	-13.8%	7.2%	-2.1%	2.3%
# Players per outings / tournaments (average)	75	72	75	71	83	80
# Players per golf course sponsored tournament (average)	36	35	36	48	47	40
% Time greens mowed within 3 hours (goal)	61.5%	74.8%	69%	64%	68%	80%
% Total rounds sold at rack rates (full price)	51.5%	51.3%	52.0%	67.9%	71.0%	52.5%
% Equip. repairs/ maintenance done in house	80.0%	99.0%	96.5%	100.0%	100.0%	75.00%
Gross margin ⁽²⁾ snack bar sales	48.1%	49.4%	39.4%	41.1%	44.0%	50.00%
Gross margin ⁽²⁾ pro shop sales	10.80%	19.09%	16.68%	9.12%	19.40%	20.00%
Efficiency Measures						
Average net revenue per tournament	\$1,560	\$1,150	\$1,440	\$1,451	\$1,356	\$1,150
# Greens mowed per hour	6.3	6.3	6.1	6.7	7.8	7
% Operating cost recovery - golf course ⁽³⁾	81.7%	92.5%	86.0%	89.4%	86.2%	100.0%
Greens mowing (man-hours)	212.50	225.50	205.50	134.63	158.75	140



Notes:

⁽¹⁾ Source for FY19 is the Council Adopted Budget.

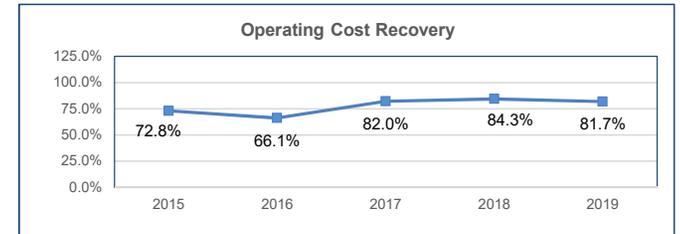
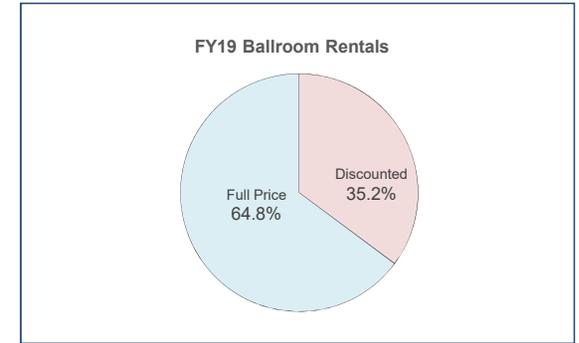
⁽²⁾ Gross Margin represents the percent of total sales revenue that is retained after incurring the cost of goods sold. It serves as a source of revenue for paying additional operating expenditures.

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

MONROE COUNTRY CLUB

Ballroom

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$ 53,386	\$ 52,195	\$ 58,877	\$ 58,517	\$ 60,679	\$ 90,682
Employees (Authorized Employees) ⁽¹⁾	0	0	0	0	0	0
Rental Revenues	\$ 38,877	\$ 51,896	\$ 66,398	\$ 63,825	\$ 66,060	\$ 45,000
Rental Discounts	\$ -	\$ (17,370)	\$ (18,100)	\$ (14,475)	\$ (16,500)	\$ (16,450)
Output Measures						
# Ballroom rentals	84	71	83	82	91	80
# Ballroom rentals at full price	50	40	46	56	59	45
Effectiveness Measures						
Avg revenue per full price rental	\$ 778	\$ 1,297	\$ 1,443	\$ 1,140	\$ 1,120	
Loss of revenue due to discounted rentals (per	\$ 19,950	\$ 15,720	\$ 20,475	\$ 14,450	\$ 16,500	\$ 12,250
Efficiency Measures						
% Operating cost recovery - ballroom ⁽²⁾	72.8%	66.1%	82.0%	84.3%	81.7%	70.0%



Notes:

⁽¹⁾ All employees are part-time.

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

PARKS & RECREATION
 Monroe Aquatics and Fitness Center
 Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 2,122,089	\$ 2,276,972	\$ 2,370,635
Operations	1,224,950	1,406,593	1,413,715
Capital	123,532	164,500	121,000
Unreserved	-	79,636	38,573
Debt Service ⁽¹⁾	-	-	17,910
Subtotal	\$ 3,470,571	\$ 3,927,701	\$ 3,961,833
Allocations	309,525	303,562	357,590
Total Expenditure Budget	\$ 3,780,096	\$ 4,231,263	\$ 4,319,423
Sales and services	\$ 4,093,352	\$ 4,099,575	\$ 4,131,100
Investment Earnings	215,304	59,688	67,323
Appropriation from Fund Bal.	-	72,000	121,000
Total Revenue Budget	\$ 4,308,655	\$ 4,231,263	\$ 4,319,423
Net Revenue/(Expenditure)	\$ 528,559	\$ -	\$ -

Notes:

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

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	11	11	13

Notes:

In FY21, an Front Desk Coordinator full time position is proposed. Cost offset by reduction in part time staffing hours.

FY21 includes proposed Increase for Assistant Aquatics Center Supervisor to full-time from part-time.

Cost offset by reduction in part time staffing hours.

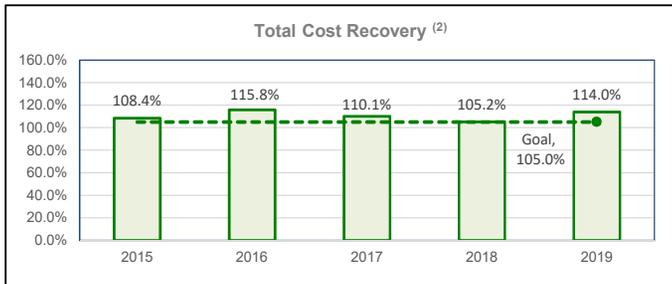
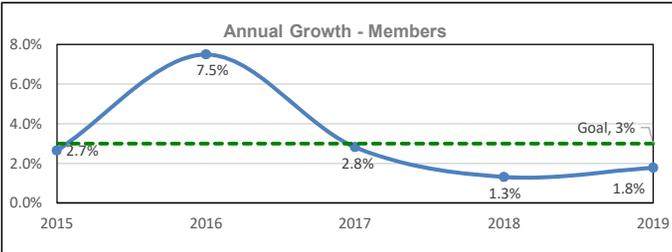
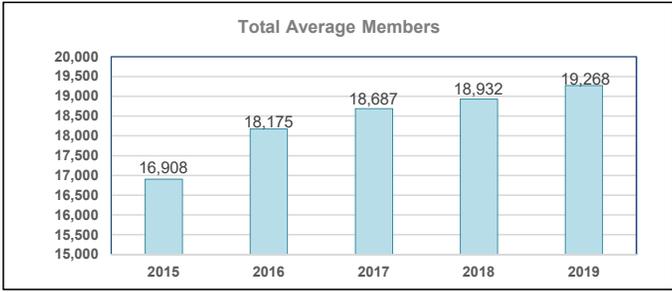
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Fund Source
Treadmill Replacements (8)	\$ 41,000	\$ 41,000	Fund Balance
Hvac Replacements	\$ 39,500	\$ 39,500	Operating Rev.
Replace Waterpark Grates	\$ 18,000	\$ 18,000	Fund Balance
Hot Water Boiler Locker Rooms	\$ 13,500	\$ 13,500	Operating Rev.
Waterpark Stationary Lift ADA	\$ 9,000	\$ 9,000	Operating Rev.
Total Capital	\$ 121,000	\$ 121,000	

MONROE AQUATICS & FITNESS CENTER

MAFC

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$2,951,785	\$3,188,496	\$3,190,240	\$3,351,326	\$3,347,036	\$ 3,683,565
Employees (Authorized Positions)	11	11	11	11	11	11
Sales & Service Revenues	\$3,745,213	\$3,978,984	\$4,088,032	\$4,084,671	\$4,093,352	\$ 4,099,575
Fund Balance Reserves	\$1,834,140	\$2,392,564	\$2,761,485	\$2,961,262	\$3,489,825	
Output Measures						
Total membership packages (average)	6,439	6,802	6,874	6,919	6,960	
Total members (average)	16,908	18,175	18,687	18,932	19,268	
Total member visits	480,271	523,338	534,632	506,926	468,782	
Effectiveness Measures						
% Annual increase/decrease in membership packages	0.8%	5.6%	1.1%	0.7%	0.6%	2.5%
% Annual increase/decrease in total members	2.7%	7.5%	2.8%	1.3%	1.8%	3.0%
% Annual increase/decrease in member visits	16.2%	9.0%	2.2%	-5.2%	-7.5%	5.0%
Efficiency Measures						
Total cost recovery ⁽¹⁾	108.4%	115.8%	110.1%	105.2%	114.0%	105.0%



Notes:

- ⁽¹⁾ 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.
- ⁽²⁾ Total cost recovery includes all expenditures and sources of revenues.

DOWNTOWN MONROE, INC.

Brian J. Borne, Assistant City Manager / Downtown Monroe Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 70,202	\$ 72,177	\$ 76,063
Operations ⁽¹⁾	97,223	96,829	196,987
Capital	-		
Capital Projects ⁽²⁾	287,031	235,776	143,000
Debt Service ⁽³⁾			2,958
Total Expenditure Budget	\$ 454,455	\$ 404,782	\$ 419,008
Tax Revenue	57,037	55,805	55,928
Other Division Revenue	-	-	-
Installment Financing	-	-	-
Funding From General Fund ⁽⁴⁾	505,290	348,977	363,080
Total Revenue Budget	\$ 562,327	\$ 404,782	\$ 419,008

Notes:

⁽¹⁾ FY21 includes an update to the Downtown Master Plan, \$100K.

⁽²⁾ FY21 includes property acquisition and design for the Morgan-Windsor Alley project, \$125K.

Spending for these items is deferred until December or January, due to the current economic outlook.

Spending may be delayed further, if fiscal year projected revenues are lower than anticipated.

⁽³⁾ Debt Service includes Downtown's share of the new ERP system financing.

⁽⁴⁾ In FY19, funds were appropriated for a Downtown incentive loan. Loan agreement has not been finalized. Funds are being held in Downtown's fund balance, \$400K.

FULL-TIME PERSONNEL SUMMARY

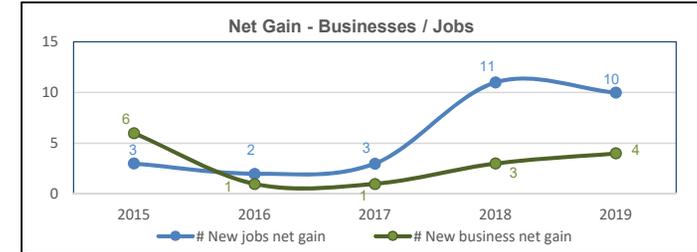
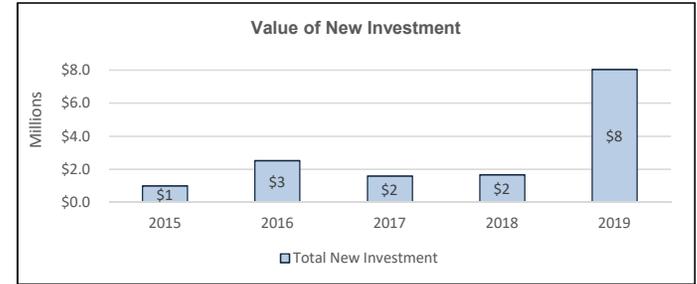
	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	1	1

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Pedlet Pilot Program	\$ 18,000	\$ 18,000	GF Fund Balance
Morgan-Windsor Alley: Property Acquisition & Design/Const. Plans ⁽²⁾	\$ 125,000	\$ 125,000	GF Fund Balance
One Way Street conversion (design)	\$ 1,200,000	Delay	
Property Acquisition - Belk Tonawanda Gateway	\$ 410,000	Delay	
Total Capital	\$ 1,753,000	\$ 143,000	

DOWNTOWN

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$368,851	\$182,117	\$117,040	\$161,012	\$142,403	\$149,006
Employees (Authorized Positions)	2	1	1	1	1	1
Municipal Service District Tax (MSD)	\$57,542	\$54,460	\$54,780	\$52,979	\$57,037	\$55,805
Downtown Incentives Paid	\$5,632	\$22,361	\$13,450	\$58,990	\$25,021	\$20,000
Output Measures						
# Façade Improvements	3	3	3	6	21	
# Downtown buildings renovated/rehabilitated	0	4	7	1	2	
\$ Value of new investment (public)	\$153,584	\$1,084,930	\$842,400	\$1,440,841	\$4,714,724	
\$ Value of new investment (private)	\$824,372	\$1,427,000	\$736,200	\$217,698	\$3,330,216	
# Public improvement projects completed	0	2	9	4	17	
# Downtown housing units	51	51	52	54	54	
# Commercial spaces	165	205	205	200	202	
Downtown property (square feet)	805,000	723,711	1,079,206	1,079,206	1,079,206	
# Volunteer hours	1,500	1,870	1,051	1,051	1,061	
Effectiveness Measures						
# Business expansion	0	3	1	0	2	
# New jobs net gain	3	2	3	11	10	
# New business net gain	6	1	1	3	4	
% Vacant commercial space	25%	15.6%	15.1%	10.0%	12%	
\$ Average rental rate (per square foot)	\$9.00	\$10.00	\$10.00	\$10.00	\$12.00	
% Operating expenditures funded by MSD tax	15.6%	29.9%	46.8%	32.9%	40.1%	
Efficiency Measures						
\$ Value of total volunteer hours	\$32,205	\$40,916	\$24,162	\$24,604	\$24,838	



Notes:

In fiscal year 2016, the Assistant City Manager position was moved to the City Manager's division in the General Fund.

MONROE - UNION COUNTY ECONOMIC DEVELOPMENT

Chris Platé, Executive Director of Economic Development

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 404,437	\$ 502,313	\$ 467,966
Operations	288,090	286,447	270,253
Capital	-	-	45,000
Debt Service	-	-	4,493
Unreserved	-	28,385	-
Total Expenditure Budget	\$ 692,527	\$ 817,145	\$ 787,712
Restricted Revenues	412,000	450,000	420,000
Investment Earnings	25,823	7,145	7,580
Other Miscellaneous Revenue	20,050	10,000	-
Other Financing Sources	309,000	350,000	360,132
Total Revenue Budget	\$ 766,873	\$ 817,145	\$ 787,712
Net Revenue/(Expenditure)	\$ 74,346	\$ -	\$ -

Notes:

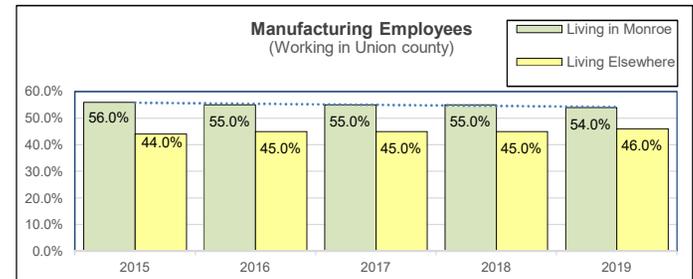
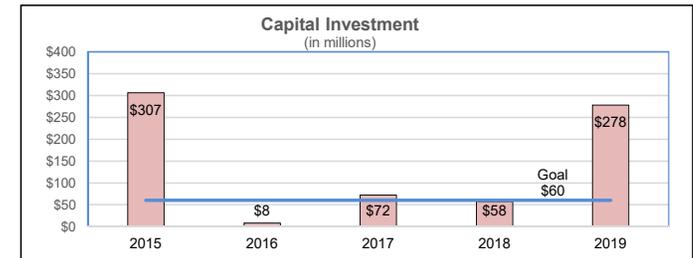
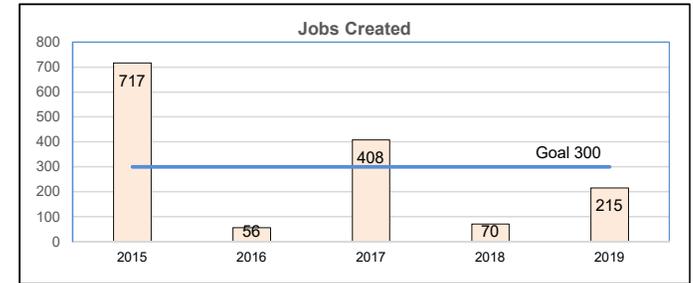
Debt Service includes MUCED's share of the ERP system financing.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	4	4	4

MONROE-UNION CO. ECONOMIC DEVELOPMENT

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$685,239	\$748,421	\$768,864	\$678,777	\$692,527	\$788,760
Employees (Authorized Positions)	5	5	4	4	4	4
Contributions Union County	\$400,000	\$400,000	\$404,000	\$408,000	\$412,000	\$416,000
Contributions City of Monroe	\$300,000	\$300,000	\$303,000	\$306,000	\$309,000	\$312,000
Fund Balance	\$224,182	\$222,537	\$213,347	\$279,811	\$354,158	
Output Measures						
Lead generation	60	42	59	110	67	74
Announced projects	22	3	12	8	11	
Project prospects	11	7	5	15	14	
Effectiveness Measures						
\$ Capital investment in millions	\$306.5	\$8.0	\$72.2	\$57.7	\$278.0	\$60.0
# Jobs created	717	56	408	70	215	300
Increase in industrial acres	65	47	0	0	486	300
Maintain the lowest unemployment rate in Charlotte Region	Yes	Yes	Yes	Yes	Yes	Yes
Average wage for jobs created	\$54,000	\$28,000	\$38,750	\$55,000	\$55,000	
% Union County manufacturing employees living in Monroe	40%	56%	55%	55%	54%	100%
Efficiency Measures						



Notes:

OCCUPANCY TAX PROJECT FUND

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Capital	\$ 10,000	\$ -	\$ -
Construction	1,487,511	-	-
Operating		-	-
Unreserved	85,400	-	(4,492)
Debt Service	152,667	296,084	254,293
Total Expenditure Budget	\$ 1,735,578	\$ 296,084	\$ 249,801
Occupancy Tax	206,301	206,933	237,650
Donations/Sponsorships	10,000	-	-
Fund Balance Approp.	85,400	72,136	-
Investment Earnings	109,877	17,015	12,151
Installment Financings	3,651,936	-	-
Total Revenue Budget	\$ 4,063,514	\$ 296,084	\$ 249,801
Net Reserved	\$ 2,327,937	\$ -	\$ -

Notes:

Debt Service is for the Science Center.

WATER RESOURCES

Russ Colbath, Director
Administration and Engineering Division

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel ⁽¹⁾	\$ 850,852	\$ 938,821	\$ 1,065,057
Operations	182,067	343,518	322,456
Capital	-	8,000	-
Capital Projects	4,766,547	-	-
Unreserved	-	358,107	313,123
Debt Service	2,434,088	2,529,456	2,436,664
Subtotal	\$ 8,233,554	\$ 4,177,902	\$ 4,137,300
Allocations	797,211	820,748	799,313
Capital Projects (GF) ⁽²⁾	17,409	23,667	27,333
Total Budget	\$ 9,048,174	\$ 5,022,317	\$ 4,963,946

Notes:

⁽¹⁾ FY21 Personnel costs include a new Electrical Instrumentation and Mechanical Equipment (EIM) Specialist position.

⁽²⁾ Cost share of Operations Center parking lot repaving.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	9	10	11

CAPITAL IMPROVEMENT SUMMARY-ADMIN & ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
Total Capital	\$ -	\$ -	

WATER RESOURCES

Water/Sewer Maintenance Division

Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 1,159,770	\$ 1,295,606	\$ 1,360,395
Operations ⁽¹⁾	838,105	858,261	865,363
Capital	234,080	111,000	505,000
Construction ⁽²⁾	826,502	700,000	750,000
Subtotal	\$ 3,058,457	\$ 2,964,867	\$ 3,480,758
Allocations	364,055	368,270	378,783
Total Budget	\$ 3,422,512	\$ 3,333,137	\$ 3,859,541

Notes:

⁽¹⁾ FY21 operating funding includes new meter sets in new developer driven subdivisions, \$45K.

⁽²⁾ FY21 construction funding includes additional funds for sewer infrastructure renewal, \$50K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	17	17	17

CAPITAL IMPROVEMENT SUMMARY-MAINTENANCE

Item Description	Department Request	City Manager	Funding Source
Replace #2000 Freightliner Jet Truck	\$ 425,000	\$ 425,000	Operating Revenue
Replace #1846 Pipe Bursting Winch	\$ 80,000	\$ 80,000	Operating Revenue
Total Capital	\$ 505,000	\$ 505,000	

WATER RESOURCES

Water/Sewer Construction Division

Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 589,440	\$ 622,618	\$ 632,542
Operations	301,151	349,121	381,905
Capital	312	95,000	113,100
Construction	426,323	580,000	630,000
Capital Projects	4,999,193	2,850,000	-
Subtotal	\$ 6,316,419	\$ 4,496,739	\$ 1,757,547
Allocations	156,256	149,803	166,297
Total Budget	\$ 6,472,675	\$ 4,646,542	\$ 1,923,844

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY-CONSTRUCTION

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace #2218 2005 GMC Dump Truck	\$ 98,100	\$ 98,100	Operating Rev.
Replace # 2037 1999 Hudson Bros.12 Ton Trailer	15,000	15,000	Operating Rev.
Total Capital	\$ 113,100	\$ 113,100	

WATER RESOURCES

Russ Colbath, Director
Water Treatment Plant Division

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 820,516	\$ 865,942	\$ 906,723
Operations ⁽¹⁾	2,369,981	2,316,505	2,363,465
Capital	39,920	203,000	850,000
Subtotal	\$ 3,230,417	\$ 3,385,447	\$ 4,120,188
Allocations	171,052	177,333	197,470
Total Budget	\$ 3,401,469	\$ 3,562,780	\$ 4,317,658

Notes:

⁽¹⁾ FY21 includes SCADA upgrade/replacement, \$80K.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	12	12	12

CAPITAL IMPROVEMENT SUMMARY-WATER TREATMENT PLANT

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Coating on Sedimentation Basins	\$ 500,000	\$ 500,000	Operating Revenue
Additional Bulk Liquid Storage	\$ 350,000	\$ 350,000	WR Fund Balance
Total Capital	\$ 850,000	\$ 850,000	

WATER RESOURCES

Wastewater Treatment Plant Division

Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 1,089,788	\$ 1,127,538	\$ 1,177,127
Operations	1,223,491	1,590,688	1,492,060
Capital	1,726,023	458,000	325,000
Capital Reserve	488,295	445,297	771,900
Subtotal	\$ 4,527,597	\$ 3,621,523	\$ 3,766,087
Allocations	241,494	273,196	299,923
Total Budget	\$ 4,769,091	\$ 3,894,719	\$ 4,066,010

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	15	15	15

CAPITAL IMPROVEMENT SUMMARY-WWTP

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Membrane Diffusers In Basins 1-5	\$ 175,000	\$ 175,000	Operating Revenue
Clean Out Basins 1-5	\$ 150,000	\$ 150,000	Operating Revenue
Total Capital	\$ 325,000	\$ 325,000	

WATER RESOURCES TOTALS

EXPENDITURES

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 4,510,366	\$ 4,850,525	\$ 5,141,844
Operations	4,914,795	5,458,093	5,425,249
Capital	2,000,335	875,000	1,793,100
Construction	1,252,825	1,280,000	1,380,000
Capital Projects	9,765,740	2,850,000	-
Capital Projects GF	17,409	23,667	27,333
Unreserved	-	358,107	313,123
Debt Service	2,434,088	2,529,456	2,436,664
Subtotal	\$ 24,895,558	\$ 18,224,848	\$ 16,517,313
Reserved WWTP Expansion	488,295	445,297	771,900
Allocations	1,730,068	1,789,350	1,841,786
Total Fund Expenditures	\$ 27,113,921	\$ 20,459,495	\$ 19,130,999

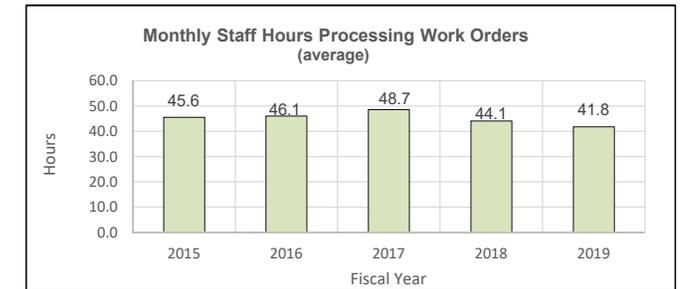
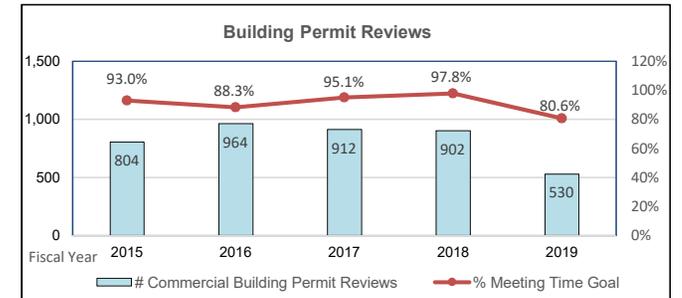
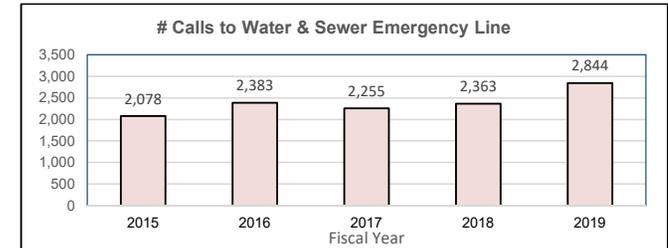
REVENUE

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Charges for Water	\$ 7,417,957	\$ 7,090,277	\$ 7,371,469
Charges for Sewer	10,451,660	9,290,875	9,589,313
Investment Earnings	2,586,808	717,153	705,215
Water and Sewer Taps	91,884	86,860	77,603
W&S Capacity Fees	498,045	445,297	771,900
Other Revenue	294,685	329,033	265,499
Intergovernmental	136,732	-	-
Fund Balance	5,636,150	700,000	350,000
Capital Reserve Fund Balance	-	1,800,000	-
Total Revenue Budget	\$ 27,113,921	\$ 20,459,495	\$ 19,130,999
Net Revenue/(Expenditure)	\$ -	\$ -	\$ -

WATER RESOURCES

Administration & Engineering

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$ 908,978	\$ 1,017,124	\$ 1,019,558	\$ 1,065,827	\$ 1,032,919	\$ 1,282,339
Employees (Authorized Positions)	7	9	9	9	9	9
Output Measures						
# Work orders entered in the system by administrative staff	592	687	733	907	880	
# Work orders closed in the system by administrative staff	2,870	2,836	2,779	2,244	2,082	
Total Hours entering and closing work orders	547.4	302.1	296.3	528.8	502.0	
# Incoming calls to water and sewer emergency line ⁽²⁾	2,078	2,383	2,255	2,363	2,844	
# Commercial building permit reviews conducted by WR engineering staff ⁽¹⁾	804	964	912	902	530	
# GIS mapping updates completed ^{(4) (1)}	37	61	214	247	108	
Effectiveness Measures						
% Work orders entered correctly and requiring no corrections	100%	100%	100%	100%	100%	100%
Average time per call answered (minutes)	1.31	1.33	1.29	1.60	1.53	1.25
% Time met commercial building permit review time goal (3-days if no main extension, 10-days w/extension) ⁽¹⁾	93.0%	88.3%	95.1%	97.8%	80.6%	95.0%
% GIS mapping updates completed in < 30 days that require no corrections ⁽⁵⁾	65.25%	100%	83.8%	74.6%	73.5%	100%
Efficiency Measures						
Average monthly staff hours (entering and closing work orders)	45.6	46.1	48.7	44.1	41.8	
Average labor cost per month (entering and closing work orders)	\$930	\$926	\$1,058	\$989	\$970	
Average staff hours per commercial building permit review ⁽³⁾	1.2	0.8	1.4	1.2	2.0	
Average staff hours per GIS mapping update	6.3	2.9	2.1	1.4	1.9	



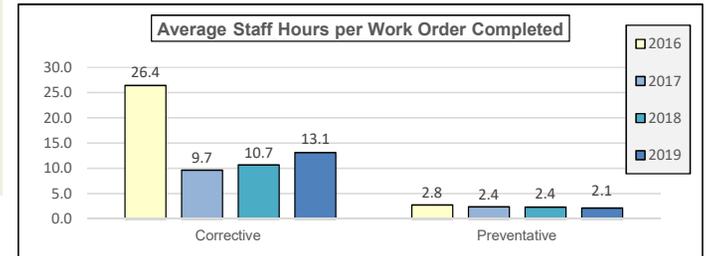
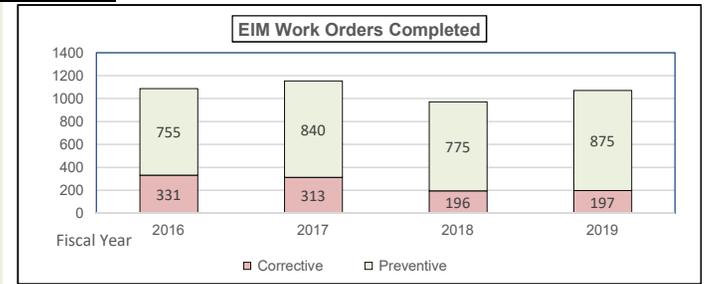
Notes:

- ⁽¹⁾ Engineering staff shortage causing decline in productivity, effectiveness and efficiency measures in FY19.
- ⁽²⁾ Calls to report water leaks, sewage backup and hydrant tampering.
- ⁽³⁾ Variability reflects difference in commercial building permit project complexity.
- ⁽⁴⁾ Increase in FY17 due to modified tracking system to include GIS edits of manholes, smoke testing findings, and sewer system rehab activities.
- ⁽⁵⁾ No personnel able to do GIS Map edits while employee was on FMLA. GIS Mapping updates completed were backlogged from August through November 2018.

WATER RESOURCES

Electrical Instrumentation Maintenance (EIM)

	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employees (Authorized Positions)	6	6	6	6	6	6
Output Measures						
# Corrective EIM work orders completed	308	331	313	196	197	
# Preventive EIM work orders completed	765	755	840	775	875	
Effectiveness Measures						
% Preventative EIM work orders completed (goal is > than 95% of assigned)	100.0%	98.3%	99.8%	88.3%	95.8%	>95%
Efficiency Measures						
Average staff hours per corrective work order completed ⁽¹⁾	24.6	26.4	9.7	10.7	13.1	
Average staff hours per preventative work order completed	2.1	2.8	2.4	2.4	2.1	



Notes:

Expenditures for EIM are paid out of WR Administration, WR Maintenance, Water Treatment Plant and Waste Water Treatment Plant.

EIM work orders cover 3 program areas - Collections & Distribution, Water Treatment Plant and Waste Water Treatment Plant.

Preventative work orders are generally scheduled work to proactively perform routine equipment maintenance.

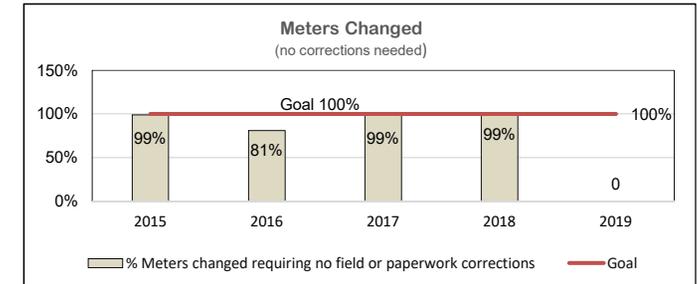
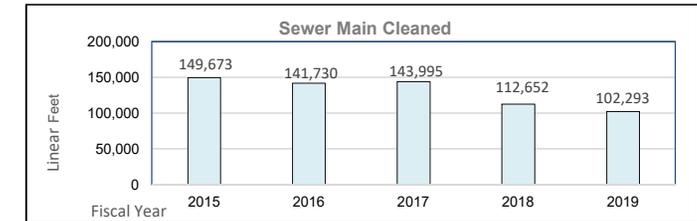
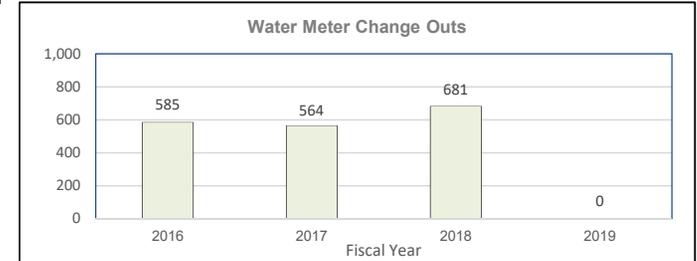
Corrective work orders result when equipment failures or breakdowns creates a needed repair.

⁽¹⁾ Variability in hours per corrective work order reflect differences in difficulty of equipment repairs and possible advantage of preventative maintenance.

WATER RESOURCES

Maintenance

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$1,851,242	\$1,958,448	\$1,908,014	\$1,959,023	\$1,997,871	\$2,153,867
Employees (Authorized Positions)	17	17	17	17	17	17
Output Measures						
# Water meters changed during annual small meter program ⁽¹⁾⁽⁵⁾	703	585	564	681	0	720
# Water valves operated in season ⁽²⁾⁽⁴⁾	1,002	282	1,736	1,411	0	1,818
Total sewer main CCTV'ed or cleaned (feet) (calendar year) ⁽³⁾	149,673	141,730	143,995	112,652	102,293	141,976
Effectiveness Measures						
% Meters changed requiring no field or paperwork corrections ⁽⁵⁾	99%	81%	99%	99%	0	95%
NCDEQ sewer cleaning requirement met (calendar year)	100%	100%	100%	75%	100%	100%
Efficiency Measures						
Average staff hours per meter changed ⁽⁵⁾	2.3	2.1	2.5	0.0	0.0	2.2
Average water valves operated per staff hour ⁽⁴⁾	8.2	4.0	2.1	2.5	0.0	4.7
Average linear feet of sewer main cleaned per man-hour (City Crews only)	225.3	118.0	132.7	260.6	241.0	150.0



Notes:

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

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

(2) 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.

(3) Includes City and Contractor crews for preceding calendar year

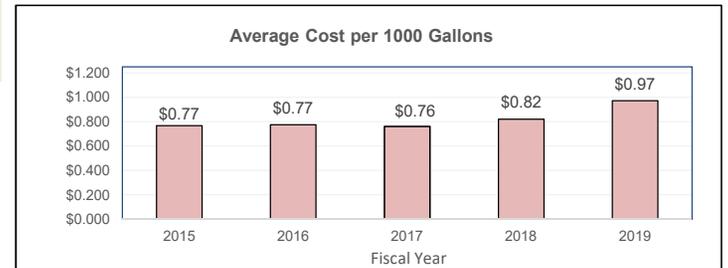
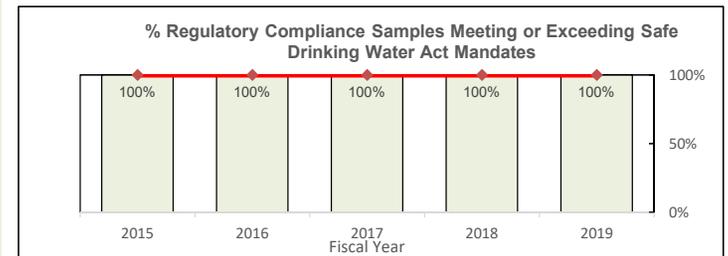
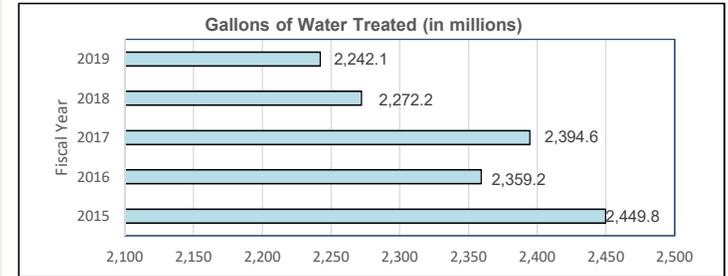
(4) Water Valve program not in operation in FY19 due to equipment failures/software issues.

(5) Water meter change outs delayed due to meter supply deliveries.

WATER RESOURCES

Water Treatment Plant

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$2,488,436	\$2,608,720	\$ 2,621,467	\$ 2,971,747	\$ 3,190,496	\$ 3,182,447
Employees (Authorized Positions)	12	12	12	12	12	12
Output Measures						
Gallons of water treated (in millions)	2,449.8	2,359.2	2,394.6	2,272.2	2,242.1	
# Regulatory compliance samples conducted	167,147	162,131	163,123	162,626	170,240	
# Non-EIM ⁽¹⁾ corrective work orders completed	43	53	79	89	87	70
Effectiveness Measures						
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%
Efficiency Measures						
Average cost per 1000 gallons (East Zone)	\$0.77	\$0.77	\$0.76	\$0.82	\$0.97	
Total staff hours to collect and run all regulatory compliance samples	4,308.7	4,280.1	4,296.1	4,462.6	4,258.8	
Average staff hours per work order (non-EIM) ⁽¹⁾	8.6	6.8	4.4	5.2	5.8	5.0



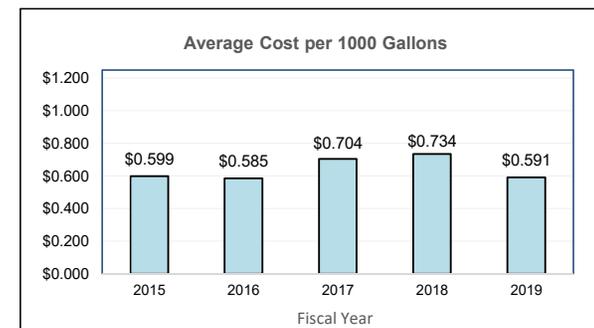
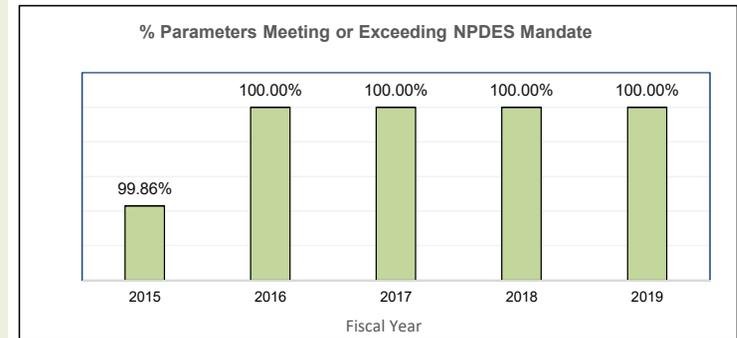
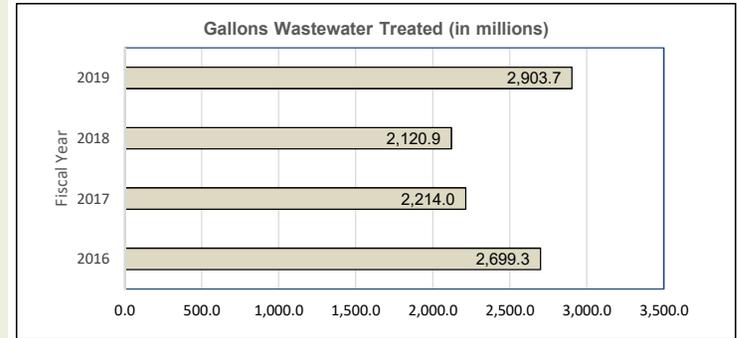
Notes:

⁽¹⁾ EIM - Electrical Instrumentation Maintenance

WATER RESOURCES

Waste Water Treatment Plant

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$2,238,066	\$2,129,126	\$2,227,516	\$2,198,498	\$2,313,278	\$2,718,226
Employees (Authorized Positions)	15	15	16	16	16	16
Output Measures						
Gallons of wastewater treated (in millions)	2,502.1	2,699.3	2,214.0	2,120.9	2,903.7	
# NPDES ⁽¹⁾ regulatory compliance samples conducted	3,465	3,438	3,413	3,434	3,394	
# Non-EIM ⁽²⁾ corrective work orders completed	81	57	78	147	91	
# Industrial samples collected	1,112	1,085	1,070	1,139	932	
Effectiveness Measures						
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	99.45%	100.00%	100.00%	100.00%	100.00%	100.00%
% Parameters meeting or exceeding NPDES mandate (goal is 100%)	99.86%	100.00%	100.00%	100.00%	100.00%	100.00%
% Pretreatment samples collected and analyzed properly requiring no re-sample (goal is 100%)	99.91%	99.83%	99.67%	99.90%	99.93%	100.00%
Efficiency Measures						
Average cost per 1000 gallons (includes chemicals, electric and labor)	\$0.60	\$0.59	\$0.70	\$0.73	\$0.59	
Total staff hours to collect and run all regulatory compliance samples	1,182.8	1,232.6	1,353.5	1,364.5	1,358.5	
Average staff hours per non-EIM work order	2.8	2.6	1.6	1.3	2.1	2.5



Notes:

⁽¹⁾ NPDES - National Pollutant Discharge Elimination System

⁽²⁾ EIM - Electrical Instrument Maintenance

STORMWATER

Stormwater Division

Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel ⁽¹⁾	\$ 745,892	\$ 906,101	\$ 969,421
Operations	333,038	502,366	578,695
Capital	534,415	25,000	137,000
Capital Projects	48	-	-
Construction (Operating)	25,388	-	150,000
Debt Service	110,817	112,630	122,017
Unreserved	-	223	13,935
Subtotal	\$ 1,749,598	\$ 1,546,320	\$ 1,971,068
Allocations	780,991	806,251	696,265
Total Expenditure Budget	\$ 2,530,589	\$ 2,352,571	\$ 2,667,333
Permits and Fees	\$ 33,300	\$ 20,150	\$ 25,050
Sales & Services ⁽²⁾	2,225,545	2,185,186	2,468,501
Investment Earnings	115,015	32,235	36,782
Other Revenue	77,537	-	-
Fund Balance	79,192	115,000	137,000
Total Revenue Budget	\$ 2,530,589	\$ 2,352,571	\$ 2,667,333
Net Revenue/(Expenditure)	\$ -	\$ -	\$ -

Notes:

⁽¹⁾ FY21 Personnel includes new Civil Engineer I . Position will be hired in January.

⁽²⁾ FY21 Sales & Services includes a rate increase effective January 1, 2021.

FULL-TIME PERSONNEL SUMMARY

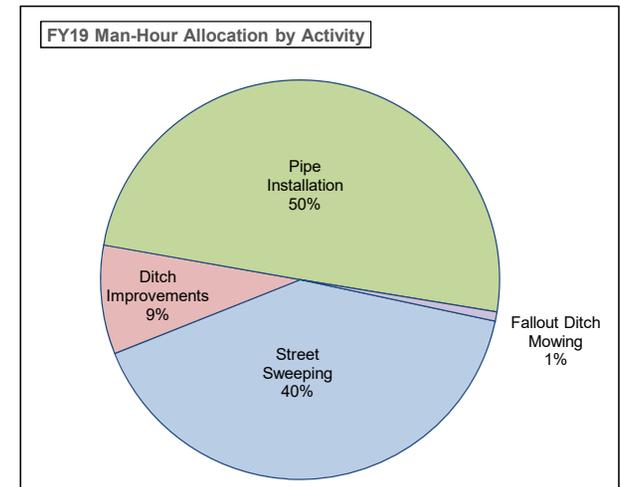
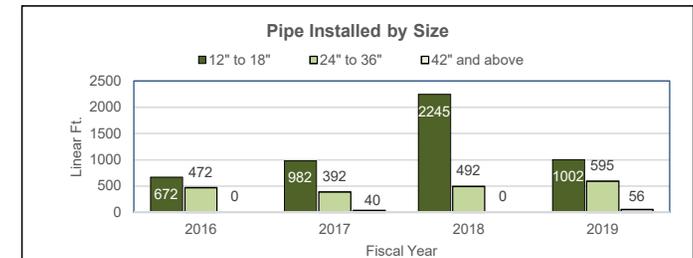
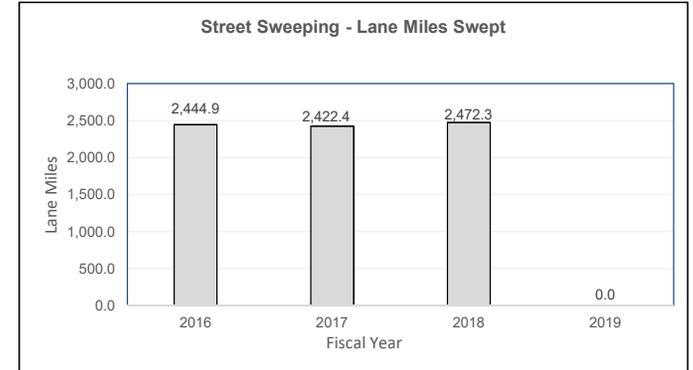
	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	12	12.5	13.5

CAPITAL IMPROVEMENT SUMMARY - STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace #2423 2009 2 Ton Flat-Bed Truck	\$ 120,000	\$ 120,000	Fund Balance
Awnings for Truck Wash Facility	\$ 17,000	\$ 17,000	Fund Balance
Total Capital	\$ 137,000	\$ 137,000	

STORMWATER Maintenance

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$994,676	\$1,002,567	\$ 1,033,281	\$ 1,170,614	\$ 1,078,929	\$ 1,408,467
Fund Balance Reserve	\$1,050,820	\$1,228,149	\$ 1,293,695	\$ 2,039,293	\$ 1,924,150	\$ 1,809,374
Employees (Authorized Positions)	11	11	11	11	12	12.5
Output Measures						
Stormwater management plan reviews completed	17	22	26	37	60	
Stormwater BMP ⁽¹⁾ inspections completed	30	32	39	38	40	
Storm drainage requests investigated	163	183	168	176	205	
Street Sweeping - lane miles swept ⁽²⁾⁽⁵⁾	2,233.0	2,444.9	2,422.4	2,472.3	NA	2,300
Ditches re-graded and stabilized with matting (linear ft.) ⁽³⁾	3,000	2,455	4,840	3,215	2,503	
12" to 18" pipe installed and backfilled (linear ft.)	541	672	982	2245	1002	
24" to 36" pipe installed and backfilled (linear ft.)	361	472	392	492	595	
42" and above pipe installed and backfilled (linear ft.)	72	0	40	0	56	
Fallout ditches mowed (linear ft.)	48,841	36,795	21,574	30,852	30,557	
Debris removed from lane miles swept (tons) ⁽⁷⁾	217.2	247.3	205.4	245.6	328.3	
Effectiveness Measures						
% Stormwater management plan reviews completed within 10 days	100.0%	100.0%	100.0%	98.0%	96.0%	100.0%
% Stormwater BMP ⁽⁶⁾ inspections completed	93%	100.0%	100.0%	100.0%	100.0%	1.00
% Storm drainage requests investigated within 2 days	98%	100.0%	100.0%	100.0%	98.0%	1.00
Efficiency Measures						
Employee hours per stormwater management plan review	4.2	11.5	15.0	12.9	11.4	
Employee hours per stormwater BMP ¹ inspection	3.0	3.8	5.2	4.1	4.0	3.00
Employee hours per completed drainage investigation	4.4	5.3	4.3	4.9	5.0	4.50
Street sweeping total man-hours per work week	43.3	50.13	45.13	46.50	61.27	45.00
Ditch improvements total man-hours per fiscal year	1,112.5	833.5	2,033.0	619.0	690.5	
Pipe installation total man-hours per fiscal year	3,450.0	1,190.5	2,498.0	4,682.5	3,903.0	
Fallout ditches mowing total man-hours per fiscal year	679.5	180.0	110.00	56.24	59.50	
Total cost recovery ⁽¹⁾	112.5%	108.8%	103.1%	137.1%	95.5%	100%



Notes:

- (1) 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.
- (2) FY16 data is for 11 months. FY17 data is for 10 months. GPS was not working properly in June, July and August of 2017.
- (3) Ditch stabilization increase for FY 2017 based on type complaints received and two crews assigned to reduce backlog.
- (4) In FY20, a new full time Environmental Educator position was authorized. The cost of the position is split with Solid Waste.
- (5) Data not available for FY19 due to purchase of new street sweepers. New GPS system was recently installed. Tracking will begin again in February 2020.
- (6) BMP - Best Management Practice
- (7) Large amount of debris due to reorganization of routes/drivers and excess due to hurricane.

ENERGY SERVICES

Energy Services Administration
David Lucore, Director of Energy Services

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 1,360,364	\$ 1,655,088	\$ 1,846,409
Operations	628,711	803,542	623,617
Land	-	-	-
Capital Equipment	-	-	-
Subtotal	\$ 1,989,075	\$ 2,458,630	\$ 2,470,026
Allocations	515,276	532,345	657,518
Capital Projects (GF)	17,409	23,667	27,333
Total Budget	\$ 2,521,760	\$ 3,014,642	\$ 3,154,877

Notes:

⁽¹⁾ FY21 personnel includes a new Natural Gas Engineering and Compliance Manager.

⁽²⁾ Cost share of Operations Center parking lot repaving.

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	14	14	15

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Total Capital	\$ -	\$ -	

ENERGY SERVICES

Electric Maintenance Divisions
David Lucore, Director of Energy Services

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 2,167,055	\$ 2,521,008	\$ 2,498,488
Operations	1,685,838	2,131,970	2,196,873
Capital Equipment	96,071	768,000	708,500
Capital Projects	458,971	2,275,000	2,750,000
Energy Purchases	48,855,719	50,421,477	50,659,962
Debt Service	1,678,443	1,380,126	1,400,188
Construction (Operating)	1,099,888	1,320,000	1,320,000
Unreserved	-	2,424,849	2,164,223
Subtotal	\$ 56,041,985	\$ 63,242,430	\$ 63,698,234
Payment in Lieu of Taxes	\$ 547,152	\$ 550,000	\$ 550,000
Allocations	374,616	382,829	360,385
Total Budget	\$ 56,963,753	\$ 64,175,259	\$ 64,608,619

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	20	20	20

CAPITAL IMPROVEMENT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator	\$ 300,000	Delay	Operating Rev.
Replace Vehicle # 2499, '11 Digger Derrick	\$ 275,000	Delay	Operating Rev.
Replace Vehicle # 2502, '11 Knuckle Boom Crane	\$ 275,000	\$ 275,000	Operating Rev.
Replace Vehicle # 2046, '01 Backhoe	\$ 100,000	\$ 100,000	Operating Rev.
Replace Vehicle # 1817, '01 Trencher	\$ 100,000	\$ 100,000	Operating Rev.
Replace Vehicle # 2504 '10 Cable Pusher	\$ 75,000	Delay	Operating Rev.
Replace asset #CO4846, HV Coupler, Safety Interloc	\$ 12,000	\$ 12,000	Operating Rev.
Replace asset # CO4841,Locator, Line & Fault	\$ 10,000	\$ 10,000	Operating Rev.
Replace Asset # 2353, '07 Utility Service Van	\$ 42,000	\$ 42,000	Operating Rev.
Replace asset # CO4842, Digital Cable Radar	\$ 20,000	\$ 20,000	Operating Rev.
Purchase Substation Transformer Bushings	\$ 72,000	\$ 72,000	Operating Rev.
Purchase Pulling Rope for Asset # C05292	\$ 7,500	\$ 7,500	Operating Rev.
Purchase Substation Battery Testing Equipment	\$ 10,000	\$ 10,000	Operating Rev.
Purchase New Line Test Equipment	\$ 25,000	\$ 25,000	Operating Rev.
Purchase New Dump Trailer	\$ 35,000	\$ 35,000	Operating Rev.
Total Capital	\$ 1,358,500	\$ 708,500	

CAPITAL PROJECT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	\$ 925,000	\$ 925,000	Reserve for Capital Projects
New Subdivision Construction	\$ 750,000	\$ 750,000	Operating Rev.
Future Industrial Park	\$ 500,000	\$ 500,000	Operating Rev.
Extend 35 Kv Ckt From Airport Sub To Rocky River Rd	\$ 150,000	\$ 150,000	Operating Rev.
AMI Metering Solutions	\$ 100,000	\$ 100,000	Operating Rev.
Replace/Retire Uptown Vault Switches And Cables	\$ 100,000	\$ 100,000	Operating Rev.
Replace/Retire Old Underground Primary	\$ 60,000	\$ 60,000	Operating Rev.
Scada System Upgrade	\$ 50,000	\$ 50,000	Operating Rev.
Purchase Additional Storage For ES	\$ 50,000	\$ 50,000	Operating Rev.
Substation Wildlife Protection & Security	\$ 25,000	\$ 25,000	Operating Rev.
Add Additional Rock To Substation Yards	\$ 20,000	\$ 20,000	Operating Rev.
Substation Flooding Remediation	\$ 20,000	\$ 20,000	Operating Rev.
Total Capital Projects	\$ 2,750,000	\$ 2,750,000	

ELECTRIC FUND TOTALS

EXPENDITURES

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 3,527,419	\$ 4,176,096	\$ 4,344,897
Operations	2,314,549	2,935,512	2,820,490
Land	-	-	-
Capital	96,071	768,000	708,500
Construction	1,099,888	1,320,000	1,320,000
Capital Projects	458,971	2,275,000	2,750,000
Energy Purchases	48,855,719	50,421,477	50,659,962
Unreserved	-	2,424,849	2,164,223
Debt Service	1,678,443	1,380,126	1,400,188
Subtotal	\$ 58,031,060	\$ 65,701,060	\$ 66,168,260
Payment in Lieu of Taxes	\$ 547,152	\$ 550,000	\$ 550,000
Allocations	889,892	915,174	1,017,903
Capital Projects GF	17,409	23,667	27,333
Total Fund Expenditures	\$ 59,485,513	\$ 67,189,901	\$ 67,763,496

REVENUE

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Sales & services	\$ 63,568,452	\$ 66,096,148	\$ 65,623,979
Investment Earnings	3,121,171	868,406	989,170
Intergovernmental	346,476		
Other Revenue	408,619	157,000	157,000
Reserve for Future Capital Projects	-	-	925,000
Revenue Bonds	-	-	-
Other Financing Sources	93,347	68,347	68,347
Total Revenue Budget	\$ 67,538,065	\$ 67,189,901	\$ 67,763,496
Net Revenue/(Exp.)	\$ 8,052,552	\$ -	\$ -

ENERGY SERVICES

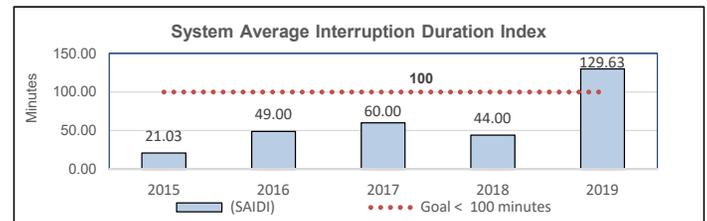
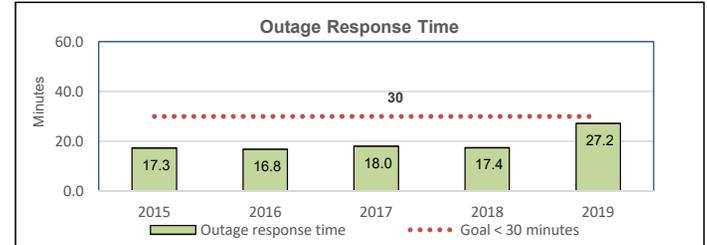
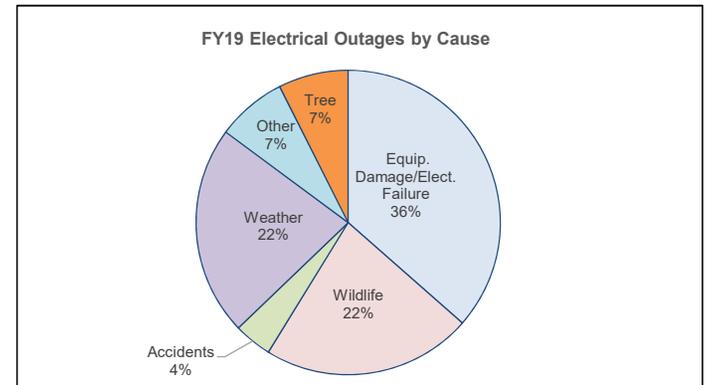
Electric Maintenance/Construction

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Operating Expenditures	\$3,140,441	\$3,369,800	\$3,250,909	\$3,588,181	\$3,852,891	\$4,652,978
Electric Purchases	\$52,932,832	\$50,199,594	\$52,237,592	\$52,523,790	\$48,855,719	\$50,421,477
Employees (Authorized Positions)	17	19	19	19	20	20
Output Measures						
# Customers serviced	10,565	10,793	10,910	10,975	11,059	11,000
# Outages	140	153	155	175	148	150
# Customers affected by outages ⁽⁴⁾	3,507	4,350	6,939	12,907	11,395	4,300
Energy consumption (kWh) ⁽¹⁾	704,128,769	703,180,045	649,163,580	659,380,956	656,204,285	704,100,000
Effectiveness Measures						
Safety: Incidence Rate (goal = 0)	1	1	1	1	1	0
Average Service Availability Index (ASAI) goal > 99.9995%	99.9959%	99.9907%	99.9886%	99.9916%	99.9753%	99.9960%
Customer Average Interruption Duration Index (CAIDI) goal <120 minutes	64.57	121.61	94.09	37.35	125.81	100.00
System Average Interruption Duration Index (SAIDI) goal <100 minutes	21.03	49.00	60.00	44.00	129.63	40.00
System Average Interruption Frequency Index (SAIFI) goal < .25 interruptions per customer	0.400	0.403	0.636	1.176	1.030	0.300
Outage response time (standard <30 minutes) ⁽⁵⁾	17.3	16.8	18.00	17.40	27.20	17.00
% Outages due to wildlife, goal to reduce ⁽²⁾	29%	34%	31%	29%	22%	32%
% Outages due to equip/electrical failures, goal to reduce ⁽³⁾	41%	36%	34%	35%	36%	32%

Efficiency Measures

Notes:

- ⁽¹⁾ Measure = kilowatt-hour
- ⁽²⁾ Staff is working on reducing wildlife outages by installing wildlife guards at the substations.
- ⁽³⁾ Staff is working on reducing outages by replacing older/ failing equipment.
- ⁽⁴⁾ FY18 and FY19 saw an unusually high number of equipment failures and wildlife-related outages.
- ⁽⁵⁾ Higher response times in FY19 were due to multiple outage calls occurring simultaneously in which employees were not able to respond immediately.



ENERGY SERVICES

Natural Gas Division

David Lucore, Director of Energy Services

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 1,294,362	\$ 1,633,931	\$ 1,629,244
Operations	865,099	1,154,201	1,202,344
Capital Equipment	20,453	305,000	233,000
Capital Projects	3,900,091	1,810,000	2,490,000
Gas Purchases	7,067,414	10,595,198	9,227,855
Debt Service	2,871,096	2,848,924	2,746,124
Construction (Operating)	256,901	405,000	405,000
Unreserved	-	598,106	499,125
Subtotal	\$ 16,275,416	\$ 19,350,360	\$ 18,432,692
Payment in Lieu of Taxes	155,593	175,000	190,000
Allocations	1,588,510	1,607,755	1,712,306
Transfer to Electric Capital Projects	25,000	-	-
Total Expenditure Budget	\$ 18,044,519	\$ 21,133,115	\$ 20,334,998
Sales & Services	\$ 18,325,960	\$ 20,636,000	\$ 17,270,938
Investment Earnings	1,877,720	497,115	574,060
Intergovernmental	71,576	-	-
Other Revenue	162,378	-	-
Installment Financing	-	-	-
Fund Balance Appropriation	-	-	2,490,000
Total Revenue Budget	\$ 20,437,634	\$ 21,133,115	\$ 20,334,998
Net Revenue/(Expenditure)	\$ 2,393,115	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	18	20	20

CAPITAL IMPROVEMENT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
2006 Kubota Mini-Excavator Replacement	\$ 90,000	\$ 90,000	Operating Revenue
Replace Hawk Leak Detector #1, (CO6084)	\$ 20,000	\$ 20,000	Operating Revenue
Purchase New Walk-Behind Plow/Trencher	\$ 65,000	\$ 65,000	Operating Revenue
Purchase Tracking & Traceability Equip. And Software	\$ 50,000	\$ 50,000	Operating Revenue
Purchase Enclosed Trailer for Distribution Tapping and Stopping Equipment	\$ 8,000	\$ 8,000	Operating Revenue
Total Capital	\$ 233,000	\$ 233,000	

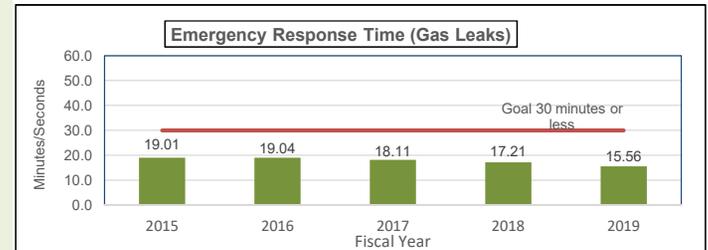
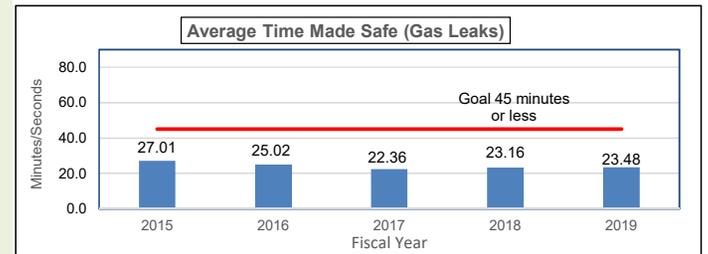
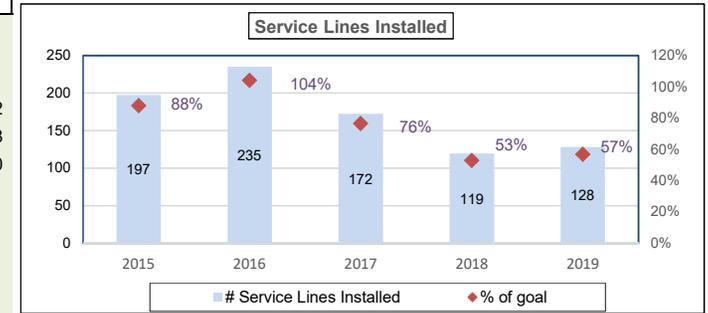
CAPITAL PROJECT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
Subdivision Fund	\$ 1,400,000	\$ 1,400,000	Fund Balance
NCDOT Roadway Relocations	\$ 600,000	\$ 600,000	Fund Balance
Industrial Park	\$ 75,000	\$ 75,000	Fund Balance
AMI Metering Solutions	\$ 65,000	\$ 65,000	Fund Balance
Transmission Pipeline Integrity Mngt Assessment	\$ 65,000	\$ 65,000	Fund Balance
SCADA System Upgrade	\$ 50,000	\$ 50,000	Fund Balance
Purchase Additional Storage for Energy Services	\$ 50,000	\$ 50,000	Fund Balance
Distribution Integrity Management Program	\$ 40,000	\$ 40,000	Fund Balance
Revenue Based Expansions	\$ 40,000	\$ 40,000	Fund Balance
Pipeline Replacement	\$ 40,000	\$ 40,000	Fund Balance
Cathodic Protection Remediation	\$ 40,000	\$ 40,000	Fund Balance
System Reinforcement Projects-Miscellaneous	\$ 25,000	\$ 25,000	Fund Balance
Total Capital Projects	\$ 2,490,000	\$ 2,490,000	

ENERGY SERVICES

Natural Gas

	FISCAL YEAR					
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Target
Inputs						
Operating Expenditures	\$ 1,870,033	\$ 1,942,999	\$ 2,026,720	\$ 2,003,118	\$ 2,159,461	\$ 2,788,132
Natural Gas Purchases	\$ 7,142,304	\$ 4,945,682	\$ 6,071,932	\$ 7,381,818	\$ 7,067,414	\$ 10,245,198
Liquefied Natural Gas Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Employees (Authorized Positions)	14	15	15	18	18	20
Output Measures						
Miles of Gas Mains	464	464	471	475	477	480
Customers serviced	10,855	11,130	11,274	11,420	11,532	11,500
Gas load distribution (Mcf) ⁽²⁾	3,285,609	3,067,288	3,083,556	3,438,143	3,412,220	3,500,000
# Service lines installed ⁽³⁾	197	235	172	119	128	225
Emergency responses (leak inside/outside)	152	182	200	226	287	100
Number of hazardous leaks ⁽⁴⁾	18	34	17	15	27	0
Effectiveness Measures						
Safety incidence rate (goal = 0)	1	0	0	0	0	0
# Federal/ State required inspections / certifications past due (goal = 0)	0	0	1	0	0	0
Loss and unaccounted for (goal +/-2%) ⁽⁵⁾	-0.47%	2.35%	9.38%	2.29%	-1.89%	2.00%
Hazardous Leaks/Mile (goal=0)	0.039	0.073	0.036	0.03	0.060	0.00
Interruptions due to Equipment or Personnel Failure (goal=0)	0	0	0	1	0	0
Service lines installed (% of goal) ⁽⁶⁾	88.0%	104.0%	76.4%	52.9%	56.9%	100%
Leak inside/outside-average response time (goal <= 30 minutes)	19:01	19:04	18:11	17:21	15:56	30:00
Leak inside/outside - average time made safe (goal <= 45 minutes)	27:01	25:02	22:36	23:16	23:48	45:00
Efficiency Measures						
# Miles of gas mains per employee (NC municipal avg. = 30)	36	36	34	34	30	30
# Customers per employee (NC municipal avg. = 765)	835	856	805	816	716	765



Notes:

⁽²⁾ Measure = a thousand cubic feet of natural gas.

⁽³⁾ 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.

⁽⁴⁾ Increased number of hazardous leaks in FY16, due to third party construction on the new bypass.

⁽⁵⁾ FY17 - Increased LAUF gas due to measurement errors.

⁽⁶⁾ FY18 - Decrease in natural gas services due to decrease in demand; Increase in service relocations and replacements (Replaced steel services with PE)

AIRPORT OPERATIONS

E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 647,111	\$ 626,545	\$ 648,883
Operations	425,293	467,437	469,677
Purchases of Aviation Fuel	958,837	1,025,000	1,025,000
Capital	123,867	-	35,000
Capital Projects	2,185,425	-	-
Debt Service	1,158,427	1,223,081	1,200,599
Subtotal	\$ 5,498,960	\$ 3,342,063	\$ 3,379,159
Allocations	237,163	245,285	251,013
Total Expenditure Budget	\$ 5,736,123	\$ 3,587,348	\$ 3,630,172
Aviation Fuel Sales	\$ 1,476,792	\$ 1,521,110	\$ 1,521,110
Tie-down and Hangar Leases	218,989	245,554	291,738
Other Sales & Services	195,346	190,498	297,928
Intergovernmental	885,088		
Investment Earnings	46,429	-	-
Revenue Bonds	-	-	-
Funding From General Fund	3,844,996	1,630,186	1,519,396
Total Revenue Budget	\$ 6,667,640	\$ 3,587,348	\$ 3,630,172
Net Revenue/(Expenditure)	\$ 931,517	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	7	7	7

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace #2264 2003 Ford Sport Trac	\$ 35,000	\$ 35,000	GF Fund Balance
Aircraft Ground Power Unit	\$ 15,000	Delay	
Total Capital	\$ 35,000	\$ 35,000	

AIRPORT CUSTOMS SERVICE

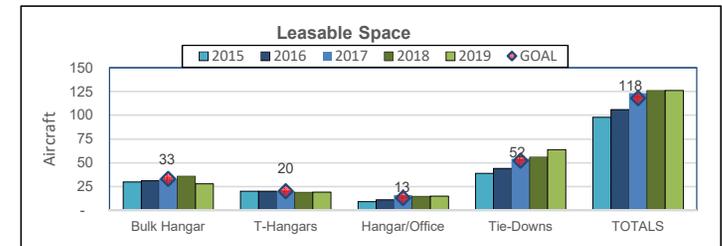
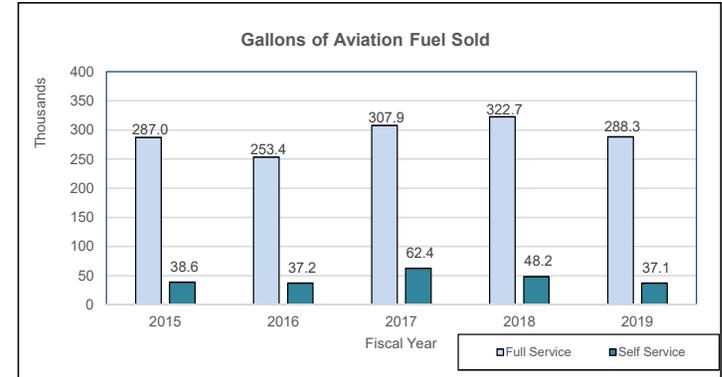
E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Operations	\$ 28,175	\$ 38,089	\$ 36,101
Debt Service	-	-	-
Airport Customs Contract	123,582	123,438	123,438
Subtotal	\$ 151,757	\$ 161,527	\$ 159,539
Allocations	-	-	-
Total Expenditure Budget	\$ 151,757	\$ 161,527	\$ 159,539
Sales & Services	5,600	7,200	7,200
Other Revenue	-	-	-
Funding From General Fund	146,157	154,327	152,339
Total Revenue Budget	\$ 151,757	\$ 161,527	\$ 159,539
Net Revenue/(Expenditure)	\$ -	\$ -	\$ -

AIRPORT Operations

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures - Operations	\$2,035,305	\$1,716,745	\$1,920,843	\$1,996,846	\$2,030,750	\$2,118,982
Expenditures - Customs	\$15,167	\$162,775	\$151,298	\$147,160	\$151,758	\$161,527
Employees (Authorized Positions)	7	7	7	7	7	7
Subsidy from General Fund	\$ 1,325,812	\$ 1,527,311	\$ 1,696,387	\$ 1,526,647	\$ 1,785,261	\$1,762,762
Tax Value per sq ft - Hangars	\$ 34.69	\$ 31.84	\$ 31.81	\$ 31.84	\$ 31.84	\$ 31.84
Total Billable Taxes (Hangars/Planes)	\$ 108,760	\$ 103,273	\$ 148,585	\$ 150,104	\$ 161,556	
Output Measures						
Gallons of Jet-A fuel sold - full service	185,496	143,278	184,903	205,909	164,410	172,097
Gallons of Jet-A fuel sold - self service	1,837	883	3,731	2,254	2,433	2,116
Gallons of Avgas sold - full service	101,533	110,148	122,990	116,832	123,909	106,955
Gallons of Avgas sold - self service	36,773	36,331	58,718	45,977	34,700	43,089
Overnight customers-Tie-down ⁽³⁾	2,194	2,642	2,324	1,409	1,602	2,580
Overnight customers - Hangar	328	421	241	369	156	198
Fueling services provided (aircraft)	4,151	4,558	4,997	5,503	5,633	4,802
Towing services provided (aircraft)	3,065	3,900	4,810	6,605	6,500	4,595
Other line services provided (aircraft) ⁽¹⁾	1,672	1,999	2,801	3,750	3,445	2,556
Effectiveness Measures						
Bulk hangar leasable space (goal = 33 aircraft)	30	31	33	36	28	33
T-hangar leasable space (goal = 20 aircraft)	20	20	20	19	19	20
Hangar/Office leasable space (goal = 8 aircraft)	9	11	16	15	15	13
Tie-down leasable space (goal = 49 aircraft)	39	44	54	56	64	52
Efficiency Measures						
% Operating cost recovery - Airport ⁽²⁾	85.5%	84.2%	76.7%	87.7%	84.1%	85.9%
% Operating cost recovery - Airport Customs	NA	6.3%	12.8%	6.7%	3.7%	
Average cost to the City per use of US Customs Service	NA	\$20,347	\$15,130	\$16,351	\$25,293	\$0.00



Notes:

Performance measures not available for all years.

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

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

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

SOLID WASTE OPERATIONS

Jim Loyd, Director of Engineering

FISCAL SUMMARY

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 88,911	\$ 124,331	\$ 189,041
Operations	1,990,819	2,080,114	2,454,023
Capital	-	-	-
Debt Service ⁽¹⁾	-	-	9,221
Unreserved	-	-	-
Subtotal	\$ 2,079,730	\$ 2,204,445	\$ 2,652,285
Allocations	148,310	157,543	174,138
Total Budget	\$ 2,228,040	\$ 2,361,988	\$ 2,826,423

Notes:

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

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	1	2.5	2.5

COMMUNITY MAINTENANCE

Lisa Stiwinter, Director of Planning and Development

FISCAL SUMMARY

Item	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Personnel	\$ 82,052	\$ 99,584	\$ 96,899
Operations	14,369	15,939	16,149
Capital	-	-	-
Subtotal	\$ 96,421	\$ 115,523	\$ 113,048
Allocations	-	-	-
Total Budget	\$ 96,421	\$ 115,523	\$ 113,048

FULL-TIME PERSONNEL SUMMARY

	FY 2019 Authorized	FY 2020 Authorized	FY 2021 Proposed
Positions	2	2	2

SOLID WASTE FUND TOTALS

EXPENDITURES

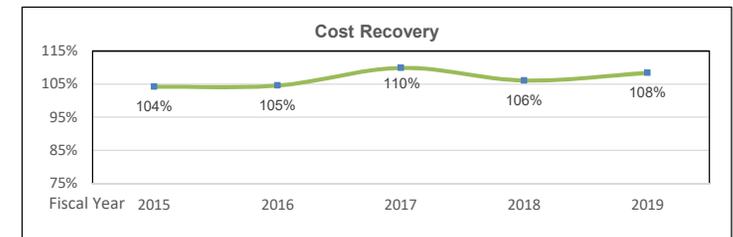
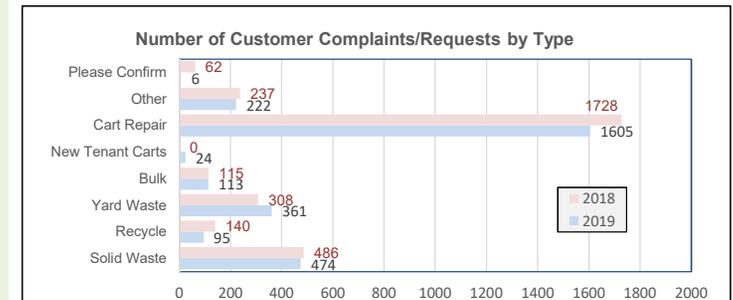
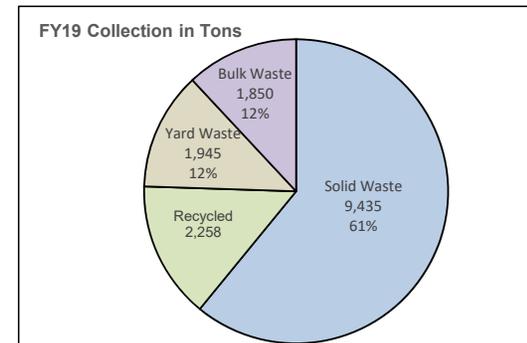
Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Personnel	\$ 170,963	\$ 223,915	\$ 285,940
Operations	2,005,188	2,096,053	2,470,172
Capital	-	-	-
Unreserved	-	-	-
Debt Service	-	-	9,221
Subtotal	\$ 2,176,151	\$ 2,319,968	\$ 2,765,333
Allocations	148,310	157,543	174,138
Total Fund Expenditures	\$ 2,324,461	\$ 2,477,511	\$ 2,939,471

REVENUE

Item	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed
Sales & services	\$ 2,408,501	\$ 2,402,253	\$ 2,623,970
Investment Earnings	40,262	11,085	13,465
Intergovernmental	24,481	23,000	23,000
Other Revenue	1,725	2,000	2,000
Appropriation of Fund Bal		39,173	277,036
Total Revenue Budget	\$ 2,474,969	\$ 2,477,511	\$ 2,939,471
Net Revenue/(Exp.)	\$ 150,508	\$ -	\$ -

SOLID WASTE Administration

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$165,051	\$172,635	\$224,120	\$229,088	\$231,419	\$345,953
Refuse Collection Costs ⁽³⁾	\$1,720,334	\$1,831,779	\$1,830,779	\$1,834,716	\$1,848,312	\$1,920,857
Employees (Authorized Positions) ^{(1) & (3)}	1	1	1	1	1	2.5
Fund Balance Reserve	\$531,955	\$634,378	\$611,796	\$699,186	\$849,693	\$569,677
Output Measures						
Total Number of Households/Small Bus.	9,921	10,040	10,187	10,302	10,382	
Solid Waste (tons) ⁽⁶⁾	9,576	9,219	9,696	9,735	9,435	
Recycled (tons) ⁽⁶⁾	2,015	1,912	1,870	1,897	2,258	
Yard Waste (tons)	1,543	1,468	1,515	1,524	1,945	
Bulk Waste (tons) ⁽⁵⁾	1,217	1,901	1,897	2,280	1,850	
# Customer complaints/requests handled	3,581	4,035	3,650	3,076	2,900	
# Citations issued - Carts	-	167	61	10	9	
# Citations issued - Bulk	-	24	41	58	61	
Effectiveness Measures						
% Cases - Cart repairs (goal to reduce)	47.8%	58.0%	58.6%	56.2%	55.3%	
Efficiency Measures						
% Total cost recovery for Solid Waste Administration services ⁽²⁾	104%	105%	110%	106%	100%	100% or >

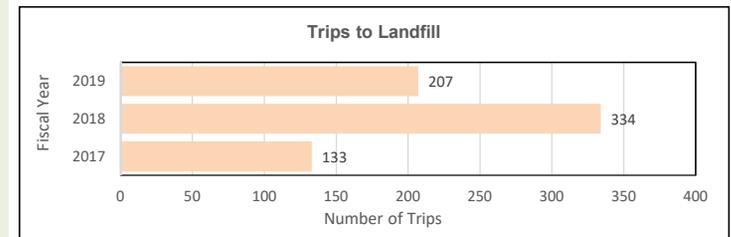
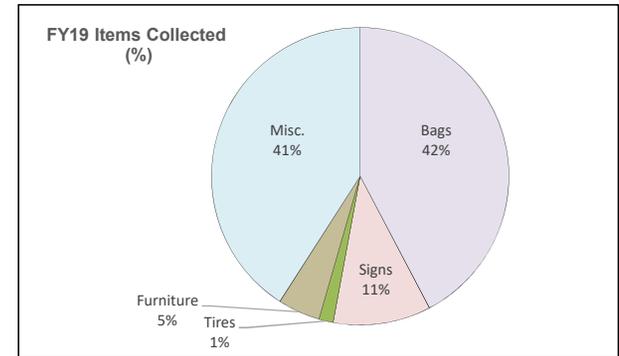


Notes:

- The City contracts with an external vendor to provide these services.
- ⁽¹⁾ A new full time Environmental Educator position was authorized in FY20. The cost of the position will be split with Stormwater.
- ⁽²⁾ 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.
- ⁽³⁾ 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.
- ⁽⁴⁾ In FY20 Fund balance reserves are being appropriated to allow for needed rate increase to be phased in over 3 years.
- ⁽⁵⁾ In FY19 bulk waste tonnage gone down due to efforts of City's Community Maintenance staff picking up.
- ⁽⁶⁾ In FY19 drop in garbage offset by increase in recycling.

SOLID WASTE Community Maintenance

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u> ⁽¹⁾	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Budget</u>
Inputs						
Expenditures			\$43,924	\$106,591	\$96,421	\$115,523
Employees (Authorized Positions)			2	2	2	2
Output Measures						
# Bags collected			497	2,628	3,768	
# Signs Collected			647	1,214	946	
# Tires Collected			100	218	138	
# Furniture Collected			108	367	411	
# Misc. Collected			319	1,841	3,645	
# Trips to the landfill			133	334	207	
Effectiveness Measures						
Efficiency Measures						



Notes:

- ⁽¹⁾ 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.
- ⁽²⁾ In FY18, Solid Waste fees were increased by fifty cents per residential customer per month to cover the cost of this service.

SIF HEALTH & DENTAL

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY20 Financial Plan	FY21 Financial Plan
Operations	\$ 8,562,361	\$ 8,294,677	\$ 9,678,573
Unreserved	-	-	-
Subtotal	\$ 8,562,361	\$ 8,294,677	\$ 9,678,573
Allocations	113,857	124,889	99,774
Total Expenditure Budget	\$ 8,676,218	\$ 8,419,566	\$ 9,778,347
Contributions (Employer/Employee)	\$ 7,211,593	\$ 7,826,139	\$ 8,474,050
Investment Earnings	\$ 147,876	\$ 46,162	37,767
Stop Loss Reimbursements	909,303	\$ -	1,126,530
Caremark Rebate	221,904	\$ 120,000	140,000
Miscellaneous	7,621		
Appropriation of Fund Bal		427,265	
Total Revenue Budget	\$ 8,498,297	\$ 8,419,566	\$ 9,778,347
Net Revenue/(Exp.)	\$ (177,921)	\$ -	\$ -

Notes

Employer and employee health insurance contributions increased by 7.2% in FY21.

SIF PROPERTY & LIABILITY

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2019 Actual	FY20 Financial Plan	FY21 Financial Plan
Operations	\$ 631,885	\$ 697,500	\$ 721,202
Unreserved	-	5,952	-
Subtotal	\$ 631,885	\$ 703,452	\$ 721,202
Allocations	86,787	94,103	83,418
Total Expenditure Budget	\$ 718,672	\$ 797,555	\$ 804,620
Contributions from Departments	732,036	\$ 767,150	774,436
Investment Earnings	41,931	\$ 10,402	10,181
Miscellaneous	38,888	20,003	20,003
Appropriation of Fund Bal			
Total Revenue Budget	\$ 812,855	\$ 797,555	\$ 804,620
Net Revenue/(Exp.)	\$ 94,183	\$ -	\$ -

SIF WORKERS' COMPENSATION

Debra C. Reed, Director

FISCAL SUMMARY

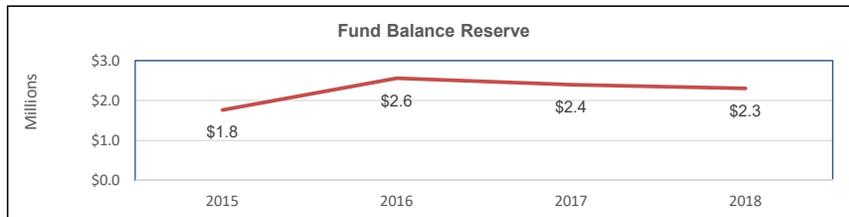
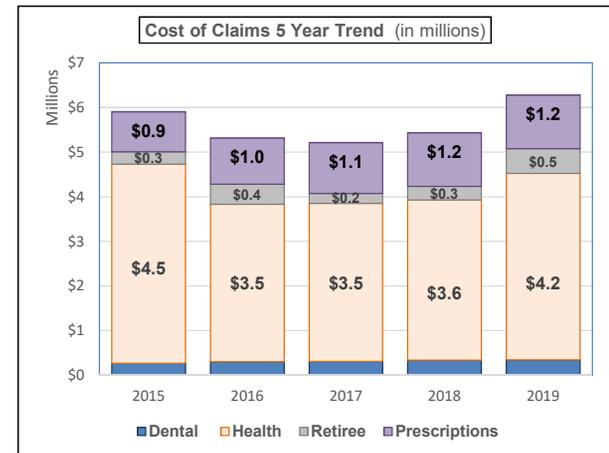
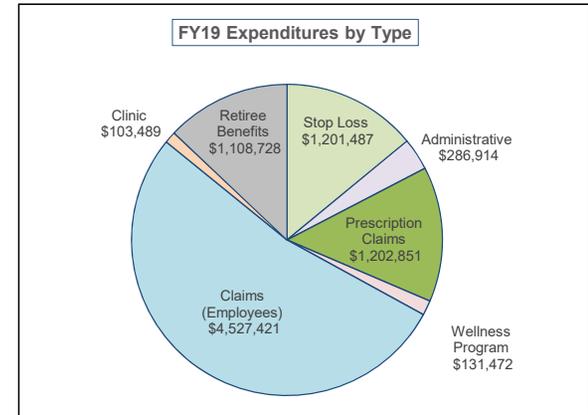
Item	FY 2019 Actual	FY20 Financial Plan	FY21 Financial Plan
Operations	\$ 165,410	\$ 284,782	\$ 284,814
Unreserved	-	-	-
Subtotal	\$ 165,410	\$ 284,782	\$ 284,814
Allocations	104,054	113,062	95,373
Total Expenditure Budget	\$ 269,464	\$ 397,844	\$ 380,187
Contributions from Departments	200,000	\$ 300,000	300,549
Investment Earnings	70,142	\$ 20,312	20,033
Miscellaneous	248	-	-
Appropriation of Fund Bal	-	77,532	59,605
Total Revenue Budget	\$ 270,390	\$ 397,844	\$ 380,187
Net Revenue/(Exp.)	\$ 926	\$ -	\$ -

HUMAN RESOURCES DEPARTMENT Self Insurance Fund - Health and Dental

	FISCAL YEAR					
	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Target</u>
Inputs						
Expenditures	\$7,666,404	\$7,176,883	\$7,209,015	\$7,567,699	\$8,562,362	\$8,294,677
Fund Balance Reserve	\$1,766,205	\$2,561,830	\$2,395,411	\$2,301,185	\$2,123,264	\$1,695,999
Total FTE	426	429	445	447	487	
Total number of dependents covered	325	332	514	506	248	
Total number of retirees covered	30	26	22	35	37	
Output Measures						
# Employee Clinic visits (per calendar year)	591	560	477	561	471	
\$ Total claims	\$5,318,938	\$5,219,181	\$5,437,274	\$5,527,913	\$6,280,145	
% Participation in Wellness Program	89%	89%	92%	89%	89%	
# Employees receiving health incentive	N/A	N/A	262	293	279	
Effectiveness Measures						
% Employees passing health assessment	73%	76%	86%	82%	88%	
Efficiency Measures						
Average cost per visit to Employee Clinic (Clinic Contract) ⁽¹⁾	\$ 142.67	\$ 157.85	\$ 192.29	\$ 174.48	\$ 219.72	

Notes:

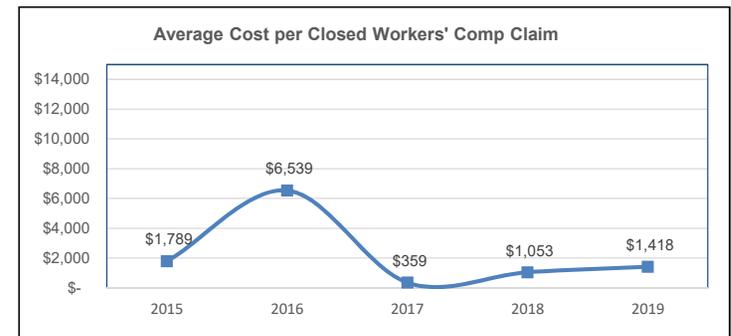
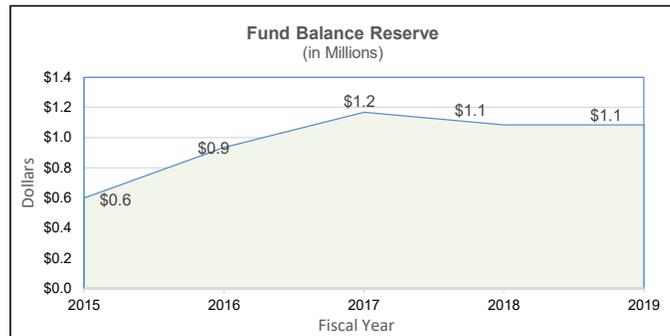
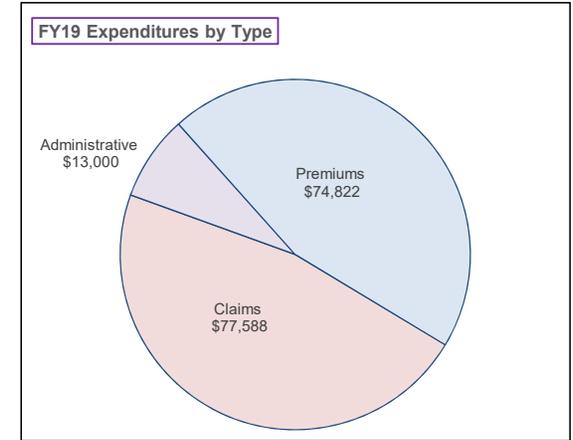
⁽¹⁾ Contractual cost for employee clinic increases annually by 6%.



HUMAN RESOURCES DEPARTMENT

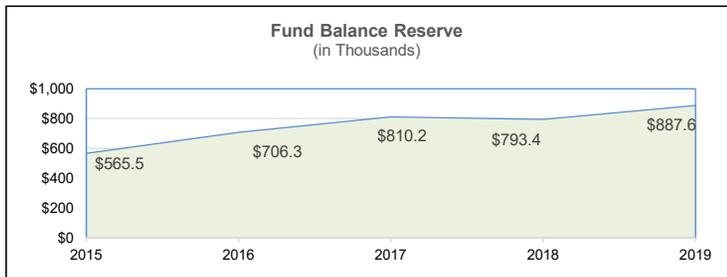
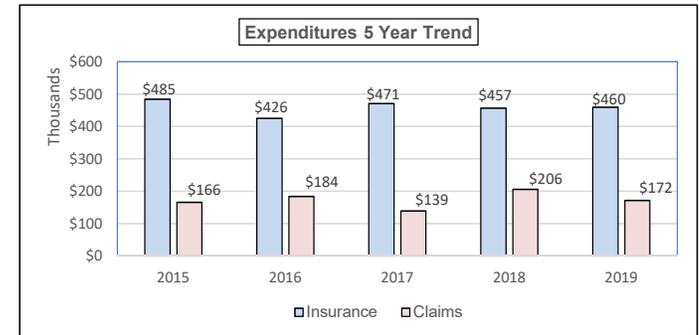
Self Insurance Fund - Workers' Compensation

	FISCAL YEAR					2020 Target /
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	
Inputs						
Expenditures - Workers' Comp	\$417,313	\$351,181	\$185,526	\$166,032	\$165,410	
Fund Balance Reserve	\$599,308	\$934,096	\$1,168,567	\$1,083,505	\$1,084,432	
Output Measures						
# New workers' compensation cases opened	24	29	36	35	34	
# Workers' compensation cases handled	55	45	38	36	36	
\$ Workers' Comp claims	\$353,112	\$211,651	\$104,984	\$86,742	\$77,588	
Effectiveness Measures						
% Workers' Comp cases closed	61.8%	88.9%	42.1%	44.4%	72.2%	
Efficiency Measures						
Average cost per closed workers' comp claim	\$1,789	\$6,539	\$359	\$1,053	\$1,418	



HUMAN RESOURCES DEPARTMENT Property and Liability Insurance Fund

	FISCAL YEAR					2020 Target /
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	
Inputs						
Expenditures - Property and Liability	\$650,296	\$609,583	\$610,285	\$662,502	\$631,884	
Fund Balance Reserve	\$565,490	\$706,321	\$810,174	\$793,369	\$887,550	
Output Measures						
# New property damage cases	28	65	46	84	83	
# Property damage cases handled (internally by staff)	27	37	30	41	36	
\$ Cost of Claims	\$165,539	\$184,038	\$139,118	\$205,530	\$171,839	
\$ Premiums paid to insurer ⁽¹⁾	\$484,756	\$425,545	\$471,167	\$456,972	\$460,046	\$470,000
Effectiveness Measures						
% Property damage cases closed	68%	38%	61%	74%	93%	
Efficiency Measures						
Average cost per closed property damage claim	\$6,488	\$6,286	\$1,099	\$1,337	\$1,547	



Notes:
⁽¹⁾ The City is insured through the NC League of Municipalities

**CITY OF MONROE
DEPARTMENT POSITION SUMMARY**

GENERAL FUND	FY20 Authorized			FY21 Proposed		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
CITY ADMINISTRATION DEPARTMENT						
CITY MANAGER	4			4		
CITY ATTORNEY	2			2		
PUBLIC INFORMATION	2			2		
CITY FACILITIES DEPARTMENT	8			8		
FINANCE DEPARTMENT						
ADMINISTRATION	3			3		
ACCOUNTING	4	1		4	1	
UTILITY BILLING	8			8		
PAYMENT CENTER	5			5		
CUSTOMER SERVICE	6		1	6		1
PURCHASING	2			2		
FLEET	4			4		
WAREHOUSE	3	1		3	1	
HUMAN RESOURCES DEPARTMENT						
HUMAN RESOURCES	4			4		
SAFETY AND HEALTH	1			1		
ENGINEERING DEPARTMENT						
ENGINEERING	9			9		
STREET	19			19		
PLANNING DEPARTMENT						
CODE ENFORCEMENT	3			3		
BUILDING STANDARDS	5			5		
PLANNING	7			7		
COMMUNITY REDEVELOPMENT	1			1		
POLICE DEPARTMENT	105		5	105		5
FIRE DEPARTMENT	84		1	84		1
IT DEPARTMENT						
MIS	4			4		
GIS	1			1		
PARKS & RECREATION DEPARTMENT						
ADMINISTRATION	2			2		
RECREATION	9		3	9		3
PARKS MAINTENANCE	12			12		
GENERAL FUND POSITIONS	317	2	10	317	2	10

SUBSIDIZED FUND	FY20 Authorized			FY21 Proposed		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
GOLF COURSE	6		1	6		1
DOWNTOWN MONROE	1			1		
CENTER THEATRE	3			3		
AIRPORT	7	1	2	7	1	2
MONROE-UNION COUNTY ECON DEV.	4			4		
SUBSIDIZED FUND POSITIONS	21	1	3	21	1	3

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

FY20 Authorized		
FT	PT 30+	PT 20+
11	1	9
10	1	
17		
9		
12		
15	1	
12.5		
14		
20		
20		
2.5		
2		
145	3	9

FY21 Proposed		
FT	PT 30+	PT 20+
13	0	8
11	1	
17		
9		
12		
15	1	
13.5		
15		
20		
20		
2.5		
2		
150	2	8

POSITIONS ALL FUNDS

FY20 Authorized		
FT	PT 30+	PT 20+
483	6	22

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

Notes:

New Positions Proposed for FY21

	<u>No.</u>	<u>Department/Division</u>
Electrical, Instrumentation, & Mechanical Equipment Specialist	1	Water Resources Administration
NG Engineering and Compliance Manager	1	Energy Services Administration
Civil Engineer I	1	Stormwater Maintenance

Organizational Changes Proposed for FY21

	<u>Department/Division</u>
Increase Assistant Aquatics Center Supervisor from PT 30 + hours to FT	Aquatics and Fitness Center
Create Front Desk Coordinator FT position / Eliminate PT 20+ position	Aquatics and Fitness Center

Additional staffing positions are in the City's component unit, Monroe Tourism Development Authority. The annual budget for MTDA is adopted by the Tourism Board. These positions are listed below for information purposes only.

Tourism Development

PT 20 + Administrative Assistant	1
<u>Science Center</u>	
FT Membership/Marketing Specialist	1
FT Science Center Supervisor	1

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS

Priority Descriptions
Imperative (must do) postponement may result in harmful or undesirable consequences
Essential (should do) addresses demonstrated need or objective
Important (could do) beneficial but can be delayed without detrimental effects to basic services.
Desirable (other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
<u>Facilities Maintenance</u>							
Landscape Truck # 2101	36	Imperative	\$ -	\$ 44,000	\$ -	\$ -	\$ -
Facility Maintenance Service Van # 2199	34	Imperative	-	44,000	-	-	-
Dingo Mini Track Loader			-	22,000	-	-	-
Single Man Aerial Lift			-	-	15,000	-	-
Single Axle Trailer			-	-	8,000	-	-
Mulch Blower			-	-	-	90,000	-
Ride On Aerator			-	-	-	-	14,000
Total Facilities Maintenance			\$ -	\$ 110,000	\$ 23,000	\$ 90,000	\$ 14,000
<u>Finance & Administration - Finance Admin</u>							
Replace 2017 Toyota Rav 4			-	-	-	-	20,000
			\$ -	\$ -	\$ -	\$ -	\$ 20,000
<u>Finance & Administration - Utility Billing</u>							
Replace Truck #2576 '12 Chevrolet Colorado	26		\$ -	\$ 30,000	\$ -	\$ -	\$ -
Replace Printronix Printer			-	-	8,000	-	-
			\$ -	\$ 30,000	\$ 8,000	\$ -	\$ -
<u>Finance & Administration - Administrative Services</u>							
Replace #2401 '09 Toyota Prius	21		\$ -	\$ 35,000	\$ -	\$ -	\$ -
			\$ -	\$ 35,000	\$ -	\$ -	\$ -
<u>Finance & Administration - Warehouse</u>							
1998 Yamaha Golf Cart Replacement	27	Important	\$ -	\$ 5,000	\$ -	\$ -	\$ -
			\$ -	\$ 5,000	\$ -	\$ -	\$ -
Total Finance			\$ -	\$ 70,000	\$ 8,000	\$ -	\$ 20,000
<u>Human Resources</u>							
Replace 2008 Honda Civic Hybrid # 2385	21		\$ -	\$ 30,000	\$ -	\$ -	\$ -
			\$ -	\$ 30,000	\$ -	\$ -	\$ -
<u>Engineering</u>							
Ford F-150 4X4 To Replace #2489 (2010)			\$ -	\$ 33,900	\$ -	\$ -	\$ -
			\$ -	\$ 33,900	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
Engineering - Powell Bill							
Flat Bed Dump Truck #2422 (2009)	24		\$ 120,000	\$ -	\$ -	\$ -	\$ -
Tandem Dump Truck To Replace #2186 (2004)			-	153,000	-	-	-
Case Backhoe #2351 (2007)			-	125,000	-	-	-
Tandem Truck To Replace # 2216 (2005)			-	-	155,000	-	-
Tandem Truck To Replace # 2217 (2005)			-	-	-	157,000	-
Motor Grader To Replace #2329 (2006)			-	-	-	150,000	-
Gradall To Replace #2272 (2006)			-	-	-	-	250,000
			\$ 120,000	\$ 278,000	\$ 155,000	\$ 307,000	\$ 250,000
Total Engineering			\$ 120,000	\$ 311,900	\$ 155,000	\$ 307,000	\$ 250,000
Building Standards - Code Enforcement							
Replace Vehicle #2430 '09 Toyota Highlander	25		\$ -	\$ 37,000	\$ -	\$ -	\$ -
Replace Vehicle #2431 '09 Toyota Highlander	24		-	37,000	-	-	-
			\$ -	\$ 74,000	\$ -	\$ -	\$ -
Total Building Standards			\$ -	\$ 74,000	\$ -	\$ -	\$ -
Planning & Development							
Replace Vehicle #2363 '08 Ford F150 (Pool)	21		\$ -	\$ 38,000	\$ -	\$ -	\$ -
Replace Vehicle #2665 '13 Toyota Highlander (Pool)	17		-	32,000	-	-	-
Total Planning			\$ -	\$ 70,000	\$ -	\$ -	\$ -
Police							
Annual Replacement Schedule				\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000
2012 Ford Expedition #2575	35		\$ 48,000				
2012 Jeep Grand Cherokee #2697	30		\$ 48,000				
2011 Honda Pilot #2694	29		\$ 48,000				
2011 Toyota Camry #2668	28		\$ 48,000				
2012 Ford Expedition #2573	28		\$ 48,000				
2013 Ford Taurus Interceptor #2598	27		\$ 48,000				
2014 Ford F150 Supercrew 4x4 #2651	27		\$ 35,600				
2014 Ford F150 Supercrew 4x4 #2652	27		\$ 35,600				
2011 Toyota Camry #2536	26		\$ 48,000				
2012 Ford Expedition #2572	26		\$ 48,000				
2013 Dodge Charger #2605	26		\$ 48,000				
2011 Toyota Camry #2509	25		\$ 48,000				
2013 Ford Taurus Interceptor #2553	23		\$ 48,000				
Total Police			\$ 599,200	\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
Fire							
Replace # 4808 - 2005 Ford F-550 - Medic 4	30	Imperative	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Replace # 5052 2015 Ford F250 Battalion 1	23	Essential	-	65,000	-	-	-
Replace # 2350 - 2008 Chevy Tahoe -Chief 1	31	Essential	-	50,000	-	-	-
Replacement 800 MHz Portable Radios (6 per year)		Imperative	40,000	40,000	40,000	-	-
Replace Rescue Lift Air Bag System		Essential	-	30,000	-	-	-
Replace ATV #2262 and Trailer #2191 (Station 1)	23	Essential	-	23,000	-	-	-
Replace Thermal Imaging Cameras (2 Per Year At \$10,000 Each)		Imperative	20,000	20,000	20,000	20,000	20,000
Replace sign at Fire Station # 2		Desirable	-	14,000	-	-	-
Replace Hose Dryer with Ramair Gear Dryer TG6-6		Important	-	11,000	-	-	-
Replace # 4847 - 2003 International Tractor - Hazmat 5			-	500,000	-	-	-
Replace / Repair Driver Training Pad At Training Center			-	230,000	-	-	-
Replace # 1757- 2009 Ford F-450- Medic 3			-	80,000	-	-	-
Replace Electronic Personnel Accountability System			-	75,000	-	-	-
Replace / Repair / Asphalt Main Drive To Fire Training Center			-	60,000	-	-	-
Replace Emergency Shelter For Mass Decon (Zumro) 1 Per Yr			-	20,000	-	-	-
Replace # 6003 - 2012 Rescue 1			-	-	-	1,000,000	-
Replace # 2343 - 2015 Quint 2			-	-	-	-	1,000,000
Total Fire			\$ 140,000	\$ 1,218,000	\$ 60,000	\$ 1,020,000	\$ 1,020,000
Information Technology							
Core Switch Replacements		Imperative	\$ 300,000	\$ 50,000	\$ 50,000	\$ -	\$ -
Multi-Channel Fiber Conversion			-	125,000	-	-	-
Storage - Video Cameras			-	60,000	-	-	-
Remote Access Appliances			-	30,000	-	-	-
Lightspeed Content Filter Appliance And Subscription			-	22,000	-	-	-
Sql Refresh			-	15,000	15,000	-	-
Datacenter Backup Power (Ups)			-	-	90,000	-	-
Blade Server Refresh			-	-	50,000	-	-
Mail Archival System			-	-	40,000	-	-
Backup Storage Expansion			-	-	20,000	-	-
Mail Server Refresh			-	-	-	30,000	-
Firewall Refresh (Hardware)			-	-	-	17,000	-
Firewalls Refresh			-	-	-	15,000	-
Total IS			\$ 300,000	\$ 302,000	\$ 265,000	\$ 62,000	\$ -
Total General Fund 110			\$ 1,159,200	\$ 2,761,900	\$ 1,087,000	\$ 2,055,000	\$ 1,880,000
Parks & Recreation - Recreation							
Replace #2158 2003 Chevy. Athletic Dir. Truck	28	Essential	\$ -	\$ 38,000	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
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	-	-
Replace # 1937 '90 Bus (with used bus)			-	10,000	-	-	-
Total P&R Recreation			\$ -	\$ 113,000	\$ 120,000	\$ -	\$ -
<u>Parks & Recreation - Parks Maintenance</u>							
Replace Toro 4100D #1952		Essential	\$ 70,000	\$ -	\$ -	\$ -	\$ -
Replace DewEze Slope Mower # 115		Imperative	48,000	-	-	-	-
Replace Truck # 1836	36	Imperative	38,000	-	-	-	-
Replace 18' Flat Bed Trailer		Imperative	5,200	-	-	-	-
Replace Leaf Truck #2181			-	230,000	-	-	-
Replace Truck # 2267			-	45,000	-	-	-
Replace Mowers #6249 & # 6250			-	30,000	-	-	-
Replace Mower # 1924 & # 1926			-	22,000	-	-	-
Replace TS90 #4433			-	-	100,000	-	-
Replace Toro 4100D #6219			-	-	70,000	-	-
Replace Toro 4100D #6248			-	-	70,000	-	-
Replace Ballfield Pickup #2378			-	-	38,000	-	-
Replace Greenway Blower # 1725			-	-	7,000	-	-
Replace Leaf Truck # 2286			-	-	-	230,000	-
Replace Bob Cat T300 #5263			-	-	-	80,000	-
Replace Bob Cat 773 #1362			-	-	-	50,000	-
Replace 2 Ton Dump Truck # 981			-	-	-	-	100,000
Purchase new 1 Ton Dump Truck			-	-	-	-	60,000
Replace Toro Ballfield Mower # 5754			-	-	-	-	55,000
Replace Toro Sand Pro # 0324			-	-	-	-	30,000
			-	-	-	-	-
			\$ 161,200	\$ 327,000	\$ 285,000	\$ 360,000	\$ 245,000
Total Parks and Recreation 130			\$ 161,200	\$ 440,000	\$ 405,000	\$ 360,000	\$ 245,000
Total Funds 110 & 130			\$ 1,320,400	\$ 3,201,900	\$ 1,492,000	\$ 2,415,000	\$ 2,125,000

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN

EQUIPMENT REPLACEMENTS

Priority Descriptions

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Item Description	Garage Score ⁽¹⁾	Priority	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GF Funding Sources:							
Operating Revenue (annual)			\$ 599,200	\$ 599,200	\$ 576,000	\$ 576,000	\$ 576,000
Grants / Oth External Funding			120,000	278,000	155,000	307,000	250,000
Fund Balance Appropriation			514,791	2,324,700	761,000	1,532,000	1,299,000
Allocations to Other Funds			86,409	-	-	-	-
Installment Financing			-	-	-	-	-
TOTAL AVAILABLE			\$ 1,320,400	\$ 3,201,900	\$ 1,492,000	\$ 2,415,000	\$ 2,125,000
TOTAL REQUESTED			\$ 1,320,400	\$ 3,201,900	\$ 1,492,000	\$ 2,415,000	\$ 2,125,000
Net Overage/ (Shortage)			\$ -				

Parks & Recreation - Golf Course

Replace 2002 Chevy Pickup Truck # 1994	31	Essential	\$ 38,000	\$ -	\$ -	\$ -	\$ -
Replace 1997 John Deere 5310 Tractor #1958	29	Essential	22,000	-	-	-	-
Replace 2005 Toro 5500 Fairway Mower #5322			-	75,000	-	-	-
Replace Toro 3500 Rough Mower #1745			-	40,000	-	-	-
Replace 2007 Toro 4700 Rough Mower #9153			-	-	70,000	-	-
Replace Toro 3100 D Trim Mower #1972			-	-	35,000	-	-
Replace Toro Sand Pro 5040 #1733			-	-	25,000	-	-
Replace Buffalo Twin Turbine Blower #1725			-	-	15,000	-	-
Replace Toro 5510 Fairway Mower #2231			-	-	-	75,000	-
Replace 1993 Bedknife Grinder #1975			-	-	-	21,000	-
Replace 2015 Toro 4500 D Rough Mower #6051			-	-	-	-	75,000
			\$ 60,000	\$ 115,000	\$ 145,000	\$ 96,000	\$ 75,000
Total Golf Course			\$ 60,000	\$ 115,000	\$ 145,000	\$ 96,000	\$ 75,000

MCC Funding Sources:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ (21,000)	\$ -
Subsidy from General Fund	-	-	-	-	-
General Fund Balance Appropriation	60,000	115,000	145,000	96,000	75,000
Installment Financing	-	-	-	21,000	-
TOTAL AVAILABLE	\$ 60,000	\$ 115,000	\$ 145,000	\$ 96,000	\$ 75,000
TOTAL REQUESTED	\$ 60,000	\$ 115,000	\$ 145,000	\$ 96,000	\$ 75,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Aquatics & Fitness Center

Treadmill Replacements (\$5,200 Each) (4-5Yrs)	Essential	\$ 41,000	\$ -	\$ 104,000	\$ 32,000	\$ 42,500
Hvac Replacements	Imperative	39,500	9,000	25,000	25,000	-
Replace Waterpark Grates	Imperative	18,000	-	-	-	-
Hot Water Boiler (5-7Yr) Locker Rooms	Imperative	13,500	13,500	-	-	-
Waterpark Stationary Lift Ada (10Yrs)	Imperative	9,000	-	-	-	-
Cardio Room Floor Replacement		-	50,000	-	-	-

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS

Priority Descriptions

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

<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
Gymnasium/ Rball Hard Wood Refinishing (10Yr)			-	30,000	-	-	-
Double Side Color Graphics Component For Front Sign			-	19,500	-	-	-
Pool Heater (5-7Yrs)			-	18,000	-	-	-
Replace Industrial Dryers (8-10Yr)			-	5,000	-	-	-
Pool Vacuum (5Yrs)			-	5,000	-	-	-
Steam Generator (3-5Yr)			-	-	-	8,000	-
Walking Track Floor Replacement (20Yr)			-	-	-	45,000	-
WFP Pump Replacement			-	-	-	-	-
Spa Heater (5-7Yr)			-	-	-	18,000	-
Indoor Portable Lift Replacement			-	-	-	-	7,000
Total Aquatics & Fitness Center			\$ 121,000	\$ 150,000	\$ 129,000	\$ 128,000	\$ 49,500

MAFC Funding Sources:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)	\$ -	\$ 150,000	\$ 129,000	\$ 128,000	\$ 49,500
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ 121,000	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 121,000	\$ 150,000	\$ 129,000	\$ 128,000	\$ 49,500
TOTAL REQUESTED	\$ 121,000	\$ 150,000	\$ 129,000	\$ 128,000	\$ 49,500
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Monroe Union Co. Economic Development

Replace Tahoe 4x4 #2550	23		\$ 45,000	\$ -	\$ -	\$ -	\$ -
Total MUCED			\$ 45,000	\$ -	\$ -	\$ -	\$ -

MUCED Funding Sources:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance	45,000	-	-	-	-
Subsidy from General Fund	-	-	-	-	-
Installment Financing	-	-	-	-	-
TOTAL AVAILABLE	\$ 45,000	\$ -	\$ -	\$ -	\$ -
TOTAL REQUESTED	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Water Resources - Administration & Engineering

Replace signage at Operations Center			\$ -	\$ -	\$ -	\$ -	\$ -
Total			\$ -				

Water Resources - Maintenance

Replace #2000 Freightliner Jet Truck	28	Essential	\$ 425,000	\$ -	\$ -	\$ -	\$ -
Replace #1846 Pipe Bursting Winch	30	Essential	80,000	-	-	-	-
Replace Kohler 150 KW Generator w/ 110 KW generator			-	77,500	-	-	-

CITY OF MONROE
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Replace #4863 10' Bush Hog			-	10,000	-	-	-
Replace #4871 7' Bush Hog			-	5,500	-	-	-
Replace #1701 New Holland Back Hoe			-	80,000	-	-	-
Replace #1489 Jet Serco Trailer			-	40,000	-	-	-
Replace # 2548 F150 Pickup			-	30,000	-	-	-
Replace #923 97 Thompson Trash Pump			-	20,000	-	-	-
Replace #936 Hudson Trailer			-	-	20,000	-	-
Replace # 2521 2 Wd Pickup			-	-	30,000	-	-
Replace # 2520 2Wd Pickup			-	-	30,000	-	-
Replace #2602 Mini Excavator			-	-	-	110,000	-
Replace #5275 Service Truck			-	-	-	75,000	-
Replace #2242 Sterling 2006 Utility Service Truck			-	-	-	-	100,000
Replace #1783 2001 Pickup F-250			-	-	-	-	50,000
			\$ 505,000	\$ 263,000	\$ 80,000	\$ 185,000	\$ 150,000

Water Resources - Construction

Replace #2218 2005 Gmc Dump Truck Asset #CO5274	Essential	\$ 98,100	\$ -	\$ -	\$ -	\$ -	\$ -
Replace # 2037 1999 Hudson Bros.12 Ton Trailer Asset #1368	Essential	15,000	-	-	-	-	-
Replace #2243 Utility Truck		-	120,000	-	-	-	-
Replace 2011 Kubota 80 Excavator		-	120,000	-	-	-	-
Replace #1241 '98 Tandem Axle Dump Truck		-	-	165,000	-	-	-
Replace 2007 Freightliner Utility Truck		-	-	120,000	-	-	-
Replace #2549 4Wd Pickup		-	-	30,000	-	-	-
Replace # 2636 F250 4Wd Pickup		-	-	-	39,000	-	-
Replace #2204 Case 160 Excavator W/ 20,000# Class		-	140,000	-	-	-	-
Replace #720 '91 Tractor & Trailer With Low Profile 20 Ton Trailer		-	40,000	-	-	-	-
Replace #2210 2005 Hudson Bros.12 Ton Trailer Asset #C05033		-	15,000	-	-	-	-
Replace Shoring Boxes		-	-	20,000	-	-	-
		\$ 113,100	\$ 435,000	\$ 335,000	\$ 39,000	\$ -	\$ -

Water Resources - Water Treatment Plant

Replace Coating on Sedimentation Basins	Essential	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Replace Boat Motor		-	10,000	-	-	-	-
Replace Fwps#1 Motor Starter Cabinets And Disconnect		-	-	750,000	-	-	-
Lagoon Cleaning		-	-	100,000	-	-	-
Replace Operator Utility Vehicle		-	-	13,000	-	-	-
		\$ 500,000	\$ 10,000	\$ 863,000	\$ -	\$ -	\$ -

Water Resources - Wastewater Treatment Plant

Replace Membrane Diffusers In Basins 1-5	Essential	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -
Clean Out Basins 1-5	Essential	150,000	-	-	-	-	-
Replace Eq Drain Pumps		-	75,000	-	-	-	-

CITY OF MONROE
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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
Replace Filter Media			-	120,000	-	-	-
Replace Spreader for land application			-	35,000	-	-	-
			\$ 325,000	\$ 230,000	\$ -	\$ -	\$ -
Total Water Resources			\$ 1,443,100	\$ 938,000	\$ 1,278,000	\$ 224,000	\$ 150,000

WR Funding Sources:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)	\$ 1,443,100	\$ 938,000	\$ 1,278,000	\$ 224,000	\$ 150,000
Oth External Funding	\$ -	\$ -	\$ -	-	-
Fund Balance Appropriation	\$ -	\$ -	\$ -	-	-
Installment Financing	\$ -	\$ -	\$ -	-	-
TOTAL AVAILABLE	\$ 1,443,100	\$ 938,000	\$ 1,278,000	\$ 224,000	\$ 150,000
TOTAL REQUESTED	\$ 1,443,100	\$ 938,000	\$ 1,278,000	\$ 224,000	\$ 150,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Stormwater

2 Ton Flat-Bed Truck To Replace #2423 (2009)	25		\$ 120,000	\$ -	\$ -	\$ -	\$ -
Replace Street Sweepers (FY18)			-	-	-	600,000	-
Tractor To Replace #2465 (2010)			-	-	-	-	40,000
Total Stormwater			\$ 120,000	\$ -	\$ -	\$ 600,000	\$ 40,000

SU Funding Sources:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Fund Balance Appropriation	\$ 120,000	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	600,000	-
TOTAL AVAILABLE	\$ 120,000	\$ -	\$ -	\$ 600,000	\$ 40,000
TOTAL REQUESTED	\$ 120,000	\$ -	\$ -	\$ 600,000	\$ 40,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

ES Admin

Replace Printer OCE Plotter/Scanner Asset # 1603			\$ -	\$ 30,000	\$ -	\$ -	\$ -
			\$ -	\$ 30,000	\$ -	\$ -	\$ -

CITY OF MONROE
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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
Electrical							
Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator	18	Important	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Replace Vehicle # 2499, '11 Digger Derrick	18	Imperative	-	275,000	-	-	-
Replace Vehicle # 2502, '11 Knuckle Boom Crane	24	Imperative	275,000	-	-	-	-
Replace Vehicle # 2046, '01 Backhoe	33	Imperative	100,000	-	-	-	-
Replace Vehicle # 1817, '01 Trencher	25	Imperative	100,000	-	-	-	-
Replace Vehicle # 2504 '10 Cable Pusher	17	Essential	-	75,000	-	-	-
Replace asset #CO4846, HV Coupler, Safety Interloc		Imperative	12,000	-	-	-	-
Replace asset # CO4841,Locator, Line & Fault		Imperative	10,000	-	-	-	-
Replace Asset # 2353, '07 Utility Service Van		Imperative	42,000	-	-	-	-
Replace asset # CO4842, Digital Cable Radar		Imperative	20,000	-	-	-	-
Replace Vehicle # 2559, '12 Mini Excavator			-	100,000	-	-	-
Replace Vehicle # 2580, '12 3/4 ton 4WD Pickup Truck w/Srv Body			-	50,000	-	-	-
Replace Vehicle # 2581, '12 4WD Pickup Truck w/Service Body			-	50,000	-	-	-
Replace Asset # CO5753, Locator, HV Cable Fault			-	40,000	-	-	-
Replace Asset # CO1372, Sectionalizer and TDR			-	40,000	-	-	-
Replace Asset # CO5997, Thermal Imaging Camera			-	7,500	-	-	-
Replace Asset # CO5998, Thermal Imaging Camera			-	7,500	-	-	-
Replace Vehicle # 2603, '13 Bucket Truck			-	-	241,000	-	-
Replace Vehicle # 2179, '97 3-Reel Turret Trailer			-	-	50,000	-	-
Replace Vehicle # 2621, '13 Fiber Optic Splicing Trailer			-	-	50,000	-	-
Replace Vehicle # 2424, '09 SUV 4WD			-	-	50,000	-	-
Replace Vehicle # 2427, '09 SUV 4WD			-	-	50,000	-	-
Replace Vehicle #2432, '09 SUV 4WD			-	-	50,000	-	-
Replace Vehicle # 2432, '09 SUV 4WD			-	-	50,000	-	-
Replace Vehicle # 2492, '10 SUV 4WD			-	-	50,000	-	-
Replace Vehicle # 2108, '14 Bucket Truck			-	-	-	241,000	-
Replace Vehicle # 2466 '10 Mini Skid Loader w/Attachments			-	-	-	75,000	-
Replace Vehicle # 2258, '14 Trailer, Wire Puller			-	-	-	60,000	-
Replace Vehicle # 2653, '14 4WD Pickup Truck Crew Cab			-	-	-	50,000	-
Replace Vehicle # 2236, '14 4WD Pickup Truck w/Service Body			-	-	-	50,000	-
Replace Vehicle # 2467, '14 Equipment Trailer			-	-	-	20,000	-
Replace Vehicle # 2688, '15 Digger Derrick			-	-	-	-	300,000
Replace Vehicle # 2689, '15 55' Bucket Truck			-	-	-	-	240,000
Replace Vehicle # 2726, '15 Digger Derrick			-	-	-	-	200,000
Replace Vehicle # 2692, 15 Track Loader			-	-	-	-	120,000
Total Electric			\$ 559,000	\$ 945,000	\$ 591,000	\$ 496,000	\$ 860,000
Total Electric Fund			\$ 559,000	\$ 975,000	\$ 591,000	\$ 496,000	\$ 860,000

CITY OF MONROE
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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
EL Funding Sources:			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)			\$ 559,000	\$ 975,000	\$ 591,000	\$ 496,000	\$ 860,000
Oth External Funding			\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation			\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing			\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE			\$ 559,000	\$ 975,000	\$ 591,000	\$ 496,000	\$ 860,000
TOTAL REQUESTED			\$ 559,000	\$ 975,000	\$ 591,000	\$ 496,000	\$ 860,000
Net Overage/ (Shortage)			\$ -				

Natural Gas

2006 Kubota Mini-Excavator Replacement	23	Imperative	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Replace '46 Hawk Leak Detector #1, S/N: 1612558 (CO6084)		Imperative	20,000	-	-	-	-
2011 Ford F-350 KUV Standby Van Replacement, #2513			-	90,000	-	-	-
Replace '46 Hawk Leak Detector #2, S/N: 1612607 (CO6089)			-	20,000	-	-	-
2006 Trailer Hudson 12 Ton Replacement (air brakes), #2259			-	-	25,000	-	-
Replace '46 Hawk Leak Detector #3, S/N: 1709641 (CO6229)			-	-	20,000	-	-
2011 Scag Cheetah Mower Replacement			-	-	20,000	-	-
2011 Ford F-250 4x4 Pickup Replacement, #2532			-	-	-	60,000	-
Air Compressor Replacement, #1167			-	-	-	25,000	-
2011 Polaris Ranger 4x4 500 EFI Replacement			-	-	-	25,000	-
2016 Ford F-150 XL 4x4 Pickup Replacement, #2733			-	-	-	-	45,000
2011 Ford F-350 BiFuel Supercab 4x4 Pickup Replacement, #2629			-	-	-	65,000	-
2011 Ford Super Duty F-250 4x4 Pickup Replacement, #2494			-	-	65,000	-	-
2011 Ford Super Duty F-250 4x4 Pickup Replacement, #2493			-	65,000	-	-	-
2013 Ford F-350 4x4 Pickup Replacement, #2630			-	-	45,000	-	-
Freightliner Haul Truck (Automatic), #2360			-	-	-	-	130,000
Total Gas			\$ 110,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000

NG Funding Sources:

NG Funding Sources:			FY 2020-21	FY 2020-22	FY 2020-22	FY 2020-22	FY 2020-23
Operating Revenue (annual)			\$ 110,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Oth External Funding			-	-	-	-	-
Fund Balance Appropriation			-	-	-	-	-
Installment Financing			-	-	-	-	-
TOTAL AVAILABLE			\$ 110,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
TOTAL REQUESTED			\$ 110,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Net Overage/ (Shortage)			\$ -				

Airport

Replace #2264 2003 Ford Sport Trac	29	Desirable	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Aircraft Ground Support Equipment – Ground Power Unit		Important	-	15,000	-	-	-
Total Airport			\$ 35,000	\$ 15,000	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
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EQUIPMENT REPLACEMENTS

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2025</i>
AP Funding Sources:			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)			\$ -	\$ 15,000	\$ -	\$ -	\$ -
Grants / Oth External Funding			\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation (General Fund)			\$ 35,000	\$ -	\$ -	\$ -	\$ -
Installment Financing			\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE			\$ 35,000	\$ 15,000	\$ -	\$ -	\$ -
TOTAL REQUESTED			\$ 35,000	\$ 15,000	\$ -	\$ -	\$ -
Net Overage/ (Shortage)			\$ -	\$ -	\$ -	\$ -	\$ -
Solid Waste Administration							
Replace CO6062 - Nissan Frontier Truck			\$ -	\$ -	\$ -	\$ 20,000	\$ -
Total Solid Waste			\$ -	\$ -	\$ -	\$ 20,000	\$ -
Community Maintenance							
Replace CO2394 - Ford F450 Dump Truck			\$ -	\$ -	\$ -	\$ -	\$ 60,000
Total Community Maintenance			\$ -	\$ -	\$ -	\$ -	\$ 60,000
Total Solid Waste			\$ -	\$ -	\$ -	\$ 20,000	\$ 60,000
SW Funding Sources:			FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Operating Revenue (annual)			\$ -	\$ -	\$ -	\$ -	\$ -
Oth External Funding			-	-	-	-	-
Fund Balance Appropriation			-	-	-	20,000	60,000
TOTAL AVAILABLE			\$ -	\$ -	\$ -	\$ 20,000	\$ 60,000
TOTAL REQUESTED			\$ -	\$ -	\$ -	\$ 20,000	\$ 60,000
Net Overage/ (Shortage)			\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total - All Funds			\$ 3,813,500	\$ 5,569,900	\$ 3,810,000	\$ 4,154,000	\$ 3,474,500

⁽¹⁾ Garage evaluation score and class descriptions:

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

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
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STRATEGIC PLAN / CAPITAL PROJECTS

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
City Manager						
Downtown Parking Structure*		\$ -	\$ -	\$ 5,800,000	\$ -	\$ -
* Contingent upon participation by Union County		\$ -	\$ -	\$ 5,800,000	\$ -	\$ -
Total City Administration		\$ -	\$ -	\$ 5,800,000	\$ -	\$ -
Economic Development						
Industrial Park #3 Planning/Infrastructure		\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Sutton Park Master Planning		-	400,000	-	-	-
Monroe Corp. Ctr Phs I-Ii Sidewalk/Landscape Completion		-	180,000	-	-	-
Land Options Future Industrial Area(S)-Ind. Park #3		-	150,000	150,000	150,000	-
Corporate Center Sign - South Entrance		-	18,000	-	-	-
Speculative Bldg. #5 100,000 Sf-Monroe Corp. Ctr		-	-	-	3,500,000	-
Speculative Bldg. #6 100,000 Sf-Monroe Corp. Ctr		-	-	-	-	3,500,000
Speculative Bldg. #8 100,000 Sf-Location TBD		-	-	-	-	4,000,000
Speculative Bldg. #7 100,000 Sf-Monroe Corp.Ctr		-	-	-	-	3,500,000
Total Economic Development		\$ -	\$ 2,748,000	\$ 2,150,000	\$ 3,650,000	\$ 11,000,000
Facilities Maintenance						
Hvac Replacements/Hvac Inventory	Imperative	\$ 75,000	\$ 44,000	\$ 52,000	\$ 75,000	\$ 50,000
Roof Replacement - Winchester Head Start (Fairly Ave)	Imperative	68,000	-	-	-	-
Roof Replacement - J Ray Shute	Imperative	65,000	-	-	-	-
Roof Replacement - Mars Meeting Rm (Dickerson)		-	70,000	-	65,000	-
Roof Replacement - Community Shelter		-	58,000	-	-	-
Roof Replacement - Senior Center (Current Facility)		-	-	85,000	-	-
Roof Replacement - Bazemore Center		-	-	65,000	-	-
Roof Replacement - City Hall		-	-	-	-	350,000
Roof Replacement - Winchester Ceramics		-	-	-	-	120,000
Total Facilities		\$ 208,000	\$ 172,000	\$ 202,000	\$ 140,000	\$ 520,000
Finance & Administration - Billing						
Truck for requested new Technician Position	Imperative	\$ -	\$ 32,000	\$ -	\$ -	\$ -
		\$ -	\$ 32,000	\$ -	\$ -	\$ -
Total Finance		\$ -	\$ 32,000	\$ -	\$ -	\$ -

CITY OF MONROE
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
Human Resources						
Office, Filing, and Applicant Space (Library Conf. Rm)	Essential	\$ -	\$ 25,440	\$ -	\$ -	\$ -
		\$ -	\$ 25,440	\$ -	\$ -	\$ -
*Alternate option use space in Administration Lobby at a cost of \$14,310						
Engineering - Engineering Services						
Hayne Street Streetscape (Houston to Sunset)	Desirable	\$ -	\$ -	\$ 1,040,000	\$ -	\$ -
Parking Lot Resurfacing (Church St At Rr Depot)	Important	-	170,000	-	-	-
		\$ -	\$ 170,000	\$ 1,040,000	\$ -	\$ -
Engineering - Street						
Contract Resurfacing \$30 Vehicle Tax	<i>Restricted</i>	\$ 831,630	\$ 831,630	\$ 831,630	\$ 831,630	\$ 831,630
Contract Resurfacing (FB Assignment)	<i>Committed</i>	300,000	-	-	-	-
Vehicle for new Construction Inspector I position	Imperative	-	33,900	-	-	-
2- 31 Ft. X 28 Ft. X 14 Ft. Tall Equipment Shelters	Important	-	18,000	-	-	-
		\$ 1,131,630	\$ 883,530	\$ 831,630	\$ 831,630	\$ 831,630
Total Engineering		\$ 1,131,630	\$ 1,053,530	\$ 1,871,630	\$ 831,630	\$ 831,630
Building Standards - Code Enforcement						
Non-Hybrid 4 Wheel Drive Suv (New Position)	Imperative	\$ -	\$ 37,000	\$ -	\$ -	\$ -
		\$ -	\$ 37,000	\$ -	\$ -	\$ -
Building Standards - Inspections						
Non-Hybrid 4 Wheel Drive Suv (New Position)	Essential	\$ -	\$ 37,000	\$ -	\$ -	\$ -
		\$ -	\$ 37,000	\$ -	\$ -	\$ -
Total Building Standards		\$ -	\$ 74,000	\$ -	\$ -	\$ -
Police						
New Vehicle For Crime Scene Technician Position	Essential	\$ -	\$ 50,000	\$ -	\$ -	\$ -
New Vehicle For 4 New Police Officer Positions	Essential	-	208,000	-	-	-
Total Police		\$ -	\$ 258,000	\$ -	\$ -	\$ -
Fire						
Fire Engine For Station 6	Essential	\$ -	\$ 625,000	\$ -	\$ -	\$ -
4 Door 3/4 Ton Pickup Truck (Surplus Utility 5 1787) Medic 6	Essential	-	55,000	-	-	-

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Fencing For Training Grounds	Important	-	25,000	-	-	-
Storage Buildings For Fire Dept. Trailers (Two 24X30X11 Metal Buildings and Re-Erect The 15X50 Building In Storage.)	Essential	-	25,000	-	-	-
New Opticom Traffic Control Devices (3 Intersections @ \$6K Ea.)		-	45,000	45,000	45,000	-
Total Fire		\$ -	\$ 775,000	\$ 45,000	\$ 45,000	\$ -

Information Technology (Division)

Intrusion Detection And Prevention System (Network Security) Part two	Essential	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Department Building		-	-	-	-	2,300,000
Data Center Expansion					250,000	-
Total IT (Division)		\$ 150,000	\$ -	\$ -	\$ 250,000	\$ 2,300,000
Total IT		\$ 150,000	\$ -	\$ -	\$ 250,000	\$ 2,300,000

Total General Fund

\$ 1,489,630 \$ 5,112,530 \$ 10,068,630 \$ 4,916,630 \$ 14,651,630

General Fund Funding Sources:

	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ 75,000	\$ 1,359,900	\$ 1,092,000	\$ 75,000	\$ 50,000
\$30 Vehicle Tax	831,630	831,630	831,630	831,630	831,630
Grants / Oth External Funding	-	-	-	-	-
Fund Balance Appropriation	283,000	173,000	195,000	360,000	470,000
Fund Balance - Formal Assignment for Streets	300,000	-	-	-	-
Water Resources Fund (interfund loan)	-	2,748,000	2,150,000	3,650,000	11,000,000
Allocation to Enterprise Funds	-	-	-	-	-
Installment Financing	-	-	5,800,000	-	2,300,000
TOTAL AVAILABLE	\$ 1,489,630	\$ 5,112,530	\$ 10,068,630	\$ 4,916,630	\$ 14,651,630
TOTAL REQUESTED	\$ 1,489,630	\$ 5,112,530	\$ 10,068,630	\$ 4,916,630	\$ 14,651,630
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Parks Maintenance

Winchester Picnic Shelter	Desirable	\$ -	\$ 78,000	\$ -	\$ -	\$ -
Replace Creft Park Playground Equip. & Install Shade Structure	Important	-	60,000	-	-	-
Dickerson Restroom Renovation and Control Link	Important	-	40,000	-	-	-
1/2 Ton Pickup Truck (new position)	Imperative	-	38,000	-	-	-
Fencing Replacement And Repairs-Parks And Cemeteries	Imperative	25,000	25,000	25,000	25,000	25,000
Resurface Basketball Courts at Dickerson Park	Important	-	20,000	-	-	-
Purchase New Kubota Utility Vehicle	Essential	-	10,500	-	-	-

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Don Griffin Park Bathroom Replacement Pre-fab		-	125,000	-	-	-
Don Griffin Ballfield Parking Area		-	75,000	-	-	-
Winchester Playground & Installation of Shade Structure		-	60,000	-	-	-
Don Griffin Park Playground Equip.- Replace with Shade Structure		-	60,000	-	-	-
Resurface Basketball Courts at Creft Park		-	30,000	-	-	-
Sunset Park Renovations		-	-	233,000	-	-
J. Ray Shute Playground Equip.- Replace with Shade Structure		-	-	80,000	-	-
Sutton Park Pre-fab Restrooms		-	-	-	125,000	-
Dickerson Ballfield Restroom Renovation & Control Link		-	-	-	50,000	-
Sunset Park Pre-fab Restrooms		-	-	-	-	125,000
Old Armory Park Pre-fab Restrooms		-	-	-	-	125,000
Total Facilities Maintenance		\$ 25,000	\$ 621,500	\$ 338,000	\$ 200,000	\$ 275,000
Total Parks and Recreation		\$ 25,000	\$ 621,500	\$ 338,000	\$ 200,000	\$ 275,000

Parks & Recreation	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation	\$ 25,000	\$ 621,500	\$ 338,000	\$ 200,000	\$ 275,000
TOTAL AVAILABLE	\$ 25,000	\$ 621,500	\$ 338,000	\$ 200,000	\$ 275,000
TOTAL REQUESTED	\$ 25,000	\$ 621,500	\$ 338,000	\$ 200,000	\$ 275,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Golf Course

Pave Equipment Storage & Parking area at Maint. Shop	Important	\$ -	\$ 38,000	\$ -	\$ -	\$ -
Add Greens Roller	Essential	-	20,000	-	-	-
New Irrigation System Front 9		-	280,000	-	-	-
Golf Cart Wash Pad		-	32,000	-	-	-
New irrigation System Back 9		-	-	336,000	-	-
Replace Fertilizer, Chemical and Tool Sheds		-	-	-	50,000	-
3 Bay Landscape Material Storage Bin w/ Privacy fence		-	-	-	20,000	-
Enclose 2 Outdoor Bays at Shop & add Garage Doors		-	-	-	-	35,000
		\$ -	\$ 370,000	\$ 336,000	\$ 70,000	\$ 35,000
Total Golf Course		\$ -	\$ 370,000	\$ 336,000	\$ 70,000	\$ 35,000

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MCC (Golf Course)		FY 2021	FY 2022	FY 2023	FY 2024	FY 2024
Operating Revenue		\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from the General Fund		\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing		\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation		\$ -	\$ 370,000	\$ 336,000	\$ 70,000	\$ 35,000
TOTAL AVAILABLE		\$ -	\$ 370,000	\$ 336,000	\$ 70,000	\$ 35,000
TOTAL REQUESTED		\$ -	\$ 370,000	\$ 336,000	\$ 70,000	\$ 35,000
Net Overage/(Shortage)		\$ -	\$ -	\$ -	\$ -	\$ -

General Gov't Capital Projects

Parks & Rec

Greenway Design/Construction

Belk Tonawanda Park Master Plan Phase I-B Implementation (PARTF Match)	Imperative	\$ 425,000	\$ -	\$ -	\$ -	\$ -
Belk Tonawanda Park Master Plan Phase II Implementation (PARTF Match)		-	-	350,000	-	-
Greenway Design/Construction (Annual Funding)		100,000	100,000	100,000	100,000	-
Phase 3 Parks Williams Athl. Complex-PARTF Match ⁽¹⁾		-	-	-	100,000	-
Winchester Teen Center (GB1501)		-	-	-	500,000	-

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

Engineering

Ops Center Parking Lot ⁽¹⁾	Important	81,999	72,500	80,000	62,500	-
Sidewalk Maintenance (GB1701)	Essential	-	200,000	200,000	200,000	200,000

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

Parks & Recreation - Golf Course

Tee Box/Bunker Renovation (Annual Funding)		50,000	50,000	50,000	50,000	-
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Planning

Implementation Concord Ave. Redevelopment	Essential	-	500,000	-	-	-
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Public Safety

Fire Station Renovations (Station 1, 2and 5) Up Fit Kitchen, Dorms, Dayroom, And Locker Area,	Essential	-	100,000	-	-	-
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Live Fire Training, Burn Building At Fire Training Ctr (Possible Cost Share W/Union Co)		-	1,000,000	-	-	-
Fire Station 6 (Additional Station In Northwest Area)		-	450,000	4,500,000	-	-
Fire Administration Renovation at 117 N Church St.		-	200,000	-	-	-
New Fire Station 1 / Fire Administration Offices		-	-	1,000,000	10,000,000	-
<u>Downtown</u>						
Roundabout @ Charlotte Ave & Lancaster Ave		-	-	2,191,440	-	-
<i>Morgan-Windsor Alley:</i>		-	-	-	-	-
Demo Of 113 W. Morgan (Asbestos & Utilities)		-	300,000	-	-	-
Acquisition/Donation Of Terrell Portion Behind Hi-Lites	Essential	50,000	-	-	-	-
Design/Construction Plans For Hardscape/Plaza Area	Imperative	75,000	-	-	-	-
Construction		-	500,000	-	-	-
<i>One Way Street Conversion Elements:</i>		-	-	-	-	-
One Way Street conversion (design/const. plans)	Imperative	-	1,200,000	-	-	-
Jefferson & Franklin Two Way Traffic conversion		-	-	3,000,000	-	-
Jefferson & Franklin Roundabout (Peanut, w/conversion)		-	-	2,600,000	-	-
Main Street Sidewalk improvements per Master Plan		-	-	-	2,200,000	-
Charlotte Avenue Road Diet		-	-	-	1,050,000	-
Five Points Improvements, eliminates 2 traffic signals		-	-	970,000	-	-
Jefferson Connector (alternative)		-	-	830,000	-	-
Pedlet Pilot Program	Essential	18,000	-	-	-	-
718 N. Charlotte Ave Acquisition - Belk Tonawanda Gateway	Imperative	-	410,000	-	-	-
Downtown Speaker System		-	-	-	200,000	-
Total General Government Capital Projects		\$ 799,999	\$ 5,082,500	\$ 15,871,440	\$ 14,462,500	\$ 200,000

Fund 350 Cap Proj	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024
Installment Financing	\$ -	\$ 4,660,000	\$ 15,441,440	\$ 14,050,000	\$ -
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Balance	\$ 718,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 200,000
General Fund Bal Formal Assignment	\$ -				
Transfers from other Funds	\$ 81,999	\$ 72,500	\$ 80,000	\$ 62,500	\$ -
TOTAL AVAILABLE	\$ 799,999	\$ 5,082,500	\$ 15,871,440	\$ 14,462,500	\$ 200,000
TOTAL REQUESTED	\$ 799,999	\$ 5,082,500	\$ 15,871,440	\$ 14,462,500	\$ 200,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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Aquatics & Fitness Center						
Replacement roof sections (12-15yr)		\$ -	\$ 50,000	\$ -	\$ -	\$ 30,000
Facility expansion (multi purpose rooms)		-	-	1,500,000	-	-
Water Park Resurfacing (10-12yrs)		-	-	92,000	-	-
Parking lot resurfacing		-	-	50,000	50,000	-
Waterpark renovation		-	-	-	-	-
Total Aquatics & Fitness Center		\$ -	\$ 50,000	\$ 1,642,000	\$ 50,000	\$ 30,000

MAFC (Aquatic Center)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024
Operating Revenue	\$ -	\$ 50,000	\$ 1,642,000	\$ -	\$ 30,000
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ 50,000	
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ -	\$ 50,000	\$ 1,642,000	\$ 50,000	\$ 30,000
TOTAL REQUESTED	\$ -	\$ 50,000	\$ 1,642,000	\$ 50,000	\$ 30,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Water Treatment Plant

Additional Bulk Liquid Storage	Essential	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Algae Sonic Control System		-	-	-	-	400,000
WTP Filter #4 Addition W/ Engineering		-	-	-	1,450,000	-
Plate/Tube Settlers For Basins		-	-	-	1,250,000	-
Nelson Heights Water Tank Upgrade		-	-	-	-	3,000,000
Total		\$ 350,000	\$ -	\$ -	\$ 2,700,000	\$ 3,400,000

Water Resources - Water Capital Projects

Highway 74 12-Inch Water Main Replacement		\$ -	\$ -	\$ 1,250,000	\$ -	\$ -
Water and Sewer Master Plan		-	-	-	400,000	-
Goldmine Pumps Upgrade		-	-	-	250,000	-
Total		\$ -	\$ -	\$ 1,250,000	\$ 650,000	\$ -

Water Resources - Wastewater Capital Projects

Bearskin Creek Outfall Upgrade		\$ -	\$ -	\$ -	\$ -	\$ 14,000,000
Richardson Creek Outfall Rehab		-	-	-	-	2,000,000
Total		\$ -	\$ -	\$ -	\$ -	\$ 16,000,000

Total Water Resources

Total		\$ 350,000	\$ -	\$ 1,250,000	\$ 3,350,000	\$ 19,400,000
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Water Res. Funding Sources:

Operating Revenue (annual)
 Fund Balance Appropriation
 Capital Reserve Fund
 Revenue Bonds
TOTAL AVAILABLE
TOTAL REQUESTED
Net Overage/(Shortage)

<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
\$ -	\$ -	\$ 1,250,000	\$ 3,350,000	\$ 3,400,000
\$ 350,000	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -		\$ -	\$ 16,000,000
\$ 350,000	\$ -	\$ 1,250,000	\$ 3,350,000	\$ 19,400,000
\$ 350,000	\$ -	\$ 1,250,000	\$ 3,350,000	\$ 19,400,000
\$ -	\$ -		\$ -	\$ -

Stormwater - New

Awnings for Truck Wash Facility

Imperative	\$ 17,000	\$ -	\$ -	\$ -	\$ -
	\$ 17,000	\$ -	\$ -	\$ -	\$ -

Stormwater - Capital Projects

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

Essential	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Essential	50,000	50,000	50,000	50,000	75,000
		520,000	-	-	-
	-	-	-	-	417,000
	\$ 150,000	\$ 670,000	\$ 150,000	\$ 150,000	\$ 592,000

Total Stormwater

\$ 167,000	\$ 670,000	\$ 150,000	\$ 150,000	\$ 592,000
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Stormwater

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

<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 175,000
17,000	520,000	-	-	417,000
-	-	-	-	-
\$ 167,000	\$ 670,000	\$ 150,000	\$ 150,000	\$ 592,000
\$ 167,000	\$ 670,000	\$ 150,000	\$ 150,000	\$ 592,000
\$ -				

Electric - New Equipment

Purchase Substation Transformer Bushings
 Purchase Pulling Rope for Asset # CO5292
 Purchase Substation Battery Testing Equipment
 Purchase New Line Test Equipment
 Purchase New Dump Trailer

Imperative	\$ 72,000	\$ -	\$ -	\$ -	\$ -
Imperative	7,500				
Imperative	10,000				
Imperative	25,000	-	-	-	-
Imperative	35,000				
	\$ 149,500	\$ -	\$ -	\$ -	\$ -

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Electrical Capital Projects						
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	Imperative	\$ 925,000	\$ 736,617	\$ 450,000	\$ -	\$ -
New Subdivision Construction	Imperative	750,000	1,250,000	700,000	275,000	275,000
Future Industrial Park	Imperative	500,000	500,000	-	-	-
Extend 35 Kv Ckt From Airport Sub To Rocky River Rd	Imperative	150,000	-	-	-	-
AMI Metering Solutions	Essential	100,000	100,000	100,000	100,000	100,000
Replace/Retire Uptown Vault Switches And Cables	Imperative	100,000	-	-	-	-
Replace/Retire Old Underground Primary	Imperative	60,000	60,000	60,000	60,000	60,000
Scada System Upgrade	Imperative	50,000	50,000	50,000	50,000	50,000
Purchase Additional Storage For Energy Services	Essential	50,000	-	-	-	-
Substation Wildlife Protection & Security	Imperative	25,000	25,000	25,000	25,000	25,000
Add Additional Rock To Substation Yards	Imperative	20,000	20,000	20,000	20,000	20,000
Substation Flooding Remediation	Essential	20,000	-	-	-	-
Scada Mate Switch Installations		-	100,000	100,000	100,000	100,000
Third Delivery Point From Duke Energy		-	-	500,000	1,000,000	1,000,000
Corporate Center Expansion		-	-	250,000	-	-
Telecommunications		-	-	200,000	-	-
Monroe Northern Loop-US 74 To Walkup Ave/ Bivens		-	-	65,000	65,000	65,000
NCDOT-U-6031-Charlotte Ave Seymour To Dickerson		-	-	65,000	-	-
		\$ 2,750,000	\$ 2,841,617	\$ 2,585,000	\$ 1,695,000	\$ 1,695,000

Total Electric **\$ 2,899,500 \$ 2,841,617 \$ 2,585,000 \$ 1,695,000 \$ 1,695,000**

Electric	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ 1,974,500	\$ 2,841,617	\$ 2,585,000	\$ 1,695,000	\$ 1,695,000
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects Reserve for Future Proj.	\$ 925,000				
Revenue Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 2,899,500	\$ 2,841,617	\$ 2,585,000	\$ 1,695,000	\$ 1,695,000
TOTAL REQUESTED	\$ 2,899,500	\$ 2,841,617	\$ 2,585,000	\$ 1,695,000	\$ 1,695,000
Net Overage/(Shortage)	\$ -				

Natural Gas					
Purchase New Walk-Behind Plow/Trencher	Important	\$ 65,000	\$ -	\$ -	\$ -
Purchase Tracking & Traceability Equip. And Software	Essential	50,000	-	-	-

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 Desirable (other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
Purchase Enclosed Trailer for Distribution Tapping and Stopping Equipment	Important	8,000	-	-	-	-
Purchase New Ethane Detector		-	30,000	-	-	-
		\$ 123,000	\$ 30,000	\$ -	\$ -	\$ -

Natural Gas Capital Projects

Subdivision Fund	Imperative	\$ 1,400,000	\$ 1,200,000	\$ 900,000	\$ 500,000	\$ 350,000
NCDOT Roadway Relocations	Imperative	600,000	600,000	500,000	150,000	150,000
Industrial Park	Essential	75,000	75,000	75,000	100,000	100,000
AMI Metering Solutions	Imperative	65,000	75,000	75,000	75,000	75,000
Transmission Pipeline Integrity Mngt Assessment	Imperative	65,000	35,000	35,000	35,000	35,000
SCADA System Upgrade	Imperative	50,000	50,000	50,000	50,000	50,000
Purchase Additional Storage for Energy Services	Essential	50,000	-	-	-	-
Distribution Integrity Management Program	Essential	40,000	100,000	150,000	250,000	250,000
Revenue Based Expansions	Essential	40,000	100,000	125,000	175,000	175,000
Pipeline Replacement	Essential	40,000	50,000	150,000	250,000	300,000
Cathodic Protection Remediation / Replacement	Essential	40,000	50,000	100,000	150,000	150,000
System Reinforcement Projects-Miscellaneous	Essential	25,000	50,000	150,000	300,000	350,000
LNG Facility Upgrades / Additional Storage		-	75,000	100,000	250,000	250,000
System Uprate Projects		-	25,000	125,000	250,000	250,000
Industrial Meter Rebuilds / Upgrades		-	25,000	-	25,000	-
		\$ 2,490,000	\$ 2,510,000	\$ 2,535,000	\$ 2,560,000	\$ 2,485,000

Total Gas

		\$ 2,613,000	\$ 2,540,000	\$ 2,535,000	\$ 2,560,000	\$ 2,485,000
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N Gas

	<i>FY 2021</i>	<i>FY 2021-22</i>	<i>FY 2022-23</i>	<i>FY 2024</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ 123,000	\$ 2,540,000	\$ 2,535,000	\$ 2,560,000	\$ 2,485,000
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ 2,490,000	\$ -	\$ -	\$ -	\$ -
Revenue Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 2,613,000	\$ 2,540,000	\$ 2,535,000	\$ 2,560,000	\$ 2,485,000
TOTAL REQUESTED	\$ 2,613,000	\$ 2,540,000	\$ 2,535,000	\$ 2,560,000	\$ 2,485,000
Net Overage/(Shortage)	\$ -				

Airport

Awning cover for mobile fuelers	Important	\$ -	\$ 30,000	\$ -	\$ -	\$ -
Airport Entrance Sign	Desirable	-	6,500	-	-	-
Total		\$ -	\$ 36,500	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2021 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
STRATEGIC PLAN / CAPITAL PROJECTS

Priority Descriptions

Imperative (must do) postponement may result in harmful or undesirable consequences
 Essential (should do) addresses demonstrated need or objective
 Important (could do) beneficial but can be delayed without detrimental effects to basic srvc..
 Desirable (other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>	<i>FY 2024</i>
<u>Airport Capital Projects</u>						
Pavement Maint.– Misc. AP Parking Lots/Private Drive	Essential	\$ -	\$ 132,595	\$ -	\$ -	\$ -
Quonset Building demolition	Essential	-	300,000	-	-	-
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
East Partial Parallel Taxiway		-	-	-	-	-
New Air Traffic Control Tower And Access Road		-	-	-	-	-
North Hangar Area Improvements - Phase I		-	-	-	-	-
North Hangar Area Improvements - Phase II		-	-	-	-	-
Land Acquisition - Runway 23 Runway Protection Zone		-	-	-	-	-
Land Acquisition - West Hangar Area		-	-	-	-	-
Land Acquisition - East Area		-	-	-	-	-
North Hangar Area Improvements - Phase III		-	-	-	-	-
North Hangar Area Improvements - Phase IV		-	-	-	-	-
Land Acquisition & Design For Auto Prkg Expansion		-	-	-	-	-
Total		\$ -	\$ 959,415	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680
Total Airport		\$ -	\$ 995,915	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680

CMEA (Airport) Funding Sources

	<i>FY 2021</i>	<i>FY 2021-22</i>	<i>FY 2022-23</i>	<i>FY 2024</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ 474,138	\$ 4,267,242	\$ 2,232,468	\$ 4,702,212
In-Kind Credit (work City has already done)	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Assigned for Airport Grants	\$ -	\$ 52,682	\$ 36,970	\$ -	\$ -
GF Fund Balance Appropriation	\$ -	\$ -	\$ 437,168	\$ 248,052	\$ 522,468
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ -	\$ 526,820	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680
TOTAL REQUESTED	\$ -	\$ 995,915	\$ 4,741,380	\$ 2,480,520	\$ 5,224,680
Net Overage/(Shortage)	\$ -	\$ (469,095)	\$ -	\$ -	\$ -

Grand Total - All Funds

\$ 8,344,129 \$ 18,284,062 \$ 39,517,450 \$ 29,934,650 \$ 44,588,310

Notes:

⁽¹⁾ Items requested are contingent upon new personnel request approval.

CITY OF MONROE
DEBT OBLIGATIONS
FISCAL YEAR 2021

GENERAL FUND						FY 2021 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Propel - Land Conveyance	\$ 900,020	Economic Incentive	Interfund Loan	15	2022	\$ 73,667	\$ 5,537	\$ 76,385	\$ 2,819
Allvac - Land Conveyance	\$ 594,000	Economic Incentive	Interfund Loan	15	2022	\$ 48,619	\$ 3,654	\$ 50,413	\$ 1,860
ATI Specialty Materials - Land Conveyance	\$ 1,058,562	Economic Incentive	Interfund Loan	15	2031	\$ 64,412	\$ 23,237	\$ 753,807	\$ 122,684
15 Fire Station #4	\$ 4,400,000	Build Permanent Fire Station # 4	Installment	10	2025	\$ 440,000	\$ 39,270	\$ 1,540,000	\$ 64,860
17 Fire Trucks	\$ 1,788,000	Replace Three Fire Trucks	Installment	10	2027	\$ 172,000	\$ 27,733	\$ 1,116,000	\$ 85,611
18 Fire Trucks	\$ 1,614,000	Replace Two Fire Trucks	Installment	10	2028	\$ 149,000	\$ 40,454	\$ 1,179,000	\$ 147,984
19 Fire Trucks	\$ 625,000	Replace One Fire Truck	Installment	10	2029	\$ 58,000	\$ 15,865	\$ 521,000	\$ 66,291
20 Fire Trucks	\$ 850,000	Replace Fire Department Blaze Unit	Installment	10	2030	\$ 72,455	\$ 29,750	\$ 777,545	\$ 142,301
09 Winchester Ctr/J Ray Shute Gym	\$ 2,391,720	Winchester Center/J Ray Shute Gym	Installment	15	2024	\$ 159,448	\$ 15,965	\$ 478,344	\$ 22,351
18B Limited Obligation Bonds	\$ 600,000	Demolish Building and Pave Parking Lot	Installment	20	2039	\$ 29,700	\$ 23,392	\$ 522,450	\$ 198,894
18B Limited Obligation Bonds	\$ 3,849,700	Renovation to Center Theatre	Installment	20	2039	\$ 190,300	\$ 149,883	\$ 3,347,550	\$ 1,274,394
19 Limited Obligation Bonds ⁽²⁾	\$ 3,000,000	Renovation to EJ Bldg. (Senior Ctr.)	Installment	20	2039	\$ 167,487	\$ 140,592	\$ 3,031,502	\$ 1,234,174
19 Limited Obligation Bonds ⁽²⁾	\$ 11,250,569	Police Headquarters	Installment	20	2039	\$ 559,730	\$ 469,849	\$ 10,131,108	\$ 4,124,533
20 ERP System ⁽²⁾	\$ 2,255,027	Purchase new Software	Installment	10	2030	\$ 187,823	\$ 90,201	\$ 2,067,204	\$ 435,017
Totals	\$ 32,921,571					\$ 2,372,641	\$ 1,075,382	\$ 25,592,308	\$ 7,923,772

OCCUPANCY TAX CAPITAL FUND						FY 2021 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Science Center	\$ 3,319,883	Finish Science Center Project	Limited	20	2038	\$ 115,000	\$ 139,563	\$ 3,245,000	\$ 1,360,700

WATER RESOURCES						FY 2021 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
11 Refunding Rev	\$ 4,596,270	Refinance 1998 & 2008B	Revenue Bonds	12	2023	\$ 260,000	\$ 34,750	\$ 540,000	\$ 38,100
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 185,499	\$ 141,394	\$ 2,965,438	\$ 955,970
17 Rev (New)	\$ 7,505,320	WTP Improve/Repl Franklin Ave Wtr Line	Revenue Bonds	25	2043	\$ 159,300	\$ 303,882	\$ 6,288,300	\$ 3,910,899
17 Rev (New)	\$ 4,126,000	WWTP Improve/Chlorine Scrubber	Revenue Bonds	25	2043	\$ 87,320	\$ 166,572	\$ 3,446,920	\$ 2,143,752
E-SRF-T-10-0259	\$ 9,622,065	Sewer Improvements	State Revolving	20	2034	\$ 481,103	\$ 149,527	\$ 6,254,342	\$ 971,925
Union County Agreement	\$ 3,670,000	Catawba River WTP Improvements	County	23	2040	\$ 321,134	\$ 110,233	\$ 4,568,884	\$ 1,286,416
Totals	\$ 50,179,655					\$ 1,494,356	\$ 906,358	\$ 24,063,884	\$ 9,307,063

STORMWATER

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2021 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
18 Street Sweepers	\$ 4,596,270	Replace Two Street sweepers	Installment	5	2023	\$ 101,000	\$ 9,565	\$ 213,000	\$ 9,778

ELECTRIC

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2021 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 779,296	\$ 594,008	\$ 12,458,053	\$ 4,016,112
Totals	\$ 20,660,000					\$ 779,296	\$ 594,008	\$ 12,458,053	\$ 4,016,112

NATURAL GAS

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2021 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
16 Limited Obligation Bonds Refunding	\$ 27,045,000	Refinance Pipeline Debt	Installment	23	2039	\$ 900,000	\$ 1,100,100	\$ 24,980,000	\$ 11,058,938
18 Limited Obligation Bonds	\$ 8,280,000	Liquefied NG Peak Shaving Plant	Installment	25	2043	\$ 210,000	\$ 99,248	\$ 7,670,000	\$ 3,487,069
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 130,206	\$ 295,213	\$ 2,081,509	\$ 671,018
Totals	\$ 55,985,000					\$ 1,240,206	\$ 1,494,561	\$ 34,731,509	\$ 15,217,025

AIRPORT

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2021 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
Airport Hangar Construction	\$ 900,000	Construction of Hangar	Interfund Loan	20	2036	\$ 38,501	\$ 21,764	\$ 727,838	\$ 176,138
11 Refunding Rev	\$ 12,075,000	Refinance 1998 & 2008B	Revenue Bonds	17	2028	\$ 710,000	\$ 282,313	\$ 5,895,000	\$ 1,038,288
17 Rev (New)	\$ 2,274,250	Corporate Bulk Hangar	Revenue Bonds	25	2043	\$ 48,380	\$ 92,290	\$ 1,909,780	\$ 1,187,755
Totals	\$ 15,249,250					\$ 796,881	\$ 396,367	\$ 8,532,618	\$ 2,402,180

Notes:

⁽¹⁾ Original amount to be financed is reduced by taxes collected in the current fiscal year attributable to the rate increase of three cents.

⁽²⁾ Debt Service amounts are estimated.

CITY OF MONROE
OUTSIDE AGENCY FUNDING HISTORY
2018 - 2021

ORGANIZATION NAME	2018 Actual OSA Funding	2018 In-Kind Funding	2019 Actual OSA Funding	2019 In-Kind Funding	2020 Adj Budget	2020 Estimated In-Kind	2021 Requested	2021 Estimated In-Kind	2021 Approved
A Few Good Men					10,000		40,000		15,000
Alliance for Children (U Smart Start/ UC Partnership for Children)	5,000		5,000		5,000		5,000		5,000
American Red Cross- Union County Chapter	5,000		5,000		5,000		5,000		5,000
Angel Shoes Inc							3,000		3,000
Arc of Union/Cabarrus	1,500		1,600		1,600		1,600		1,600
Artists Music Guild	5,000		10,000		10,000		15,000		10,000
Bridge To Recovery, Inc					2,500		5,000		2,500
Central Academy of Technology and Art (Band Boosters)	1,500		1,500		2,000		4,000		2,000
Central Academy of Technology and Art (Theater Dept)									
Common Heart							10,000		10,000
Community Health Services of Union County, Inc.	5,000		8,000		20,000		35,000		20,000
Council on Aging of Union County	4,000		4,000		5,000		20,000		7,500
Friendship Missionary Baptist Church-Excel Enrichment Program							5,000		5,000
HealthQuest	400		500		600		1,500		1,500
HealthQuest- (Utility Subsidy)	2,648		2,648		2,650		2,650		2,650
HELP Center Inc (HELP Pregnancy Center)							7,500		7,500
Hospice of Union County							15,000		15,000
Humane Society of Union County, Inc	2,500		2,500		3,000				3,000
James Recreational Camps					2,375				
Literacy Council of Union County (Program Ended in 2019)	2,000		0		3,000				
Monroe Athletic Foundation (Monroe High Boosters Club)	5,000		5,000		5,000		10,000		7,500
Monroe-Union County CDC – Administration	17,000		18,700		20,000		25,000		25,000
Police Athletic League	7,000		7,000		7,000		7,000		7,000
Turning Point, Inc. – Operating	15,000		15,000		15,000		15,000		15,000
Union County Community Action, Inc.	25,000		25,000		25,000		25,000		25,000
Union County Community Action, Inc. / Head Start (Utility Sub)	3,516	421,346	3,726	421,346	3,500	421,346	3,725	421,346	3,725
Union County Community Arts Council	30,000	11,960	32,500	11,960	32,500	11,960	32,500	11,960	32,500
Union County Community Arts Council (Utility Subsidy)	2,926		2,955		3,050		3,100		3,100
Union County Community Shelter		19,416		19,416		1,618			
Union County Community Shelter/ (Utility Subsidy)	25,237		30,811		72,675		55,000		55,000
Union County Crisis Assistance Ministry	25,000		30,000		30,000		30,000		30,000
Union County Historic Preservation Commission	12,000		13,000		14,000		15,500		15,500
Union County Public Schools		11,520		11,520		11,520		11,520	
Union County Youth Ballet	2,000		3,000		4,000		6,300		4,000
Village Development Center			10,000		15,000		20,000		17,500
TOTAL ANNUAL AGENCY REQUESTS	204,227	464,242	237,440	464,242	319,450	446,444	423,375	444,826	357,075
Balance of Funding Allocated For:									
East Village Subdivision	7,820		5,184		0				589
Utility Fees Waived-Variou	42,372		33,970		0				30,000
Monroe-Union County CDC – Down payment Assistance	-2,700		3,366		7,500				15,850
TOTAL BALANCE OF FUNDING ALLOCATED	47,492		42,520		7,500				46,439
Total Funding:	251,719	464,242	279,960	464,242	326,950	446,444	423,375	444,826	403,514
Items not requested- calculated estimates									
New Agency Requests									



May 5, 2020

***Summary of Proposed
Changes to the 2020 -2021
Fees Schedule***
(proposed changes are in red)

CHAPTER I. ADMINISTRATIVE

ARTICLE A. MISCELLANEOUS

City Staff recommends adding clarification about the fee on a returned tax payment, as shown below.

Section 1. City Code of Ordinances/History Books/Public Notice of Special Meetings/Standard Specifications and Detail Manual/Administrative Manual - Stormwater Management Ordinance.

Description	Fee
Annual Supplement to City Code of Ordinances	\$25
City Code of Ordinances Book	\$75
City of Monroe Standard Specifications and Detail Manual	\$50
City of Monroe Standard Specifications and Detail Manual on CD Rom	\$20
Update to City of Monroe Standard Specifications and Detail Manual (CD Rom and copies)	\$20
"Looking Back at Monroe" History Books	\$15
Public Notice of Special Meetings of City Council (Annually)	\$10
Administrative Manual – Stormwater Management Ordinance	\$25
Returned Item Charge – Tax Payments	*(a)

**(a) Maximum allowed by North Carolina Law (G.S. 105-357)*

City Staff recommends the proposed changes below as a result to changes in state law.

Section 9. Miscellaneous Utility Fees.

Description of Service	Fee
Application – Existing Customer	\$10
Application – New Customer	\$15
Delete Broken Seal 1st Time	\$0
Delete Broken Seal 2nd Time	\$50
Delete Broken Seal 3rd Time	*(a)
Credit Reporting Fee – Commercial/Industrial/Non-Profit	\$20
Credit Reporting Fee – Residential	\$3
Delinquent Utility Payment Penalty Per Month	1% or Min. of \$5
Existing Natural Gas Seasonal Reconnect Fee	8 Times Monthly Basic Charge Plus \$50
Field Tech Visit by Request	\$25
Meter Re-read – Each Visit	\$25
Delete Meter Tampered/Unauthorized or Unsafe Connection 1st Time	\$225
Delete Meter Tampered/Unauthorized or Unsafe Connection 2nd Time	\$550
Delete Meter Tampering or Unauthorized/Unsafe Connection	*(b)
Add Meter Reset Fee (per occurrence)	\$300
Meter Test – AMR	\$75
Meter Test – Lab – Non AMR	\$50
Meter Test – On-Site – Non AMR	\$25
Restore Service – After 4:00 p.m.	\$55
Restore Service – At Pole or Underground after 4:00 p.m.	\$90
Restore Service – At Pole or Underground before 4:00 p.m.	\$70
Restore Service – At Pole or Underground on Weekends/City Holidays	\$110
Restore Service – Weekends/City Holidays	\$75
Returned Item Charge	Change *(a)
Same-Day Connection	\$25
Subject to Disconnection Fee	\$30

~~Delete *(a) Considered meter tampering~~

~~Delete *(b) All fees and charges for estimation of usage and balances due must be paid prior to reconnection~~

~~*(a) Maximum allowed by North Carolina Law (G.S. 25-3-506)~~

CHAPTER V. ELECTRIC

ARTICLE C. ELECTRIC RATE RIDERS

Staff recommends minor edits to clarify the intent of the Rate Rider & adding the requirement to obtain a Purchase Power Agreement to qualify. Staff also recommends rate update as described below.

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>FY2019-2020</u>	<u>FY2020-2021</u>	<u>Effect on Revenue</u>
<i>DEFINITIONS:</i>			
Residential Account	\$ 0.72	\$ 0.77	\$ 5,324.95
Commercial Account	\$ 3.93	\$ 4.19	\$ 6,335.16
Industrial Account	\$40.51	\$43.15	\$ 4,878.72

RENEWABLE ENERGY CREDIT RATE RIDER Electric Rate Rider RECR-1

Renewable Energy Credit Rider 1 (RECR-1) - This is a new draft version of the RECR-1 with the rates and language updated consistent with Wholesale Rate Rider 16 as approved by the NCMPA1 Rate Committee currently pending approval by the NCMPA1 Board.

Staff recommends changes to reflect the following:

1. Allows battery storage provided the battery is powered from a renewable source
2. Eliminates different renewable credits by renewable source
3. The new renewable credits are based on a time of use methodology
 - a. Including on/off peak hours for the new credits

All Renewable Generation Energy Credit (\$ per kWh)

	<u>Variable</u>
On-Peak Energy	\$0.0287
Off-Peak	\$0.0105

This rate rider is available to customers on any City of Monroe (“City”) rate schedule who operate solar photovoltaic, wind powered, or biomass-fueled generating systems, without battery storage, located and utilized at the customer’s primary residence or business.

The Energy Services staff made edits to the Rate Rider to clarify the intent. The word optional was removed, the rate rider is an option to the customer to apply to any electric rate that the City offers. The customer opted to install solar photovoltaic, wind powered, or biomass-fueled generating systems, without battery storage, therefore the rate rider applies. The edit was made due to customers misunderstanding that the rate rider was optional and not always required for solar photovoltaic, wind powered, or biomass-fueled generating systems, without battery storage installations.

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.

The Energy Services staff added the requirement for the customer to have an approved Purchase Power Agreement to qualify for the rate.

Monthly Energy shall be the total kWh of energy produced by the generating facility during the current calendar month. All energy produced by the Customer’s renewable energy generating system must be delivered to the City, since the city does not offer net metering.

The Energy Services staff removed “At this time”. The staff believes that the this clarifies the City’s position on net metering.

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.

The Energy Services staff corrected the time zone.

Effective July 1, 2020

CHAPTER VII. ENGINEERING/PUBLIC WORKS

ARTICLE A. FEES

Staff is proposing an 16.75% rate increase to Stormwater fund efforts to meet compliance requirements and efforts to complete drainage complaints within 6 to 8 months once added to the work order system.

Section 6. Stormwater Utility and Enterprise Fees

	<u>FY2019 -2020</u>	<u>FY2020 -2021</u>	<u>Effects on Revenue</u>
Residential Rate – Single Family Detached/Mobile			\$283,315
Tier – Impervious Area (square feet)			
0 to 2,010	\$3.15	\$3.68	\$4,815
2,011 to 3,289	\$4.50	\$5.00	\$27,009
3,288 and beyond	\$6.30	\$7.35	\$13,457
Residential Rate – Other Residential Units (by dwelling unit)			
Town Homes & Condominiums	\$2.25	\$2.63	\$2,223
Multifamily	\$2.70	\$3.15	\$6,483
Non-Residential Rate			
1 Equivalent Residential Unit (ERU) per Impervious Area			
Commercial	\$4.50	\$5.25	\$129,776
Industrial	\$4.50	\$5.25	\$99,554

Effective January 1, 2021

ARTICLE C. SANITATION SERVICE

To reflect a departmental change approved in FY19, Staff recommends moving Sanitation Service under Engineering/Public Works. Also the incremental changes adopted in O-2019-32, on June 4, 2019, shall be listed as below. Within this section, Staff recommends changing bulky service to state the correct weekly pick-up schedule by correcting a typo that had this listed incorrectly.

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

Classification	Service	Monthly Charge
Recycling for Non Solid Waste Customers	Every other week recycling pick-up.	\$11.50 per cart
Additional Recycling Cart	Every other week recycling pick-up.	\$8.50 per cart
Outside City Residential	One time per week garbage pick-up (includes every other week recycling pick-up, every other week weekly bulky pick-up, and one time per week yard waste pick-up).	\$37.00 per cart
Residential	One time per week garbage pick-up (includes every other week recycling pick-up, every other week weekly bulky pick-up, and one time per week yard waste pick-up).	\$20.45 per cart

Outside City Small Commercial Businesses	One time per week garbage pick-up (includes every other week recycling pick-up).	\$36.00 per cart
Small Commercial Businesses	One time per week garbage pick-up (includes every other week recycling pick-up).	\$18.75 per cart

Effective July 1, 2020

CHAPTER VIII NATURAL GAS

ARTICLE A. NATURAL GAS SERVICE FEES

Section 4. Residential Service Footage

Staff recommends adding Section 4.1 for requirements for services crossing major corridors and editing existing service language to be Section 4.2 Services crossing minor corridors or no corridor crossings.

Section 4.1. Services Crossing Major Corridors

A major corridor is defined as a roadway with more than three (3) lanes of travel or a railroad.

If a service line requires crossing a major corridor, the cost of the service line will be evaluated per the eight (8) year revenue requirement. The City will estimate the cost of the service line installation and estimate the revenue from the customer over an eight (8) year period. All service line expenses that exceed the estimated revenues will require a contribution in aid from the customer.

The Energy Services staff added the policy for service lines crossing major corridors. The current policy does not address major construction activities for crossing Highway 74, the Monroe Expressway, or railroads. The revisions allow the City to complete a revenue analysis to evaluate the crossing and require a contribution-in-aid from the customer to meet the eight (8) year payback.

Section 4.2. Services Crossing Minor Corridors or with No Corridor Crossing

A minor corridor is defined as a roadway with three (3) lanes of travel or less.

If a customer has at least one qualifying major gas appliance, 500' of service line will be installed at no cost. For each and every additional qualifying gas appliance (either major or minor) an additional 50' will be installed for free.

If a customer has only minor appliances, every qualifying minor appliance accounts for 50' of free service line installation.

All service line footages not qualified as free will require customer contribution in aid for construction expenses to meet the eight (8) year revenue requirement.

The Energy Services staff revised the current policy to show as the Minor Corridors or No Corridor Crossing.

Section 6. Non-Residential Commodity Service Footages.

Staff recommends adding Section 6.1 for requirements for services crossing major corridors and editing existing service language to be Section 6.2 Services crossing minor corridors or no corridor crossings.

Section 6.1. Services Crossing Major Corridors

A major corridor is defined as a roadway with more than three (3) lanes of travel or a railroad.

If a service line requires crossing a major corridor, the cost of the service line will be evaluated per the eight (8) year revenue requirement. The City will estimate the cost of the service line installation and estimate the revenue from the customer over an eight (8) year period. All service line expenses that exceed the estimated revenues will require a contribution in aid from the customer.

The Energy Services staff added the policy for service lines crossing major corridors. The current policy does not address major construction activities for crossing Highway 74, the Monroe Expressway, or railroads. The revisions allow the City to complete a revenue analysis to evaluate the crossing and require a contribution-in-aid from the customer to meet the eight (8) year payback.

Section 6.2. Services Crossing Minor Corridors or with No Corridor Crossing

A minor corridor is defined as a roadway with three (3) lanes of travel or less.

For services with a minimum connected load of 200,000 BTU/h a total of 500’ of service line will be installed at no cost.

An economic feasibility study may be requested for projects that do not meet the criteria defined for free installation. Some projects may require customer contribution in aid for construction expenses to move forward.

The Energy Services staff revised the current policy to show as the Minor Corridors or No Corridor Crossing.

CHAPTER X PARKS AND RECREATION FEES

ARTICLE A. FACILITY AND PROGRAM FEES

Section 1. Facility Rental Fees.

Add note at end of section for clarification: “***Rentals for outdoor events open to the public are only permitted for Belk Tonawanda Park and applicant must be an approved non-profit organization.

ARTICLE B. MONROE COUNTRY CLUB

Golf Course Fee Schedule recommendations are an effort to increase revenues at this facility while still remaining competitive within our region for the quality of services provided.

Section 1. Golf Course.

<u>Cart Fees</u>	FY2019-2020 Res./Non. Res. Current Rate	FY2020-2021 Res./Non. Res. Proposed Rate	Effects on Revenue
Member 9 Holes	\$9/9	\$10 / \$10	\$660
Member 18 Hole	\$16/16	\$17/17	\$3630

Green Fees

9 Hole Weekend	\$18/18	\$19/19	\$931
18 Hole Weekend	\$30/30	\$31/31	\$12,484

Tournament Fees- Full Service

Shotgun Start Tournaments

(Min. 80 Players) This is a change

Mon-Thur.	\$35/35	\$40/40	\$679
Friday	\$38/38	\$45/45	\$560
Sat. & Sun. before 2pm	\$45/45	\$55/55	\$1,440
Sat. & Sun. after 2pm	\$38/38	\$45/45	\$560

Non-Profit/ Charity Tournaments

Mon.-Thur.	\$30/30	\$35/35	\$3,395
Friday	\$35/35	\$40/40	\$400
Sat. & Sun. before 2pm	\$42/42	\$50/50	\$640
Sat. & Sun. after 2pm	\$35/35	\$40/40	\$400

Section 2. Facility Rental

Add note at end of section: ***Hourly rate limited to Monday – Thursday rentals.

Based on rental history for the previous three years no substantial impact on revenue is projected.

This change is in response to requests for hourly rate rentals for the purpose of setup a day prior to an event. This has not been permitted previously due to anticipated negative impacts on revenues. The current practice deters rentals for meetings that typically begin in the early morning hours. Staff has reviewed Monday – Thursday rentals and due to the low number feel this would have no substantial negative impact on revenues and could possibly encourage more rentals for meeting use.

	City Resident	Non-City Resident	Approved Non-Profit Rentals	Full Time City Employee Rate (Limit 1 Rental per Year)
Daily Rate	\$700	\$800	50% discount off regular rate *	50% discount off regular rate**
Hourly Rate	\$140	\$165	NA	50% discount off regular rate**
Rental in conjunction with Golf Tournament:				
Mon. – Thurs.	\$350	\$350	NA	NA
Fri. – Sun.	\$500	\$500	NA	NA
China/Crystal/ Flatware	\$100	\$150		
Security Officer Fee†	\$35	\$35	\$35	\$35
Refundable Damage Deposit♦	½ Rental Fee	½ Rental Fee	½ Rental Fee	½ Rental Fee

*Approved Non-Profit rental rate not valid on Saturdays or during the month of December. Limited to one rental per year. All other rentals will be at regular pricing. Discount is only provided for Non-Profits located and operating in Union County.

**Employee discount not valid for Saturdays or during the month of December.

***Hourly rate limited to Monday – Thursday rentals

†All rentals allowing alcohol must pay security officer fees.

◆ Damage deposits will be refunded in their entirety if all rental agreement rules and regulations are met.

ARTICLE E. AQUATICS AND FITNESS CENTER

Due to the number of request for membership changes, Staff recommends adding the following below the chart of membership types & applicable fees.

Membership Addition or Deletion Processing fee: \$5.00

- changes to current memberships

Membership Freeze Fee: \$10.00

*To put hold on account for 6mo to 1 year.

**Certain exemptions may apply to these fees as determined by the Aquatic Center Director.*

	FY2019-2020	FY2020-2021	Effects on Revenue
Membership Additions or Deletions	N/A	\$5	\$15,000
Membership Freezes	N/A	\$10	\$25,000

Chapter XII. Water & Sewer

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

- Water rate increase = 3.2% pursuant to 15-year rate model
- Sewer rate increase = 3.2% pursuant to 15-year rate model
- Consumer Price Index - increase for administrative and non-construction fees = 1.91% (based on US Bureau of Labor, South Urban region)
- Construction Cost Index – increase for construction related fees = 2.92% (based on Engineering News Record statistics)

ARTICLE A. WATER CONNECTION FEES

Section 1. New Water connection Fees			\$ 885.00
Inside City Limits			
Complete Service Connection Installation (Potable or Irrigation)			
¾” Tap and Service Connection	\$ 1,351.00	\$ 1,390.00	\$ 570.00
1” Tap and Service Connection	\$ 1,794.00	\$ 1,846.00	
Meter Only Installation for Developer or Contractor			
Installed Service Connections			
¾” Tap and Service Connection	\$ 318.00	\$ 327.00	\$ 315.00
1” Tap and Service Connection	\$ 441.00	\$ 454.00	
1½” Inch Tap and Service Connection	\$ 766.00	\$ 788.00	

2" Inch Tap and Service Connection	\$ 1,048.00	\$ 1,078.00	
Section 2. Renewal/Replacement Water Connection Fees	\$ 1,351.00	\$ 1,390.00	\$ 190.00
Deposit with 6-month Financing	\$ 163.57	\$ 167.00	

ARTICLE B. WATER RATES \$ 114,676.00

Section 1. Water Rates

Usage Charge Per 1,000 Gallons	\$ 2.73	\$ 2.82	
Customer Charge Per Month – Inside City			
Meter Size			
¾ inch meter	\$ 11.73	\$ 12.11	
1 inch meter	\$ 22.17	\$ 22.88	
1½ inch meter	\$ 49.89	\$ 51.49	
2 inch meter	\$ 105.31	\$ 108.68	
3 inch meter	\$ 166.27	\$ 171.59	
4 inch meter	\$ 238.33	\$ 245.96	
6 inch meter	\$ 426.78	\$ 440.44	
8 inch meter	\$ 626.56	\$ 646.61	
Customer Charge Per Month – Outside City			
Meter Size			
¾ inch meter	\$ 23.46	\$ 24.22	
1 inch meter	\$ 44.35	\$ 45.76	
1½ inch meter	\$ 99.78	\$ 102.98	
2 inch meter	\$ 210.61	\$ 217.35	
3 inch meter	\$ 332.53	\$ 343.17	
4 inch meter	\$ 476.66	\$ 491.91	
6 inch meter	\$ 853.56	\$ 880.87	
8 inch meter	\$ 1,253.13	\$ 1,293.23	
Fire Hydrant Bulk Rate per 1,000 gallons	\$ 3.28	\$ 3.39	
Reclaimed Water Bulk Rate per 1,000 gallons	\$ 2.73	\$ 2.82	

Section 2. Resale Water Rate - Union County			\$ 0.00
Resale Water Rate per 1,000 gallons	\$ 2.73	\$ 2.82	
No Customer Charge Per Month			

Section 3. Fire-Line Availability Charges \$ 650.00

Size of Connection – Inside City			
2 inch or 3 inch	\$ 5.05	\$ 5.21	
4 inch	\$ 8.61	\$ 8.89	
6 inch	\$ 19.69	\$ 20.32	
8 inch	\$ 39.38	\$ 40.64	
10 inch	\$ 76.91	\$ 79.37	
12 inch	\$ 114.45	\$ 118.12	
Size of Connection – Outside City			
2 inch or 3 inch	\$ 10.10	\$ 10.42	
4 inch	\$ 17.22	\$ 17.77	
6 inch	\$ 39.38	\$ 40.64	
8 inch	\$ 78.76	\$ 81.29	
10 inch	\$ 153.82	\$ 158.75	
12 inch	\$ 228.91	\$ 236.23	

Section 4. Temporary Water Connection from a Fire Hydrant

Deposit	\$ 691.00	\$ 704.00	\$ 130.00
Refund	\$ 65.00	\$ 66.00	

Effective January 1, 2021

Article C. Sewer Connection Fees

Section 1. New Sewer Connection Fees

4 Inch Tap and Service Connection	\$ 1,195.00	\$ 1,230.00	\$ 510.00
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Section 2. Renewal/Replacement Sewer Connection Fees

Deposit with 6-month Financing	\$ 1,195.00	\$ 1,230.00	\$ 170.00
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ARTICLE D. SEWER RATES

Section 1. Sewer Rates

\$ 139,455.00

Usage Charge			
Usage Charge Per 1,000 Gallons	\$ 3.91	\$ 4.04	
Customer Charge Per Month			
Water Meter Size – Inside City			
¾ inch meter	\$ 15.64	\$ 16.14	
1 inch meter	\$ 26.12	\$ 26.95	
1½ inch meter	\$ 52.06	\$ 53.73	
2 inch meter	\$ 102.16	\$ 105.43	
3 inch meter	\$ 166.85	\$ 172.19	
4 inch meter	\$ 260.69	\$ 269.03	
6 inch meter	\$ 521.18	\$ 537.85	
8 inch meter	\$ 834.25	\$ 860.94	
Water Meter Size – Outside City			
¾ inch meter	\$ 31.29	\$ 32.29	
1 inch meter	\$ 52.24	\$ 53.91	
1½ inch meter	\$ 104.13	\$ 107.46	
2 inch meter	\$ 204.32	\$ 210.86	
3 inch meter	\$ 333.70	\$ 344.38	
4 inch meter	\$ 521.37	\$ 538.06	
6 inch meter	\$ 1,042.35	\$ 1,075.71	
8 inch meter	\$ 1,668.49	\$ 1,721.89	
Customer Charge per Month for Metered Sewer Accounts – Inside City			
Meter Capacity @ Required Accuracy			
¾ inch meter equivalent	\$ 15.64	\$ 16.14	
1 inch meter equivalent	\$ 26.12	\$ 26.95	
1 ½ inch meter equivalent	\$ 52.06	\$ 53.73	
2 inch meter equivalent	\$ 102.16	\$ 105.43	
3 inch meter equivalent	\$ 166.85	\$ 172.19	
4 inch meter equivalent	\$ 250.69	\$ 269.03	
\$269.036 inch meter equivalent	\$ 521.18	\$ 537.85	
8 inch meter equivalent	\$ 834.25	\$ 860.94	
10 inch meter equivalent	\$ 1,199.22	\$ 1,237.60	
12 inch meter equivalent	\$ 1,668.48	\$ 1,721.87	

Meter Capacity @ Required Accuracy** - Outside City

¾ inch meter equivalent	\$ 31.29	\$ 32.29
1 inch meter equivalent	\$ 52.24	\$ 53.91
1 ½ inch meter equivalent	\$ 104.13	\$ 107.46
2 inch meter equivalent	\$ 204.32	\$ 210.86
3 inch meter equivalent	\$ 333.70	\$ 344.38
4 inch meter equivalent	\$ 521.37	\$ 538.06
6 inch meter equivalent	\$ 1,042.35	\$ 1,075.71
8 inch meter equivalent	\$ 1,668.49	\$ 1,721.89
10 inch meter equivalent	\$ 2,398.44	\$ 2,475.19
12 inch meter equivalent	\$ 3,336.96	\$ 3,443.75
Flat Rate Sewer Service Charge (no water service)		
Inside City Limits	\$ 37.49	\$ 38.69
Outside City Limits	\$ 74.99	\$ 77.39

Section 2. Union County East Side Sewer System Treatment Rate/Established by Annual Contract

Treatment rate established by annual contract. In addition to the charges, the City of Monroe may directly invoice customers connected to the Union County collection system for high strength surcharges, if applicable, as defined in Section 3 of this Article		N/A	\$ 0.00
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Section 3. Sewer High Strength Surcharges Minimum Surcharge per calendar quarter

STANDARD STRENGTH – Upper Limit (milligrams/liter)	\$ 11.50	\$ 11.50	\$ 0.00
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

Hauled residential septic tank wastes or domestic portable toilet wastes per 1,000 gallons	\$ 90.25	\$ 93.14	\$ 430.00
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Article E. Capacity Fees

Section 1: Capacity Fee Schedule for New or Expanded Development

Water Capacity Fees - Inside/Outside City			\$ 10,950.00
Meter Size			
¾ inch meter	\$ 2,383.00	\$ 2,452.00	
1 inch meter	\$ 3,980.00	\$ 4,095.00	
1½ inch meter	\$ 7,936.00	\$ 8,166.00	
2 inch meter	\$ 12,702.00	\$ 13,070.00	
3 inch meter	\$ 25,429.00	\$ 26,166.00	
4 inch meter	\$ 39,728.00	\$ 40,880.00	

6 inch meter	\$ 79,431.00	\$ 81,735.00
	\$	\$ 130,829.00
8 inch meter	127,142.00	
Wastewater Capacity Fees– Inside/Outside City		
Meter Size		
¾ inch meter	\$ 2,633.00	\$ 2,790.00
1 inch meter	\$ 4,398.00	\$ 4,526.00
1½ inch meter	\$ 8,768.00	\$ 9,022.00
2 inch meter	\$ 14,035.00	\$ 14,442.00
3 inch meter	\$ 28,097.00	\$ 28,912.00
4 inch meter	\$ 43,896.00	\$ 45,169.00
6 inch meter	\$ 87,764.00	\$ 90,309.00
8 inch meter	\$ 140,482.00	\$ 144,556.00
For meter sizes greater than 2 inch where flow volumes exceed 150% of allowable flow		
Water per gallon	\$ 6.01	\$ 6.18
Sewer per gallon	\$ 7.39	\$ 7.60

Article F. Miscellaneous Charges

Section 1. Pretreatment Program Administration Charges

PERMITTED FLOW (million gallons per day)			\$ 183.00
0 - 0.1	\$ 924.50	\$ 942.00	
0.1 - 0.5	\$ 1,836.00	\$ 1,871.00	
Greater than 0.5	\$ 2,736.50	\$ 2,788.50	
Annual Inspection	\$ 139.50	\$ 142.00	

Section 2. Application Fees for Industrial User Permit or Domestic Septage Discharge Permit

Industrial User Permit Application Fee	\$ 444.50	\$ 453.00
Discharge domestic septic Application Fee	\$ 94.00	\$ 96.00

Section 3. Fees for Water Meter Re-reads or Water Meter Testing

Second or subsequent tests	\$ 64.00	\$ 65.00	\$ 0.00
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Section 4. Fees for Authorized Recreational Use of City Lakes

Fishing per person, per day			\$ 303.00
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	\$ 81.50	\$ 83.00	
Outside City	\$ 163.00	\$ 166.00	

Section 5. Charges for Reproduction of Documents

Specifications for Water Main Construction per copy	\$ 12.23	\$ 12.50	\$ 0.00
Specifications for Sewer Main Construction per copy	\$ 12.23	\$ 12.50	

Section 6. Charges for Sewer Television Inspections

Hourly Rate	\$ 81.50	\$ 83.00	\$ 0.00
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Section 7. Water and Sewer Extension Permits

Water Main Extensions	\$ 291.50	\$ 297.00	\$ 58.00
Sewer Main Extensions	\$ 291.50	\$ 297.00	

Effective January 1, 2021

**2019 - 2020 BUDGET
General Fund Balance Activity**

	Formal Assignment	Unassigned	Total Above Policy
As of March 31, 2020			
Unassigned		\$4,346,756	
Airport Grant Acceptance	\$9,652		
Airport Operations 5 Year Subsidy	\$250,000		
Street Resurfacing 5 Year Program	\$300,000		
Downtown Parking Lot Improvements	\$3,000,000		
Total Balance as of March 31, 2020	\$ 3,559,652	\$ 4,346,756	\$ 7,906,408
Projected Activity Remainder of Fiscal Year 2020			
Addition at Fiscal Year End – Ad Valorem Tax		\$664,457	
Addition at Fiscal Year End - Revenue Sales Tax		\$263,943	
Addition at Fiscal Year End - Savings Personnel Cost		TBD	
Balance projected as of June 30, 2020	\$3,559,652	\$5,275,156	\$ 8,834,808
Projected Activity for Fiscal Year 2021 - to be used in budget			
Funding for Street Resurfacing (Year 5 of 5)	\$ (300,000)		
Funding for Airport Operational Subsidy (Year 5 of 5)	\$ (250,000)		
Proposed Use of Unassigned Fund Balance for One-Time Expenses		\$ (2,514,771)	
Balance projected as of July 1, 2019	\$3,009,652	\$2,760,385	\$ 5,770,037