



CITY COUNCIL ADOPTED BUDGET

Fiscal Year 2018 - 2019



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May 1, 2018

Dear Honorable Mayor and City Council:

This letter hereby transmits the proposed Budget for the Fiscal Year Ending **2019** to the Mayor and City Council of the City of Monroe.

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

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

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

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

- ⌘ Improving the competitive elements of employee compensation, in terms of wages and benefits;
- ⌘ Capital outlays;
- ⌘ Deferral of major facility projects or acquisitions related to Public Safety and Downtown.

The Manager's recommended Budget increases by approximately **10.0%**, with *General Fund budget (including subsidized funds) increasing by 2.3%* and *Enterprise Funds budget decreasing by 0.3 %* over their current year budgets. This spending plan includes a three cent increase in the ad valorem tax rate from 58.63 cents to 61.63 cents. The purpose of this increase is to fund the design and construction of a new police headquarters facility. The municipal tax district's tax rate of 21.9 cents remains the same. Other fee and rate revisions are summarized in the respective sections of this Message.

The Governing Body possesses the great responsibility of being stewards of City funds as well as ensuring policies are implemented that foster a vibrant and healthy community. Your direction

sets the tone for how the City may progress and in collaboration with our management team and your feedback, a clear set of priorities that can be fulfilled. The Budget encompasses a number of recommendations that will foster work force stability, address the more prolific deferred maintenance challenges, and deploy projects that enhance our community.

GENERAL FUND

The proposed Budget will provide funding for the design and construction of a new police headquarters facility. 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. This project is being funded through a three cent increase in ad valorem taxes. This is the City's first tax increase since Fiscal Year 2011.

Also included in the Budget is funding for a temporary facility on City-owned property on Secret Shortcut Road to serve as Fire Station #6. This facility will allow the fire department to increase service levels by reducing response time in the northwest area in the City.

The City takes great pride and shows its commitment to revitalization in the downtown area with three 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 currently being designed. The FY 2019 Budget includes debt payments to finance construction costs for this project.
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 is just beginning design and will provide the same services and plenty of parking. The FY 2019 includes debt payments to finance both the design and construction of this project.
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 renovation is currently being designed. The FY 2019 Budget includes debt payments to finance the construction costs for this project. The purchase of the building and all project costs will be paid from Occupancy Tax Revenue.

The City is enthusiastically pursuing all avenues to beautify our community. Beautification plans provided in this Budget include \$44,500 for the purchase of the seventh segment of U.S. 74 tree and flower plantings. Also included is continuing funding for greenway capital improvements. Funding is included to help implement the Concord Avenue revitalization plan and develop cost estimates and a location plan for the placement of wayfinding signs throughout the City.

Improving existing facilities is priority and the proposed FY 2019 Budget continues to address many deferred maintenance issues. The replacement of the concrete steps, bleachers and trash receptacles at Don Griffin Park, signage for parks and carpet replacement and painting at the Pro Shop at the golf course are included in the proposed Budget.

City employees continue to remain our single greatest asset. The final of three phases of implementation of the City's Classification and Compensation Study is included in the proposed Budget. This study places emphasis on an employee's years of service and recognizes the value of length of service and the development of skills and abilities in regard to performing the tasks of the position. The employee is provided a 0.167% increase for each year of service. Also included is funding for the City's merit program on a sliding scale based on performance of 0-2%.

The total General Fund Budget is \$37,275,829. This proposed FY 2019 Budget being recommended has been balanced through the strategic use of unassigned fund balance, current revenues and installment financings to fund the replacement of a fire apparatus, the Center Theatre, Senior Center and Science Center.

MONROE AQUATICS AND FITNESS CENTER FUND

The proposed budget for the Aquatics and Fitness Center Fund for FY 2019 is \$4,212,340. The Center was added to enhance the quality of life in Monroe by offering activities that can be enjoyed by families in our community and will celebrate its 20th anniversary in May. In an effort to keep this building looking fresh and inviting, ongoing maintenance is a priority and has been programmed. Plans to resurface the indoor pool and increase the building maintenance budget are included in this fiscal year budget. Also included is the addition of a part-time 30-hour Assistant Aquatics Director to assist with management of the aquatics division and the addition of a part-time 20-hour Facility Maintenance Worker to handle increased demands. Other items include the addition of new cross fit equipment, replacement of sound baffles in the pool and routine replacement of fitness equipment.

WATER AND SEWER FUND

The proposed budget for the Water and Sewer Fund for FY 2019 is \$18,065,611. 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 2030time 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 2019 Budget includes a 3.2% water and sewer rate increase as part of this financial plan.

The City adopted their Water and Sewer System Development Fee/Capacity Fee Study this year as required by state statute. A Resolution was adopted to establish a Capital Reserve Fund for water and sewer capacity fees. Through recommendations in the study, water capacity fees were reduced and sewer capacity fees were increased by the same amount. The total capacity fee remained the same. Capacity fees and other construction related fees will be increased on July 1,

2018 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 remodel the control building, replace the fluoride dry feeder and replace critical flocculation process and electrical system equipment.

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. Additional improvements are proposed for the Wastewater Treatment Plant including the replacement of filter blowers, effluent and drain valves for filters 1-4, repairing conduit at influent pump station #2 and electrical upgrades.

Infrastructure Renewal: Significant efforts are underway to renew our existing infrastructure. A strategic plan was launched in FY 2014 to repair and replace old and deteriorated segments of the water distribution and sewer collection system to ensure system viability. The proposed budget includes funding to continue this program, including replacement/upgrade of certain portions of the Richardson Creek sewer outfall.

ELECTRIC FUND

The proposed budget for the Electric Fund for FY 2019 is \$66,161,847. Electric rates for the FY 2019 budget year are proposed to remain the same. Line extension projects are proposed to be funded to extend electric facilities to new areas of the Corporate Center as needed, to new service territories in the area of Highway 601 North, from Airport Substation to Rocky River Road and from Stafford Street to the Camp Sutton substation. These extensions not only allow the City to serve future load growth, but in some cases provide redundancy by improving the power transfer capability between substations. Replacement of aging underground vault switches is planned in the Downtown area as well as the construction of a tie circuit between the Hal Coan and Camp Sutton substations to provide additional load transfer capabilities. The proposed budget includes the addition of an Electric Substation Technician to perform testing and maintenance on substations. The budget also includes funding for external firms to provide a contract employee to fill the vacant Design Engineering Manager position and provide labor forces to supplement City forces in the construction of electric infrastructure.

NATURAL GAS FUND

The proposed budget for the Natural Gas Fund for FY 2019 is \$20,788,300. Natural gas rates are adjusted monthly to reflect the increases/decreases in the actual cost of natural gas. The margin is budgeted to remain the same in FY 2019. 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. Proposed capital improvements include continued funding of system reinforcement projects to resolve weak portions of the natural gas system and increase the operating pressures in the lines as required by federal regulations.

The proposed budget includes the purchase of liquefied natural gas to startup the City's new liquefied natural gas (LNG) peak shaving plant. It is anticipated that the plant will be complete by December 2018. Funding for natural gas line relocation projects due to road widening and improvement projects has been included. Subdivision infrastructure projects and revenue-based expansions have also been included to accommodate new planned subdivisions and new connections.

STORMWATER FUND

The proposed budget for the Stormwater Fund for FY 2019 is \$2,306,606. 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. The City's Phase II requirements include public education programs that reach out to the schools and neighborhoods as well as our industries and employees in all City departments. As recommended by the City's Stormwater Master Plan, the next phase of water quality improvements in the Stewart's Creek Watershed are proposed to be funded for FY 2019. Also included is funding for an additional Engineering Technician to assist in field data collection and assist with the City's NPDES permit. There are no stormwater rate increases proposed in this Budget.

AIRPORT FUND

The proposed budget for the Airport Fund for FY 2019 is \$3,541,123. 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. The major new purchase for FY 2019 funding is the proposed replacement of one of the Airport's tugs that is used to move aircraft. Construction has begun on two hangar projects at the City's airport, which supports the Airport's focus. The first hangar is a bulk storage hangar and the second is to store larger corporate jet aircraft and provide office space for the aircraft's flight crew. The new activity is expected to boost operating revenue in terms of new leases and fuel sales. The FY 2019 budget includes debt payments for these new facilities. Additionally, the Airport will continue with further airfield enhancements such as airfield lighting rehabilitations that are currently approved and will be grant funded.

SOLID WASTE FUND

The proposed budget for the Solid Waste Fund for FY 2019 is \$2,472,978. The Solid Waste Fund covers the cost of trash pickup for both Downtown and along the City's right-of-ways. No change in solid waste rates are proposed in FY 2019.

SELF-INSURANCE FUNDS

The City maintains three self-insurance funds: Workers' Compensation, Property and Casualty and Health and Dental. The proposed budget for the Health and Dental Insurance Fund recommends no increase to either the employer or employee premium contributions for the upcoming year.

The proposed budget for the Workers' Compensation Fund for FY 2019 includes funding contributions of \$200,000 that has been allocated to all departments and funding for the Property and Casualty Fund totals \$715,536 that has been allocated to all departments. These levels are the same as the prior Fiscal Year.

The City has also been funding post-employment benefit costs for retirees as the expenses have been incurred. The annual required contribution, as calculated by an actuary, represents the projected amount required to fund normal costs each year. At this time, no funding is recommended for GASB 45 post-employment benefits.

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 2019 RECOMMENDED BUDGET
BY FUND**

FUND	FY18	FY19	INC / (DEC)
General	\$ 30,443,881	\$ 32,254,147	\$ 1,810,266
Parks & Recreation	4,674,222	4,400,984	(273,238)
Golf Course	1,388,535	1,141,357	(247,178)
GF Capital Reserve	100,000	100,000	-
GF Capital Projects	200,000	18,900,000	18,700,000
Subtotal General Fund	36,806,638	56,796,488	19,989,850
Aquatics Center	4,093,200	4,212,340	119,140
Occupancy Tax Projects	206,933	3,210,100	3,003,167
Downtown Monroe	168,543	165,684	(2,859)
Monroe-Union Co. Econ. Dev.	724,000	740,161	16,161
Water & Sewer	17,545,998	16,557,502	(988,496)
Water & Sewer Cap Projects	6,850,000	1,600,000	(5,250,000)
Water & Sewer Reserve	7,109,264	5,903,233	(1,206,031)
Subtotal Water & Sewer	31,505,262	24,060,735	(7,444,527)
Stormwater	2,190,255	2,306,606	116,351
Stormwater Capital Projects	-	-	-
Subtotal Stormwater	2,190,255	2,306,606	116,351
Electric	65,775,581	64,706,847	(1,068,734)
Electric Capital Projects	1,180,000	1,455,000	275,000
Subtotal Electric	66,955,581	66,161,847	(793,734)
Natural Gas	17,617,300	19,233,300	1,616,000
Natural Gas Capital Projects	915,000	1,555,000	640,000
Subtotal Natural Gas	18,532,300	20,788,300	2,256,000
Airport	3,389,509	3,551,938	162,429
Solid Waste	2,542,097	2,472,978	(69,119)
Total	\$ 167,114,318	\$ 184,467,177	\$ 17,352,859

SUMMARY OF FY 2019 INTERNAL SERVICE FUNDS FINANCIAL PLANS

Health and Dental	\$ 7,404,403	\$ 7,966,928	\$ 562,525
Worker's Compensation	544,838	545,984	1,146
Property & Casualty	784,527	784,287	(240)
Total	\$ 8,733,768	\$ 9,297,199	\$ 563,431

Notes: Excludes internal transfers out to other funds.

All operating funds include a one-time bonus paid to employees (some higher compensated positions are excluded).

**CITY OF MONROE
SUMMARY OF FY 2019 RECOMMENDED BUDGET
GENERAL FUND BY DEPARTMENT**

DEPARTMENT	FY18	FY19	INC / (DEC)
Legislative	\$ 308,481	\$ 438,709	\$ 130,228
City Administrative ⁽¹⁾	2,039,426	1,601,037	(438,389)
Finance ⁽²⁾	1,497,115	2,033,107	535,992
Human Resources	196,517	249,647	53,130
Engineering & Streets	4,286,429	4,332,144	45,715
Building Standards	1,067,252	840,212	(227,040)
Planning	971,408	876,798	(94,610)
Police	10,070,127	11,205,185	1,135,058
Fire	9,125,757	9,575,262	449,505
Info Technology	881,369	1,102,046	220,677
Total	\$ 30,443,881	\$ 32,254,147	\$ 1,810,266

Notes:

- ⁽¹⁾ In FY18, phase 2 of the pay study implementation all General Fund amounts were budget in the City Manager's division. In FY19 it's budgeted in each individual department's budget.
- ⁽²⁾ Increases in FY19, due to increases in debt service for public safety and Center Theatre renovations.

LEGISLATIVE
City Council, Boards, & Commissions

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 138,985	\$ 136,807	\$ 156,179
Operations	101,654	153,805	174,860
Capital	-	-	-
Outside Agencies Appropriations	235,935	208,287	292,399
Subtotal	\$ 476,574	\$ 498,899	\$ 623,438
Allocations	(199,864)	(190,418)	(184,729)
Total Budget	\$ 276,710	\$ 308,481	\$ 438,709

ELECTED PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	7	7	7

GENERAL ADMINISTRATION
City Manager Division
 E.L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 597,706	\$ 1,120,567	\$ 635,874
Operations	510,631	896,903	669,372
Capital	336,340	-	-
Subtotal	\$ 1,444,677	\$ 2,017,470	\$ 1,305,246
Allocations	(442,745)	(401,830)	(374,351)
Total Budget	\$ 1,001,932	\$ 1,615,640	\$ 930,895

Notes:

FY18 personnel cost includes General Fund merit up to 2% and phase 2 of pay plan implementation, \$525K. In FY19, phase 3 of pay plan implementation and 2% merit is budgeted in each department.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	4	4	4

City Attorney Division

Mujeeb Shah-Khan., City Attorney

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 305,209	\$ 303,875	\$ 316,414
Operations	112,245	83,363	82,320
Capital	-	-	-
Subtotal	\$ 417,453	\$ 387,238	\$ 398,734
Allocations	(227,915)	(261,139)	(253,087)
Total Budget	\$ 189,538	\$ 126,099	\$ 145,647

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	2	2	2

Notes:

Public Information Division

E.L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 29,392	\$ 30,882	\$ 33,177
Operations	228,387	254,150	254,150
Subtotal	\$ 257,779	\$ 285,032	\$ 287,327
Allocations	(36,071)	(44,708)	(44,524)
Total Budget	\$ 221,708	\$ 240,324	\$ 242,803

Notes:

Personnel - The Communications & Tourism Officer's personnel expense is shared with Monroe Tourism Development Authority.

Operations - Expenditures include annual Airshow funding.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

Economic Development Division

Chris Platé, Executive Director of Economic Development

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ -	\$ 74,603	\$ -
Operations	2,630	40,287	27,687
Economic Incentives	267,814	310,098	537,212
Capital Projects	-	-	-
Subtotal	\$ 270,444	\$ 424,988	\$ 564,899
Allocations	(307,718)	(367,625)	(283,206)
Total Budget	\$ (37,274)	\$ 57,363	\$ 281,693

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	0	1	0

Notes:

In FY19, the Retail Initiative local agreement was terminated.

FINANCE

Administration Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 316,911	\$ 325,122	\$ 339,107
Operations	34,106	18,209	22,574
Capital		-	-
Debt Service	1,060,196	1,538,723	1,876,872
Subtotal	\$ 1,411,213	\$ 1,882,054	\$ 2,238,553
Allocations	(227,205)	(233,131)	(227,884)
Total Budget	\$ 1,184,008	\$ 1,648,923	\$ 2,010,669

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	3	3	3

Notes:

FY19 Debt Service includes estimates for new debt for the Center Theater and the Senior Center renovation.

FINANCE

Accounting Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 340,187	\$ 369,433	\$ 395,760
Operations	67,768	80,894	101,782
Capital	-	-	-
Subtotal	\$ 407,955	\$ 450,327	\$ 497,542
Allocations	(237,845)	(259,669)	(252,239)
Total Budget	\$ 170,110	\$ 190,658	\$ 245,303

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	4	4	4

FINANCE

Utility Billing Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 503,131	\$ 515,676	\$ 530,063
Operations	165,832	175,027	171,575
Capital	28,661	5,035	-
Subtotal	\$ 697,624	\$ 695,738	\$ 701,638
Allocations	(902,026)	(919,600)	(841,338)
Total Budget	\$ (204,402)	\$ (223,862)	\$ (139,700)

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	8	8	8

FINANCE

Purchasing Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 149,961	\$ 149,201	\$ 168,947
Operations	18,979	41,710	22,341
Capital	15,948	-	-
Subtotal	\$ 184,888	\$ 190,911	\$ 191,288
Allocations	(142,937)	(109,427)	(108,710)
Total Budget	\$ 41,951	\$ 81,484	\$ 82,578

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	2	2	2

FINANCE

Fleet Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 222,477	\$ 241,562	\$ 266,106
Operations	36,067	43,769	43,565
Capital	11,397	9,500	-
Subtotal	\$ 269,941	\$ 294,831	\$ 309,671
Allocations	(318,187)	(251,215)	(214,292)
Total Budget	\$ (48,246)	\$ 43,616	\$ 95,379

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	4	4	4

FINANCE

Warehouse Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 214,516	\$ 218,969	\$ 237,788
Operations	57,199	61,722	54,686
Capital		-	-
Subtotal	\$ 271,715	\$ 280,691	\$ 292,474
Allocations	(369,235)	(392,586)	(404,861)
Total Budget	\$ (97,520)	\$ (111,895)	\$ (112,387)

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	3	3	3

FINANCE

Payment Center Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 348,006	\$ 355,368	\$ 347,761
Operations	95,796	104,909	100,837
Capital		-	-
Subtotal	\$ 443,802	\$ 460,277	\$ 448,598
Allocations	(428,211)	(480,373)	(472,637)
Total Budget	\$ 15,591	\$ (20,096)	\$ (24,039)

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	5	5	5

FINANCE

Customer Service Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 397,770	\$ 426,979	\$ 432,211
Operations	82,177	80,408	79,276
Capital	-	-	-
Subtotal	\$ 479,948	\$ 507,387	\$ 511,487
Allocations	(607,261)	(619,100)	(636,182)
Total Budget	\$ (127,313)	\$ (111,713)	\$ (124,695)

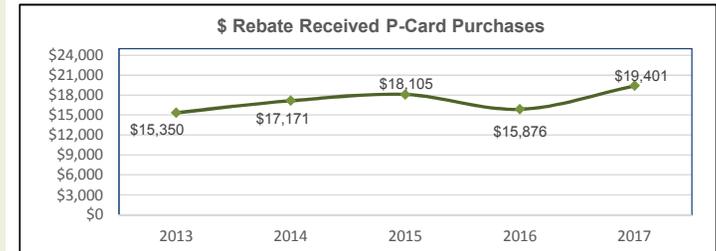
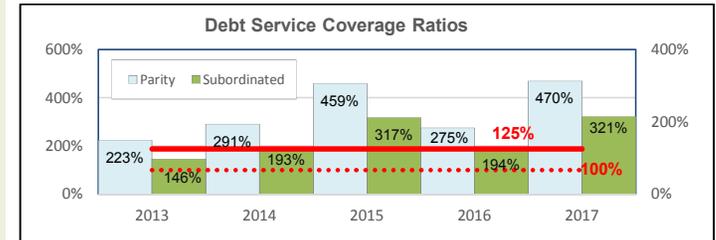
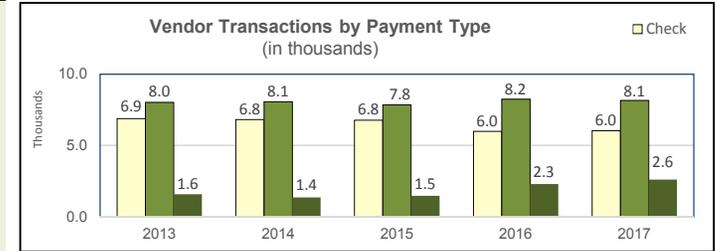
FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	6	6	6

FINANCE DEPARTMENT

Accounting Division

	FISCAL YEAR					2018 Target
	2013	2014	2015	2016	2017	
	Actual	Actual	Actual	Actual	Actual	
Inputs						
Expenditures	\$408,132	\$421,849	\$454,785	\$380,163	\$406,840	\$ 450,327
Employees	5	5	5	4	4	4
Output Measures						
# Checks issued to vendors	6,871	6,822	6,767	6,000	6,039	
# Vendor payments processed through Electronic Funds Transfer (EFT)	1,576	1,355	1,461	2,292	2,593	
# Pcard transactions	8,022	8,072	7,843	8,234	8,149	
# Purchasing card (P-Card) users	151-158	151-159	145-156	150-153	151-158	
\$ Amount of all vendor payments (checks, EFT & P-Card)	\$107,827,127	\$116,052,503	\$106,548,579	\$109,750,362	\$126,048,159	
# Employees paid through payroll	900	800	797	827	853	
# Payroll direct deposits processed	17,553	17,506	17,690	17,869	18,457	
# Journal entry transactions processed	143,610	147,430	147,902	144,843	147,051	
Effectiveness Measures						
\$ Rebate received P-Card purchases	\$15,350	\$17,171	\$18,105	\$15,876	\$19,401	
% Payroll direct deposits manually processed	0.10%	0.03%	0.07%	0.17%	0.10%	
% Payroll direct deposits voided	0.05%	0.01%	0.03%	0.02%	0.06%	
Parity debt ⁽²⁾ service coverage ratio (per bond covenants - no less than 125%)	223%	291%	459%	275%	470%	125% or >
Subordinated debt ⁽³⁾ service coverage ratio (per bond covenants - no less than 100%)	146%	193%	317%	194%	321%	100% or >
% Non-paper transactions ⁽¹⁾	58%	58%	58%	64%	64%	67%
Average # payments per week (check and EFT)	166	160	161	163	169	
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

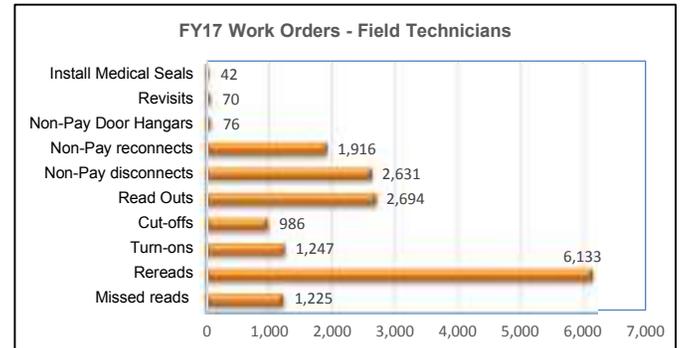
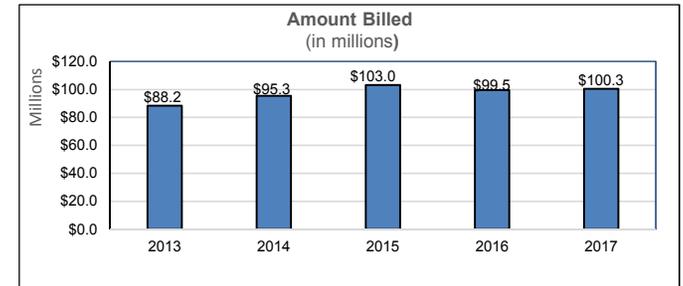
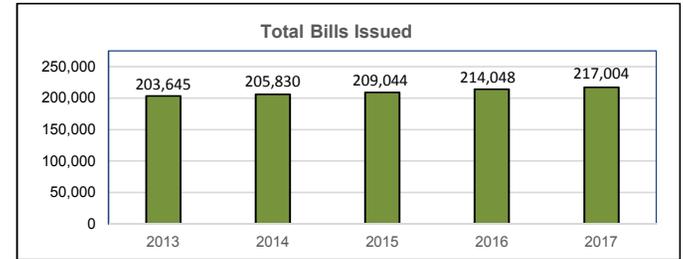
FISCAL YEAR

	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$564,474	\$599,604	\$693,731	\$691,996	\$697,624	\$690,703
Employees	7	7	8	8	8	8
Output Measures						
# Bills issued	203,645	205,830	209,044	214,048	217,004	
# Registers read	430,994	435,369	439,116	444,019	449,813	
# Work requests completed	19,102	21,662	23,384	20,282	17,020	
\$ Amount billed	\$88,243,158	\$95,346,200	\$103,012,627	\$99,488,940	\$100,274,277	
# Meter rereads	7,705	8,542	10,688	7,296	6,133	
Effectiveness Measures						
% Billing accuracy ⁽¹⁾	99.99%	100.00%	99.99%	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 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	330	333	241	246	250	
\$ Cost per utility bill processed	\$1.42	\$1.47	\$1.63	\$1.62	\$1.47	
\$ Cost per work order processed ⁽²⁾	\$5.08	\$4.60	\$4.04	\$4.94	\$5.42	
Average # work orders processed per day per Field Technician	31	26	28	23	25	

Notes:

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

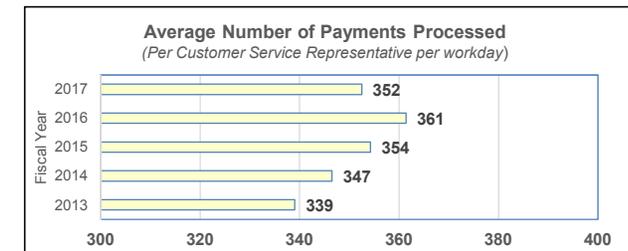
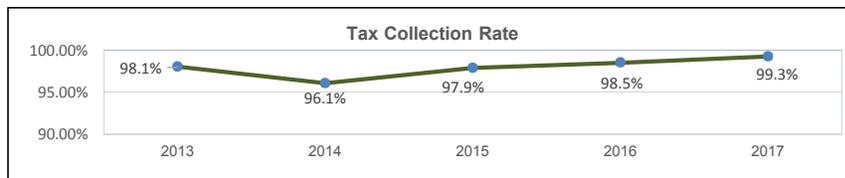
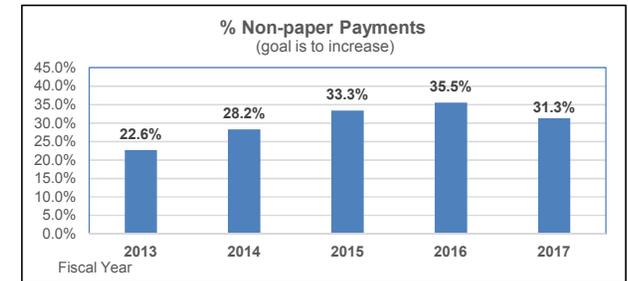
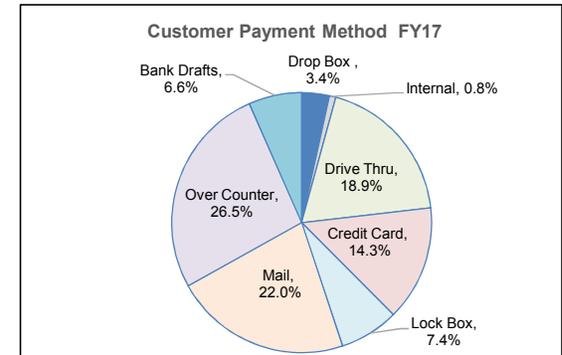
⁽²⁾ Increased cost per work order due to 16% fewer work orders completed in FY17. Actual costs went down by 8%.



FINANCE DEPARTMENT

Payment Center

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$251,050	\$259,084	\$422,806	\$403,435	\$443,802	\$460,277
Number of Authorized Employees	4	4	5	5	5	5
Output Measures						
# Utility payments processed	183,972	187,714	190,153	193,621	194,247	
# Tax payments processed	17,403	20,069	23,457	24,626	18,612	
# Other payments processed	49,320	49,498	49,966	51,717	49,398	
# Payments - bank draft	-	-	16,463	16,622	18,619	
% Payments made via drop box	4.0%	3.9%	3.5%	3.2%	3.4%	
% Interdepartmental payments (internal)	1.0%	0.9%	0.8%	0.8%	0.8%	
% Payments made via drive thru	18.2%	16.8%	14.4%	12.5%	18.9%	
% Payments made via credit card	9.8%	13.9%	16.1%	17.5%	14.3%	
% Payments made via lock box	6.5%	6.7%	6.7%	6.8%	7.4%	
% Payments made via mail	27.3%	24.4%	24.3%	24.6%	22.0%	
% Payments made over counter	33.3%	33.4%	28.4%	28.8%	26.5%	
% Payments made via bank draft	-	-	5.8%	5.8%	6.6%	6.5%
Effectiveness Measures						
% Non-paper payments (goal is to increase)	22.6%	28.2%	33.3%	35.5%	31.3%	35%
Tax Collection Rate	98.1%	96.1%	97.9%	98.5%	99.3%	100.0%
Efficiency Measures						
Average number of payments processed per Customer Service Representative per work day	339	347	354	361	352	



FINANCE DEPARTMENT

Customer Service Division

	FISCAL YEAR					
	2013	2014	2015	2016	2017	2018
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$429,805	\$454,847	\$476,661	\$462,178	\$483,934	\$507,387
Employees	6	6	6	6	6	6
Output Measures						
# Customer calls handled	-	42,157	42,087	40,478	40,705	
# Walk-ins assisted	-	14,859	14,867	14,207	13,230	
# Late notices sent	-	52,376	53,298	50,639	51,222	
# Service activations	-	-	4,238	4,263	4,185	
# Non-payment disconnections processed ⁽²⁾	-	2,610	2,492	3,235	2,897	
# Customers assisted by outside agencies	-	4,483	4,034	4,111	3,726	
# Payments made-City's Helping Hands program	-	137	123	7	86	
\$ Amount of assistance provided by agencies	-	\$839,264	\$816,657	\$805,071	\$741,397	
\$ Amount of assistance provided-City's Helping Hands program ⁽¹⁾	-	\$40,000	\$35,000	\$2,185	\$24,102	
Effectiveness Measures						
% Customer calls abandoned	-	8%	18%	32%	18%	20%
% Calls answered in less than 2 minutes (industry standard 80%)	-	76%	71%	63%	70%	80%
\$ Utility bill write-offs	\$286,022	\$314,560	\$338,088	\$353,916	\$311,669	
% Billed written off	0.3%	0.3%	0.3%	0.4%	0.3%	0.3%
Efficiency Measures						
Average # phone calls handled per Customer Service Rep per working day	-	38	38	36	33	
Average # walk-ins assisted per Customer Service Rep per working day	-	13	13	13	11	

Notes:

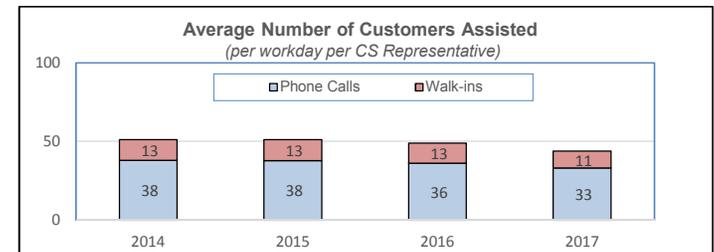
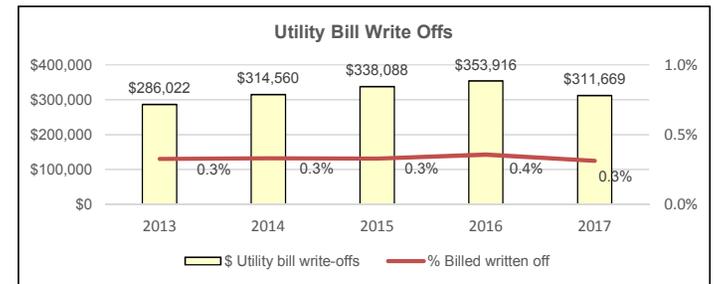
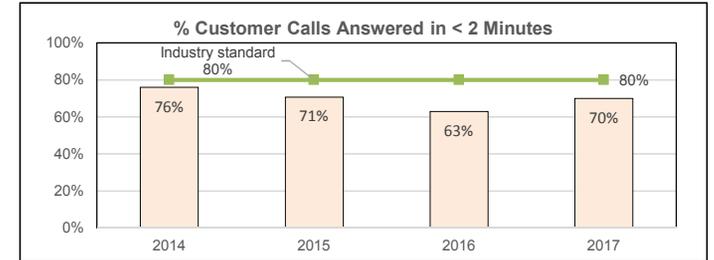
The FY17 budget includes a new part-time Customer Service Representative.

⁽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.

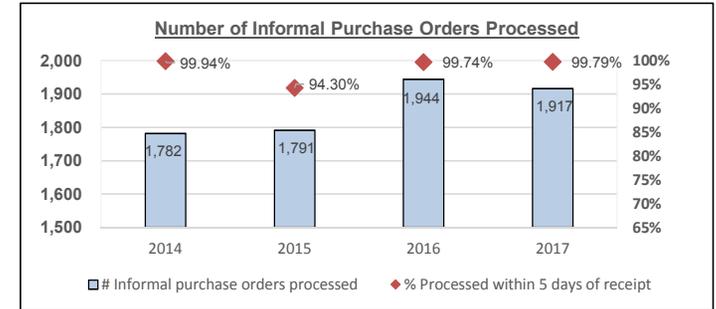
Actual utility service disconnections are handled by Utility Billing Field Technicians.



FINANCE DEPARTMENT

Purchasing Division

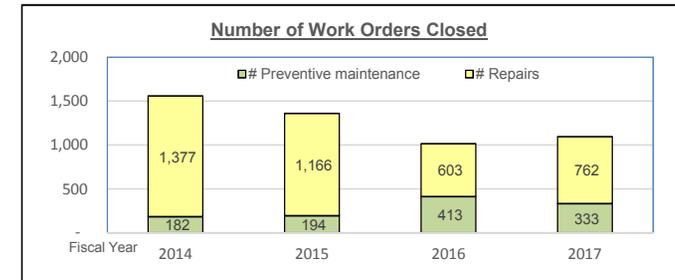
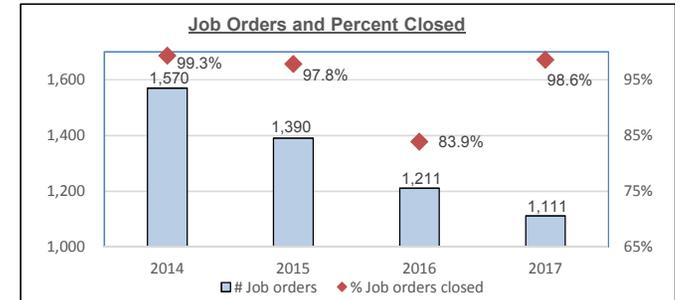
	FISCAL YEAR					2018 <u>Target</u>
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	
Inputs						
Expenditures	\$145,669	\$147,670	\$165,168	\$162,028	\$185,955	\$190,911
Employees	2	2	2	2	2	2
Output Measures						
# Informal purchase orders processed	-	1,782	1,791	1,944	1,917	
# Formal bids processed	-	1	2	4	3	
Effectiveness Measures						
% Informal PO's processed within 5 days of receipt	-	99.9%	94.3%	99.7%	99.8%	0.0%
Efficiency Measures						
# PO's issued per week	-	34.3	34.4	37.4	36.9	0



FINANCE DEPARTMENT

Fleet Maintenance

	FISCAL YEAR					2018 <u>Target</u>
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	
Inputs						
Expenditures	\$253,262	\$260,233	\$235,030	\$276,016	\$274,959	\$285,331
Authorized Employees	4	4	4	4	4	4
# Vehicles in fleet	-	317	321	347	358	360
# Equipment in fleet	-	173	176	175	177	179
Output Measures						
# Job orders	-	1,570	1,390	1,211	1,111	1,220
Effectiveness Measures						
% Job orders closed	-	99.3%	97.8%	83.9%	98.6%	
# Preventive maintenances work orders closed	-	182	194	413	333	420
# Repair work orders closed	-	1,377	1,166	603	762	600
% Work orders - preventative maintenance	-	12%	14%	41%	30%	
Efficiency Measures						
Average number of work orders per Automotive/Equip. Mechanic per work day	-	1.8	2.2	1.2	1.3	
Average # Vehicles maintained / repaired per FTE	-	158.5	107.0	99.1	102.3	



HUMAN RESOURCES

Human Resources Division
Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$399,580	\$417,879	\$461,582
Operations	35,347	44,320	48,601
Capital	-	-	-
Subtotal	\$434,927	\$462,199	\$510,183
Allocations	(231,922)	(309,186)	(306,524)
Total Budget	\$203,005	\$153,013	\$203,659

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	4	4	4

HUMAN RESOURCES

Risk Management Division
Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$94,312	\$94,234	\$98,706
Operations	26,595	32,071	31,809
Capital	-	-	-
Subtotal	\$120,907	\$126,305	\$130,515
Allocations	(82,440)	(82,801)	(84,527)
Total Budget	\$38,467	\$43,504	\$45,988

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

HUMAN RESOURCES DEPARTMENT

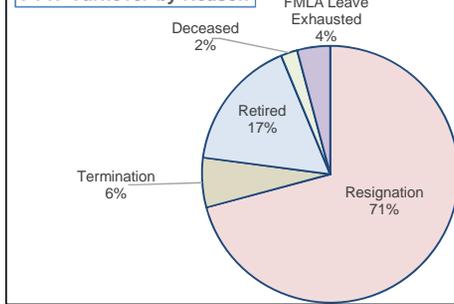
Human Resources

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$440,002	\$457,136	\$424,979	\$437,296	\$434,925	\$462,199
Employees	4	4	4	4	4	4
Total City Employees ⁽¹⁾	888	897	916	938	975	
Output Measures						
# Separations ⁽²⁾	-	-	23	24	48	
# Serviced by EAP ⁽³⁾	-	-	22	19	31	
# Tuition Reimbursement program participants	11	12	9	8	5	
\$ Tuition Reimbursement program	\$7,517	\$8,794	\$12,651	\$11,374	\$8,005	
# FMLA cases	-	56	47	44	41	
Effectiveness Measures						
Turnover rate of employees ⁽²⁾	-	-	9.8%	12.1%	10.67%	
% Total clients serviced annualized utilization rate - EAP	-	-	10.43%	8.96%	14.7%	
Efficiency Measures						
Ratio of HR staff to every 100 workers	1:222	1:225	1:229	1:235	1:244	1:100
Human Resources cost per city employee	\$563	\$577	\$531	\$535	\$496	\$0
Average EAP cost per participant	-	-	\$413	\$478	\$305	
Average tuition reimbursement per participant	\$683	\$733	\$1,406	\$1,422	\$1,601	

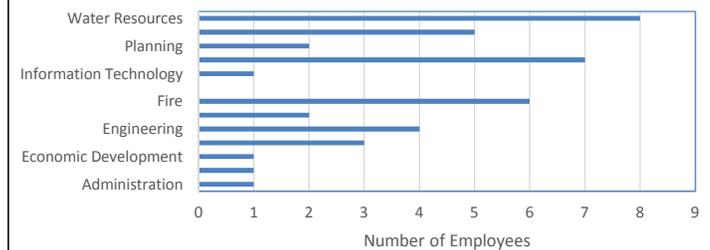
FY17 Turnover by Dept.

Finance	6	Aquatic Ctr.	1
Streets	2	Water Res.	12
Planning	1	Stormwater	3
Police	8	Electric	6
Fire	1	Airport	2
Econ. Dev	1		
Parks & Rec	5		
Total			48

FY17 Turnover by Reason



FY17 FMLA Utilization



Notes:

- ⁽¹⁾ Includes all employees that worked during the calendar year and were issued a W2.
- ⁽²⁾ Measure is for calendar year. Includes employees retiring, disability, resignations, and terminations.
- ⁽³⁾ Employee Assistance Program - measures are for January through June.

ENGINEERING
Engineering Division
Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 838,334	\$ 903,826	\$ 974,294
Operations	58,213	71,055	51,231
Capital	29,086	-	-
Subtotal	\$ 925,634	\$ 974,881	\$ 1,025,525
Allocations	(387,662)	(379,923)	(399,226)
Total Budget	\$ 537,972	\$ 594,958	\$ 626,299

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized Authorized	FY 2018 Authorized Authorized	FY 2019 Proposed Proposed
Positions	9	9	9

ENGINEERING
Street Division/Powell Bill
Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,012,164	\$ 1,089,782	\$ 1,174,402
Operations	1,269,855	1,601,280	1,599,944
Capital	294,224	511,000	\$200,000
Construction	1,123,968	1,135,770	1,135,770
Subtotal	\$ 3,700,211	\$ 4,337,832	\$ 4,110,116
Allocations	(474,981)	(446,361)	(404,270)
Total Budget	\$ 3,225,230	\$ 3,891,471	\$ 3,705,846

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized Authorized	FY 2018 Authorized Authorized	FY 2019 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
Parking Lot Resurfacing (Church St/RR Depot)	\$160,000	Delay	Fund Balance
Sand/Salt Storage Shed	\$100,000	Delay	Fund Balance
Two Equipment Shelters	\$18,000	Delay	Fund Balance
Total Capital	\$578,000	\$300,000	

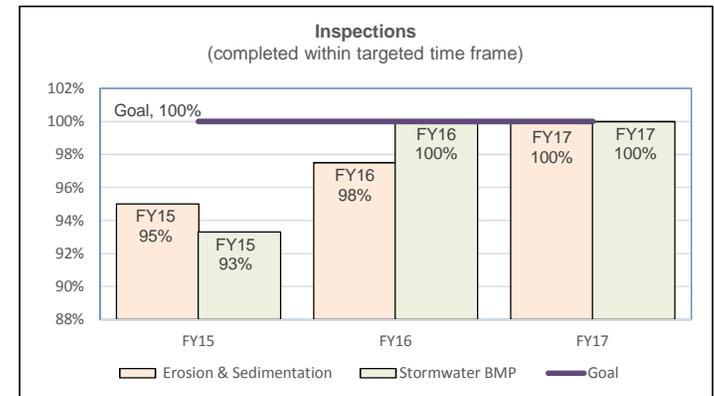
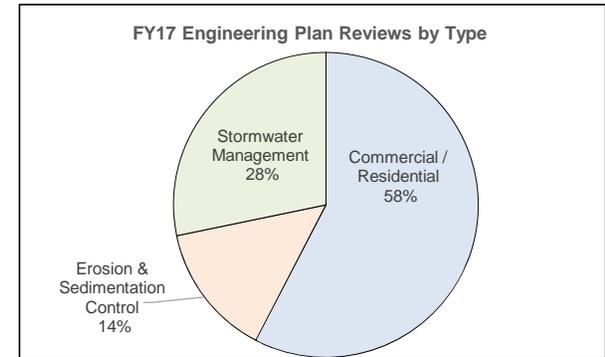
CAPITAL IMPROVEMENT SUMMARY – POWELL BILL

Item Description	Department Request	City Manager Recommendation	Funding Source
Asphalt patching truck (replacement)	\$200,000	\$200,000	Grants
Total Capital	\$200,000	\$200,000	

ENGINEERING DEPARTMENT

Engineering

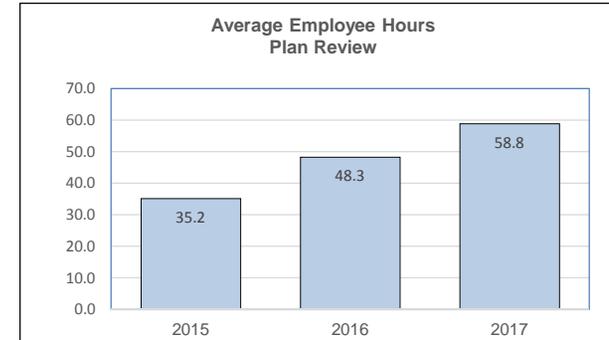
	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$845,418	\$812,789	\$878,116	\$894,272	\$925,634	\$974,881
Employees	9	9	9	9	9	9
Output Measures						
Commercial / residential plan reviews completed	-	-	70	32	53	
Erosion & sedimentation control plan reviews completed	-	-	35	20	13	
Erosion & sedimentation control inspections completed	-	-	459	606	468	
Stormwater management plan reviews completed	-	-	17	22	26	
Stormwater BMP ⁽¹⁾ inspections completed	-	-	30	32	39	
Storm drainage requests investigated	-	-	163	183	168	
Mapping projects completed	-	-	26	31	8	
Record plat reviews completed	-	-	76	30	60	
Effectiveness Measures						
% Commercial / residential plan reviews completed within 10 days	-	-	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%
% Erosion & sedimentation inspections completed within 1 day	-	-	95.0%	97.5%	100.0%	100.0%
% Stormwater management plan reviews completed within 10 days	-	-	100.0%	100.0%	100.0%	100.0%
% Stormwater BMP ⁽¹⁾ inspections completed within 10 days	-	-	93%	100.0%	100.0%	100.0%
% Storm drainage requests investigated within 2 days	-	-	98%	100.0%	100.0%	100.0%
% Mapping projects completed within targeted timeframe (varies by project)	-	-	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%



ENGINEERING DEPARTMENT

Engineering

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Efficiency Measures						
Employee hours per commercial / residential plan review	-	-	2.0	1.0	3.3	
Employee hours per erosion & sedimentation control plan	-	-	29	35.8	40.5	
Employee hours per erosion & sedimentation control inspection	-	-	1.0	1.1	1.0	1.0
Employee hours per stormwater management plan review	-	-	4.2	11.5	15.0	
Employee hours per stormwater BMP ¹ inspection	-	-	3.0	3.8	5.2	3.0
Employee hours per completed drainage investigation	-	-	4.4	5.3	4.3	4.5
Employee hours per mapping project	-	-	4.5	3.5	4.2	
Employee hours per record plat review	-	-	2.1	0.8	3.1	0.5



Notes:

Employees include the staff in the Engineering Department as well as the Engineers and Engineering Techs paid out of the Stormwater Fund.

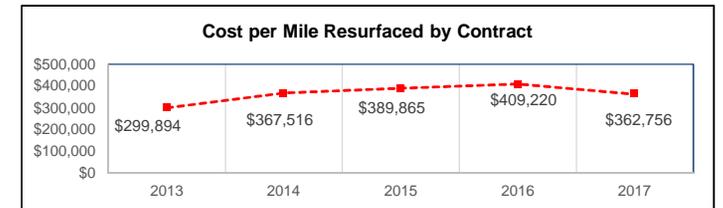
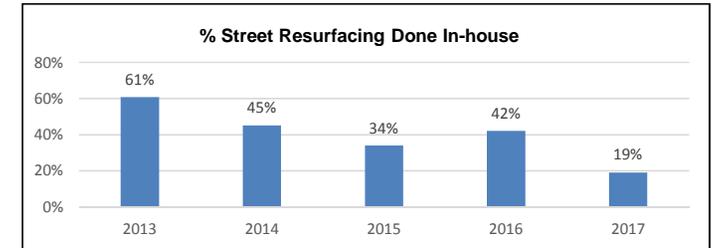
⁽¹⁾ BMP - Best Management Practice

ENGINEERING DEPARTMENT

Street Division

FISCAL YEAR

	2013	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
Inputs						
Expenditures	\$2,592,281	\$2,958,086	\$2,841,504	\$3,200,963	\$3,421,269	\$3,826,832
Employees	19	19	19	19	19	19
Street Miles	169	170	170	170	170	170
Output Measures						
Sidewalk completed (LF)	-	-	2,119	2,096	2,046	2,100
Curb & gutter completed (LF)	-	-	1,501	1,938	1,891	1,500
Streets resurfaced (miles)	2.40	2.85	2.24	2.42	4.47	8.81
Street resurfacing (asphalt tons)	-	-	1,446.8	2,138.7	1,210.1	1,970.0
Street reclamation (SY)	-	-	13,838.2	18,108.6	12,604.9	17,600.0
Utility cut repairs (asphalt tons)	-	-	314.21	353.07	420.6	
Full depth patching (asphalt tons)	-	-	190.5	416.6	172.0	
Pothole patching (asphalt tons)	-	-	85.32	58.34	31.8	
# Street signs installed	-	-	611	405	280	
# Speed cushions installed	-	-	9	12	20	
Effectiveness Measures						
% Priority street miles resurfaced per recommended resurfacing cycle	69%	72%	77%	73%	82%	
% Local streets miles resurfaced per recommended resurfacing cycle	19%	24%	15%	18%	44%	
% Street resurfacing done in-house (miles) ⁽¹⁾	61%	45%	34%	42%	19%	
Efficiency Measures						
Sidewalk completed per man-hour (CY)	-	-	0.20	0.16	0.15	0.20
Curb & gutter completed per man-hour (CY)	-	-	0.09	0.10	0.10	0.10
Street resurfaced per man-hour (SY)	-	-	12.09	19.90	16.84	16.00
Street reclaimed per man-hour (SY)	-	-	11.20	14.58	11.50	13.00
Utility cuts repaired per man-hour (SY)	-	-	1.50	1.54	1.47	1.50
Full depth patching per man-hour (SY)	-	-	1.91	2.67	1.17	2.30
Pothole repairs per man-hour	-	-	0.06	0.10	0.09	0.10
Man-hour per street sign installed	-	-	0.50	0.50	0.50	0.50
Man-hour per speed cushion installed	-	-	26.0	17.25	25.65	21.00
Resurfacing outside contractor cost/mile	\$299,894	\$367,516	\$389,865	\$409,220	\$362,756	



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.

Building Standards
Code Enforcement Division
Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 141,943	\$ 168,410	\$ 182,815
Operations	94,415	102,259	101,944
Capital	-	-	-
Total Expenditure Budget	\$ 236,358	\$ 270,669	\$ 284,759
Program Revenue	23,848	8,000	19,200
General Fund Revenues	212,510	262,669	265,559
Total Revenue Budget	\$ 236,358	\$ 270,669	\$ 284,759

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	3	3	3

Building Standards
Building Standards Division
Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$429,226	\$454,836	\$484,290
Operations	31,410	39,043	71,161
Capital	27,524	302,704	-
Total Expenditure Budget	\$488,160	\$796,583	\$555,451
Department Revenue	460,713	371,223	433,700
Funding From General Fund	27,447	209,691	121,751
Restricted GF Fund Balance	-	215,669	-
Total Revenue Budget	\$ 488,160	\$ 796,583	\$ 555,451
Restricted	\$ -	\$ -	\$ -

Notes:

Operations-Licenses for BlueBeam Software required to interface with new Permitting Software, \$31.5K.

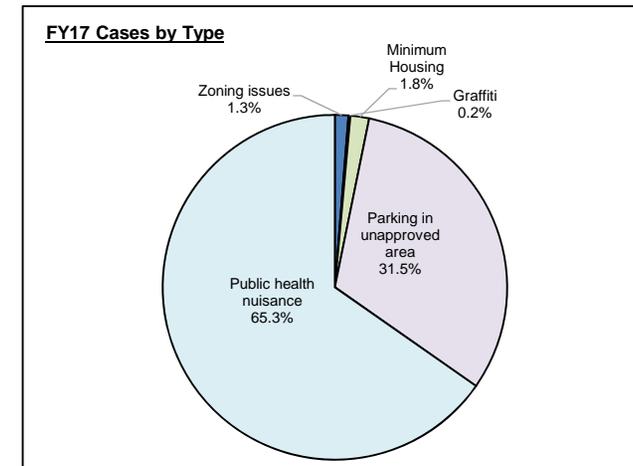
FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	5	5	5

BUILDING STANDARDS DEPARTMENT

Code Enforcement

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$149,632	\$178,857	\$259,292	\$246,796	\$236,358	\$270,669
Total Employees	2	2	3	3	3	3
Output Measures						
# Inspections	1,938	1,240	1,687	2,994	3,091	
# Total cases	1,170	716	1,171	1,731	1,789	
# Zoning complaints and inspections	-	6	70	36	23	
# Graffiti cases	6	12	6	12	3	
# Minimum housing cases	11	23	40	25	32	
# Parking in unapproved area cases	303	151	448	390	570	
# Public health nuisance cases	817	507	677	1,303	1,181	
# Phone calls from citizens	-	2,505	2,971	4,661	5,591	
# Public health nuisance abatements	59	44	25	24	78	
# Public health nuisance door hangers	399	241	590	786	929	
# Public health nuisance courtesy/notice letters	7	16	27	70	85	
# Public health nuisance verbal notices	624	332	510	747	524	
# Solid Waste Citations	-	-	-	809	1,617	
Effectiveness Measures						
% Cases closed	82.9%	71.5%	73.2%	74.9%	91.0%	
Efficiency Measures						
Average # inspections per CE Officer per workday	3.9	2.5	2.3	4.0	4.2	
Average # cases per CE Officer per workday	2.4	1.4	1.6	2.3	2.4	
Average # phone calls per CE Officer per workday	-	5.1	4.0	6.2	7.5	



Notes:
In FY15, a new Code Enforcement Officer position was added.

BUILDING STANDARDS DEPARTMENT

Building Inspections

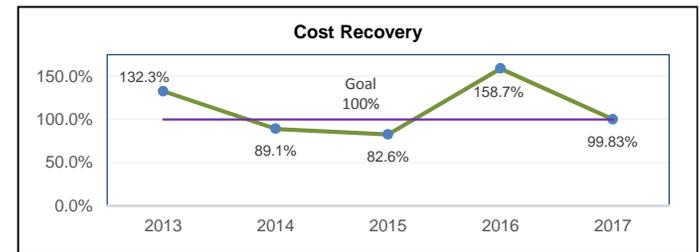
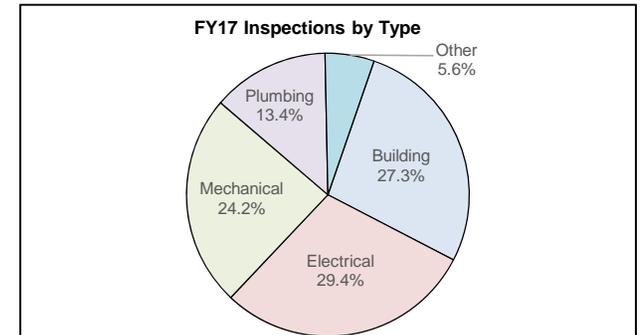
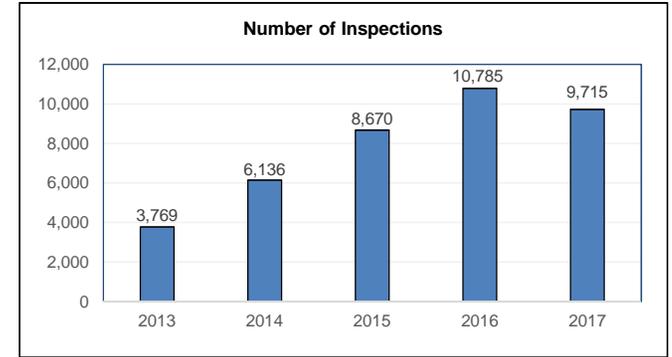
	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$349,779	\$378,217	\$398,585	\$413,466	\$460,636	\$493,879
Total Employees	4	4	4	4	5	5
Building Permit Revenue	\$462,874	\$336,922	\$329,083	\$656,354	\$459,840	\$337,523
Fund Balance Reserved for Building Inspections ⁽²⁾	NA	NA	NA	\$215,669	\$187,349	\$0
Output Measures						
# Inspections ⁽¹⁾	3,769	6,136	8,670	10,785	9,715	
# Plans reviewed	-	-	-	298	255	
# Employee hours spent reviewing plans	-	-	617.5	1,813.0	1,611.0	
% Inspections - building	-	24.9%	26.2%	27.0%	27.3%	
% Inspections - electrical	-	32.2%	31.9%	28.0%	29.4%	
% Inspections - mechanical	-	23.0%	23.0%	23.8%	24.2%	
% Inspections - plumbing	-	13.5%	14.7%	17.5%	13.4%	
% Inspections - other	-	6.4%	4.2%	3.7%	5.6%	
Effectiveness Measures						
Efficiency Measures						
Cost recovery	132.3%	89.1%	82.6%	158.7%	99.83%	100%
Average # inspections per workday	-	-	33.2	41.2	39.2	
Employee hours per plan review	-	-	-	6.1	6.3	

Notes:

⁽¹⁾ Fiscal Year 2013 only includes November through June (8 months). Breakdown by inspection type not available for all inspections.

⁽²⁾ 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.

Fiscal Year 2018 includes purchase of new permitting software. This will be partially funded by reserved fund balance.



PLANNING
 Planning
 Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 571,651	\$ 567,096	\$ 614,376
Operations	116,088	59,351	45,168
Capital Projects	-	-	150,000
Subtotal	\$ 687,740	\$ 626,447	\$ 809,544
Allocations	(36,862)	(36,862)	(38,552)
Total Expenditure Budget	\$ 650,878	\$ 589,585	\$ 770,992
Department Revenue	47,865	38,100	43,400
Funding From General Fund	603,013	551,485	727,592
Total Revenue Budget	\$ 650,878	\$ 589,585	\$ 770,992

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	7	7	7

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Implementation Concord Ave Master Plan ⁽¹⁾	\$300,000	\$150,000	Operating
Total Capital	\$300,000	\$150,000	

Notes:

⁽¹⁾ Current balance in Concord Avenue Redevelopment project is \$500,000.

PLANNING

Community Development Division

Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 42,816	\$ 94,023	\$ 97,156
Operations	6,374	2,800	8,650
Community Assistance	3,326	285,000	150,000
Subtotal	\$ 52,515	\$ 381,823	\$ 255,806
Allocations	-	-	-
Total Expenditure Budget	\$ 52,515	\$ 381,823	\$ 255,806
Department Revenue	-	-	-
Funding From General Fund	52,515	381,823	255,806
Total Revenue Budget	\$ 52,515	\$ 381,823	\$ 255,806

FULL-TIME PERSONNEL SUMMARY

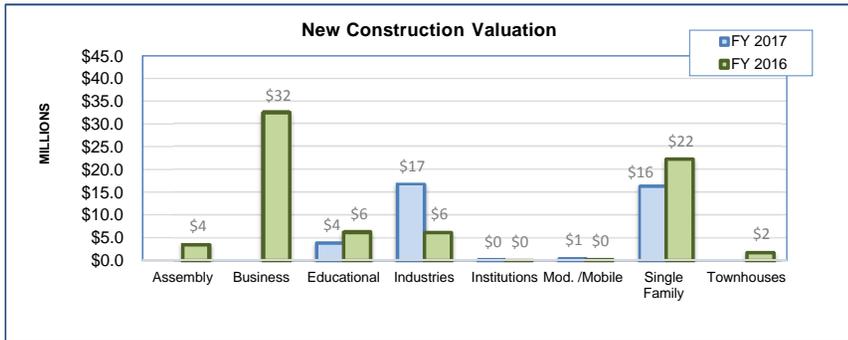
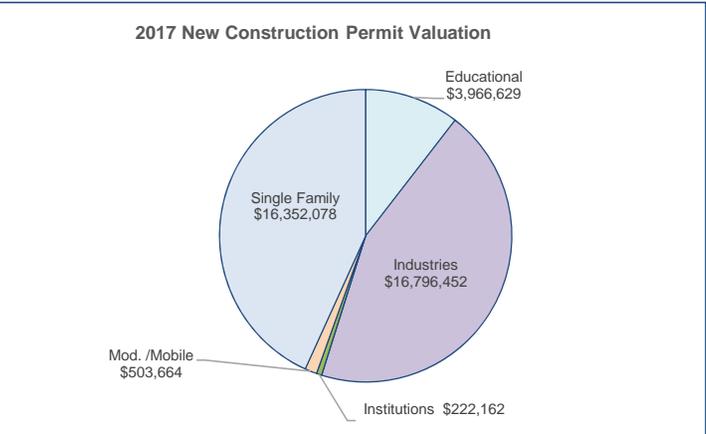
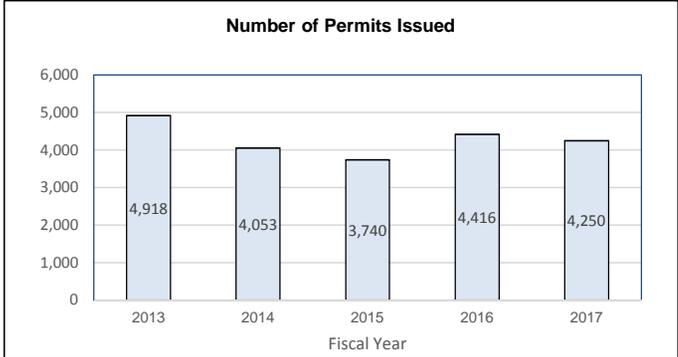
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

PLANNING DEPARTMENT

Planning / Permit Center

FISCAL YEAR

	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$550,469	\$610,084	\$734,683	\$668,455	\$687,740	\$626,447
Total Employees	7	7	7	7	7	7
Output Measures						
# Permits issued	4,918	4,053	3,740	4,416	4,250	
\$ Value of permits	\$137,462,742	\$47,602,998	\$44,443,343	\$136,509,393	\$104,504,360	
# Permits for new construction	96	134	121	196	127	
\$ Value of permits new construction	\$74,680,718	\$18,417,663	\$21,581,919	\$72,953,322	\$37,840,985	
\$ Value permits new construction (Commercial) (1)	\$57,862,929	\$5,709,258	\$8,686,380	\$48,638,468	\$20,985,243	
\$ Value permits new construction (Residential)	\$15,053,120	\$12,708,405	\$11,095,539	\$24,314,854	\$16,855,742	
# Permits for additions & alterations	2,430	2,154	2,104	2,512	3,104	
\$ Value of permits for additions & alterations	-	\$23,504,006	\$25,404,606	\$66,887,157	\$66,663,375	
# Phone calls handled by permit technicians	-	21,003	19,412	20,871	18,140	
# Walk-in customers assisted	-	3,851	4,180	3,866	3,509	
Effectiveness Measures						
Efficiency Measures						
Average daily phone calls handled per Permit Technician	-	28	26	26	24	
Average daily walk-in customers assisted per Permit Technician	-	5	6	5	5	



Notes:
In FY17 a new Community Development program was initiated. Budget for this program is approximately \$237K.

POLICE DEPARTMENT

Bryan Gilliard, Police Chief

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 8,224,033	\$ 8,355,337	\$ 9,270,726
Operations	1,279,929	1,186,790	1,358,459
Capital	607,965	528,000	576,000
Capital Projects	-	-	11,920,000
Total Expenditure Budget	\$ 10,111,927	\$ 10,070,127	\$ 23,125,185
Department Revenue	40,645	33,050	35,522
Restricted Intergovernmental	470,808	479,767	445,910
Installment Financing	-	-	11,920,000
Funding From General Fund	9,600,474.48	9,557,310	10,723,753
Total Revenue Budget	\$ 10,111,927	\$ 10,070,127	\$ 23,125,185

Notes:

Operations- Additional ammunition for live training scenarios, \$30K and increases for uniforms, training and other operating expenditures, \$54K.

FULL-TIME PERSONNEL SUMMARY

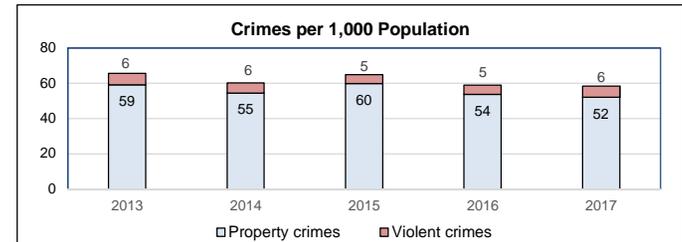
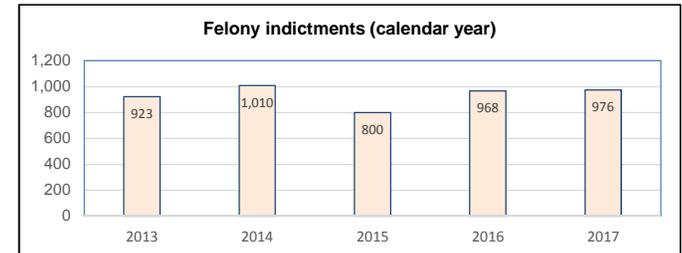
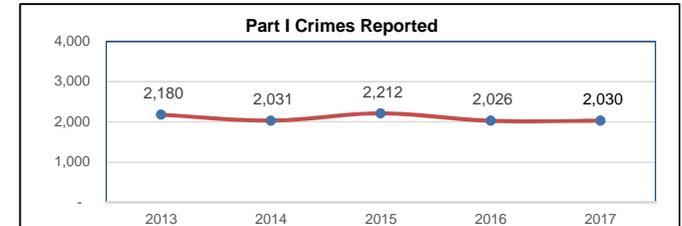
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	99	103	103

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
New Police Department Bldg.	\$16,534,350	\$11,920,000	Installment Fin.
Replace 12 Pursuit Vehicles	\$576,000	\$576,000	Operating Revenue
Total Capital	\$17,110,350	\$12,496,000	

POLICE DEPARTMENT

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Projected</u>
Inputs						
Expenditures	\$8,421,251	\$8,461,947	\$8,841,186	\$9,205,184	\$9,503,963	\$9,542,127
Total Employees	98	98	99	99	103	103
Sworn Officers	87	87	88	88	92	92
Population ⁽¹⁾	33,201	33,708	34,032	34,323	34,725	35,106
Sworn personnel per 1,000 population	2.6	2.6	2.6	2.6	2.6	2.6
Median Household Income ⁽²⁾	\$43,819	\$43,328	\$42,186	\$44,267	-	-
% Housing units - renter occupied ⁽²⁾	41.1%	41.9%	42.6%	44.1%	-	-
Output Measures						
Violent crimes reported (fiscal year) ⁽³⁾	213	192	175	182	221	200
Property crimes reported (fiscal year) ⁽⁴⁾	1,967	1,839	2,037	1,844	1,809	2,000
Calls for service (calendar year)	52,412	61,637	64,538	62,945	61,526	65,000
Incidents (calendar year)	5,216	4,873	5,481	5,639	7,781	5,900
Arrests made (calendar year)	2,375	2,662	2,336	2,155	2,203	2,000
Accidents investigated (calendar year)	2,026	2,257	2,511	2,566	2,575	2,600
Citations (calendar year)	5,223	4,806	4,771	5,052	5,028	5,200
Traffic Warnings (calendar year)	838	710	609	925	1,060	1,000
Cases assigned (calendar year)	916	844	1,416	1,625	1,608	1,700
Evidence/property collected (calendar year)	2,760	2,857	2,943	3,149	3,183	3,300
Felony indictments (calendar year)	923	1,010	800	968	976	1,000
Effectiveness Measures						
Violent crimes reported per 1,000 population (fiscal year)	6.4	5.7	5.1	5.3	6.4	8
Property crimes reported 1,000 population (fiscal year)	59.2	54.6	59.9	53.8	52.1	60
Efficiency Measures						



Notes:

- ⁽¹⁾ North Carolina Office of State Budget and Management
- ⁽²⁾ U.S. Census Bureau - American Community Survey 5-Year Estimates 2011-2015
- ⁽³⁾ Violent crimes include murder, rape, robbery and aggravated assault.
- ⁽⁴⁾ Property crimes include burglary, larceny, motor vehicle theft and arson.

FIRE DEPARTMENT

Ron Fowler, Fire Chief

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 6,309,915	\$ 6,415,946	\$ 7,106,139
Operations	893,327	940,811	1,009,123
Capital	777,301	1,769,000	1,460,000
Capital Projects	-	-	280,000
Total Expenditure Budget	\$ 7,980,543	\$ 9,125,757	\$ 9,855,262
Department Revenue	72,925	64,000	46,500
Restricted Intergovernmental	89,608	-	128,034
Installment Financing	1,788,000	1,600,000	625,000
Funding From General Fund	6,030,010	7,461,757	9,055,728
Total Revenue Budget	\$ 7,980,543	\$ 9,125,757	\$ 9,855,262

Notes:

Personnel- Professional Development Higher Education Incentive Compensation Phase I, \$25K and standby pay for on-call fire investigator, \$12K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized Authorized	FY 2018 Authorized Authorized	FY 2019 Proposed Proposed
Positions	81	84	84

Notes:

Three firefighters were added during the current year due to Safer Grant award.

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Fire Administration Renovation	\$5,360,383	Delay	
Live fire training, burn building	\$1,000,000	Delay	
Station 3 renovations	\$650,000	Delay	
2008 Pierce Fire Engine (replacement)	\$625,000	\$625,000	Installment Financing
Self-contained Breathing Aparatus with related masks and regulators (replacements)	\$480,000	\$480,000	Fund Balance
New Fire Station 6	\$280,000	\$280,000	Fund Balance
Station 5 alarm and sprinkler system	\$140,000	\$140,000	Fund Balance
Ford F-450 - Medic 1 (replacement)	\$80,000	\$80,000	Fund Balance
Ford F-350 (replacement)	\$60,000	\$60,000	Fund Balance
4 Door 3/4 Ton Pickup Truck (surplus Utility 5 1787)	\$50,000	Delay	
Replace 6 of 12 2500 Radios	\$36,000	\$36,000	Fund Balance
Fencing for Training Grounds	\$25,000	Delay	
Replace emergency shelter for mass decon	\$20,000	Delay	
Storage Buildings for Fire Department Trailers	\$20,000	Delay	
Replace thermal imaging cameras (2 per year)	\$20,000	\$20,000	Fund Balance
Hurst Cutter and Spreader	\$19,000	\$19,000	Fund Balance
Replace Portable Fire Extinguisher Training Simulator	\$12,000	Delay	
Replace 2 Smoke Generators	\$10,000	Delay	
Replace Robotic Educational Device	\$9,500	Delay	
Total Capital	\$8,896,883	\$1,740,000	

FIRE DEPARTMENT

	FISCAL YEAR					2018 Target
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	
Inputs						
Operating Expenditures	\$6,060,314	\$6,326,948	\$6,750,967	\$6,834,485	\$7,203,241	\$7,356,757
Employees	79	79	80	80	80	80
\$ Property value prior to fire incident	\$5,439,702	\$13,231,593	\$12,926,502	\$50,556,135	\$14,716,282	
\$ Value of property loss due to fire	\$551,062	\$1,430,862	\$619,424	\$718,409	\$5,051,275	
Output Measures						
# Incidents	5,724	5,746	6,051	6,176	6,757	
# Fire inspections completed ⁽²⁾	1,039	951	957	1,176	1,977	
# Plans reviewed	-	515	606	618	231	
# Customer service surveys mailed ⁽¹⁾	374	352	406	417	414	
# Public education events	83	49	64	63	237	
Effectiveness Measures						
% Plan reviews completed within 10 working days ⁽²⁾	-	-	78.2%	86.0%	90.0%	90% or >
% Companies met monthly training goal ⁽³⁾	-	-	82%	incomplete	87.1%	100%
Total response time 1st company to urban structure fires	7:03	6:56	5:59	6:24	6:00	6:20
Total response time 1st company to rural structure fires	6:00	9:40	6:21	8:01	8:40	6:20
Total response time 1st company to urban medical call (Goal 8:30 minutes)	7:24	7:23	6:36	6:43	7:06	6:00
Total response time 1st company to rural medical call (Goal 10:00 minutes)	8:47	9:30	8:37	9:03	8:51	6:00
% Completed customer service surveys returned	-	31.5%	17.7%	24.0%	23%	
Average score - customer service surveys (score range: 1.00 to 4.00)	3.91	3.72	3.91	3.96	3.9	3.75
# Public education event participants	3,044	2,687	3,330	3,123	5,743	
% Property value saved rate	90.0%	89.0%	95.0%	99.0%	66%	95%
North Carolina Insurance Services Office Rating (Class 1(best) to 10)	3	3	3	3	3	1
Efficiency Measures						

Notes:

Performance Measures not available for all fiscal years.

Suburban District - Fire Stations 1, 2 and 3

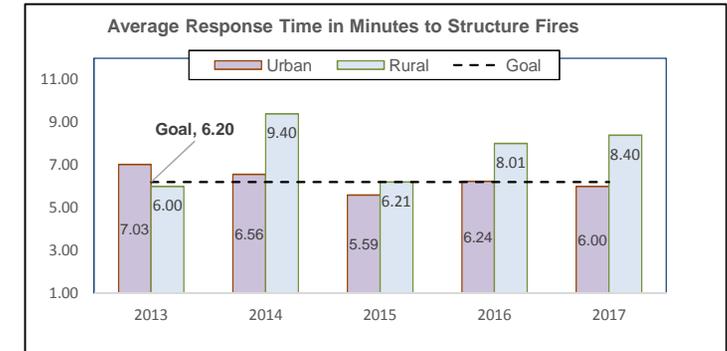
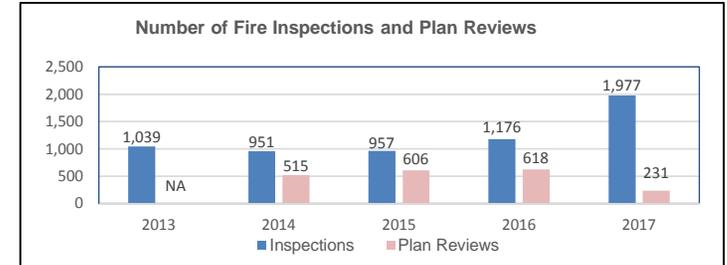
Rural District - Fire Stations 4 and 5

⁽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



INFORMATION TECHNOLOGY

Management Information Services

Bruce Bounds, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 425,275	\$ 422,575	\$ 456,969
Operations	487,808	500,332	573,847
Capital	173,546	215,000	304,000
Subtotal	\$ 1,086,629	\$ 1,137,907	\$ 1,334,816
Allocations	(196,819)	(418,353)	(394,277)
Total Budget	\$ 889,810	\$ 719,554	\$ 940,539

Notes:

Operations-Replace 100 telephones, \$45K, and increases in annual software agreements, \$56.8K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized Authorized	FY 2018 Authorized Authorized	FY 2019 Proposed Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Datacenter Backup Power (UPS)	\$160,000	\$160,000	Fund Balance
Tier 2 Storage - Storage -DR site expansion	\$45,000	\$45,000	Fund Balance
Replace vehicle # C05297 2003 Chrysler Pacifica	\$30,000	\$30,000	Fund Balance
Blade Server Refresh	\$25,000	\$25,000	Fund Balance
Backup Storage Expansion	\$20,000	\$20,000	Fund Balance
Cable Certifier	\$14,000	\$14,000	Fund Balance
Fiber Splicing Equip	\$10,000	\$10,000	Fund Balance
Total	\$304,000	\$304,000	

INFORMATION TECHNOLOGY

GIS

Bruce Bounds, Director

FISCAL SUMMARY

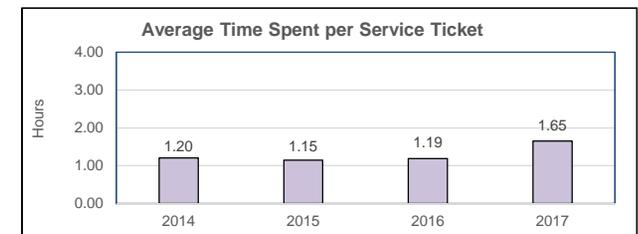
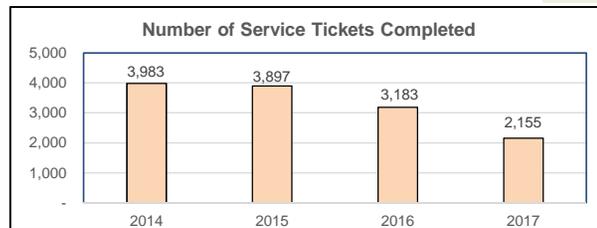
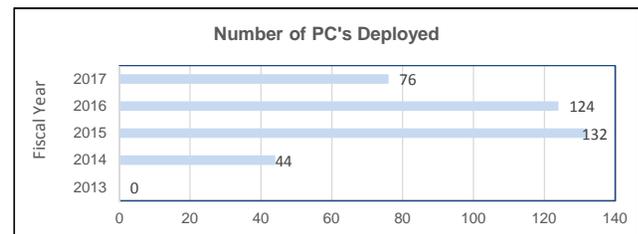
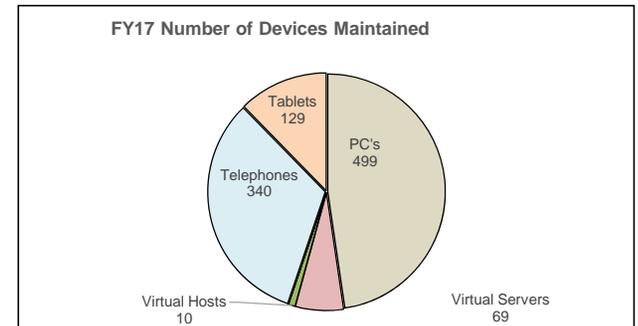
Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 102,230	\$ 101,329	\$ 111,675
Operations	61,292	79,304	68,980
Capital	-	-	-
Subtotal	\$ 163,522	\$ 180,633	\$ 180,655
Allocations	(85,295)	(18,818)	(19,147)
Total Budget	\$ 78,227	\$ 161,815	\$ 161,508

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

INFORMATION TECHNOLOGY

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$ 804,557	\$ 815,471	\$ 828,851	\$ 849,032	\$ 1,076,603	\$1,103,540
Employees	5	5	5	5	5	5
Output Measures						
# PCs supported	-	474	472	500	499	
# Virtual servers maintained	-	-	52	66	69	
# Virtual hosts maintained	-	-	4	8	10	
# Physical servers maintained	-	-	25	26	TBD	
# Telephones supported	-	323	335	338	340	
# Tablets supported	-	-	38	45	129	169
# Service tickets completed	-	3,983	3,897	3,183	2,155	
# PC's deployed	-	44	132	124	76	
Effectiveness Measures						
% VM - Servers uptime	-	99.99	99.99	99.99	99.99	99.99
% Email System uptime	-	99.99	99.97	99.99	99.99	99.99
Efficiency Measures						
Average time spent per service ticket in hours	-	1.20	1.15	1.19	1.65	



Notes:
Performance measures not available for all years.

PARKS & RECREATION
Administration Division
Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 197,801	\$ 268,899	\$ 211,400
Operations	16,962	18,056	14,885
Debt Service	340,149	328,912	183,927
Subtotal	\$ 554,912	\$ 615,867	\$ 410,212
Allocations	(56,392)	(68,878)	(89,393)
Total Expenditure Budget	\$ 498,520	\$ 546,989	\$ 320,819

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	2	2	2

PARKS & RECREATION

Recreation

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 879,893	\$ 986,727	\$ 1,061,566
Operations	382,901	538,365	544,742
Capital	-	-	-
Capital Reserves	100,000	100,000	100,000
Capital Projects	60,000	-	3,000,000
Total Expenditure Budget	\$ 1,422,794	\$ 1,625,092	\$ 4,706,308
Program Revenue	183,428	192,000	201,825
Installment Financing	-	-	3,000,000
Other Division Revenue	4,709	3,175	3,175
Funding From General Fund Revenues	1,234,657	1,429,917	1,501,308
Total Revenue Budget	\$ 1,422,794	\$ 1,625,092	\$ 4,706,308

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	10	9	9

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Annual Greenway Reserve Funding	\$100,000	\$100,000	Operating Revenue
Larger vehicle to replace '06 Ford Escape	\$35,000	Delay	
Total Capital	\$135,000	\$100,000	

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
EJ building renovation for Senior Center relocation	\$4,318,125	\$3,000,000	Installment Financing
Total Capital	\$4,318,125	\$3,000,000	

PARKS & RECREATION

Parks Maintenance

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,043,804	\$ 1,099,644	\$ 1,192,755
Operations	381,120	418,385	444,899
Capital	83,084	385,000	121,000
Subtotal	\$ 1,508,008	\$ 1,903,029	\$ 1,758,654
Allocations	(77,880)	(66,516)	(66,673)
Total Expenditure Budget	\$ 1,430,128	\$ 1,836,513	\$ 1,691,981
Program Revenue	13,867	10,000	13,000
Other Division Revenue	21,862	17,512	17,512
Funding From General Fund	1,394,399	1,809,001	1,661,469
Total Revenue Budget	\$ 1,430,128	\$ 1,836,513	\$ 1,691,981

Notes:

Program Revenue includes park and athletic complex rentals.

Other Division Revenues include reimbursement from the state for highway 74 maintenance and sale of surplus equipment.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	17	17	17

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Sunset Park renovations	\$233,000	Delay	
Toro 10'cut mower (replacement)	\$65,000	\$65,000	Fund Balance
Fence (replacement)	\$30,000	\$30,000	Fund Balance
(2) Zero Turn mowers (replacements)	\$26,000	\$26,000	Fund Balance
Total Capital	\$354,000	\$121,000	

PARKS & RECREATION

Facilities Maintenance

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 133,005	\$ 178,752	\$ 187,030
Operations	588,289	565,254	548,373
Capital	53,061	120,000	145,000
Subtotal	\$ 774,355	\$ 864,006	\$ 880,403
Allocations	(85,100)	(98,378)	(98,528)
Total Expenditure Budget	\$ 689,255	\$ 765,628	\$ 781,875

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	3	3	3

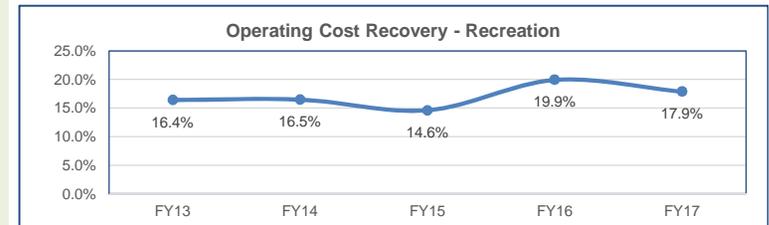
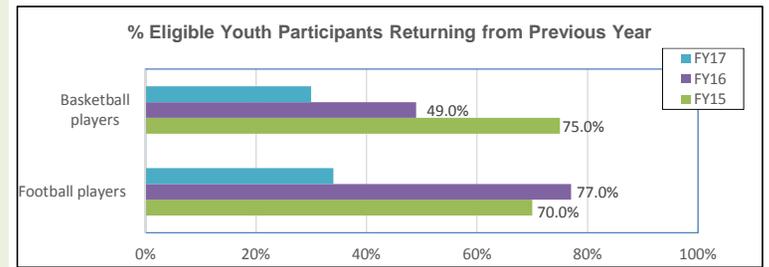
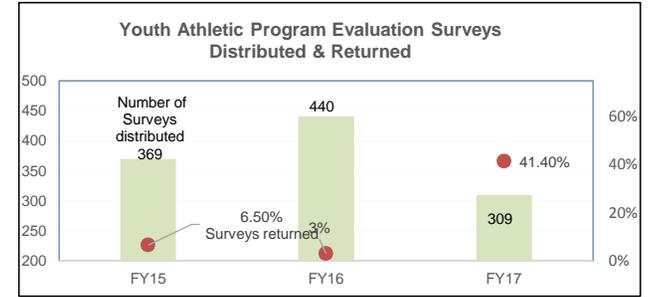
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Dickerson Gym roof (replacement)	\$165,000	Delay	
HVAC (annual replacements)	\$100,000	\$100,000	Operating Revenue
Ford F150	\$45,000	\$45,000	Fund Balance
Total Capital	\$310,000	\$145,000	

PARKS AND RECREATION

Recreation

	FISCAL YEAR					
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target
Inputs						
Expenditures	\$1,196,657	\$1,241,097	\$1,370,579	\$1,212,285	\$1,262,793	\$1,525,092
Employees	10	10	10	10	10	10
Output Measures						
# Marketing program guides placed in schools and direct mailed ⁽²⁾	-	-	23,400	17,500	19,000	19,000
# Marketing posters distributed	-	-	200	310	160	225
# Marketing fliers placed in schools	-	-	33,728	61,200	57,150	60,000
# Youth Athletic Program evaluation surveys distributed	-	-	369	440	309	400
# Youth Tackle Football participants	-	-	70	70	70	70
# Youth Basketball participants	-	-	193	193	193	200
Effectiveness Measures						
% Advertised programs executed	-	-	67.0%	80.0%	92.0%	85.0%
# Youth Athletic Program evaluation surveys returned	-	-	6.5%	3.0%	41.4%	10.0%
% Youth Athletic Program surveys rating program as satisfactory	-	-	100.0%	93.0%	97.0%	100.0%
% Eligible Youth Tackle Football players returning from previous year	-	-	70.0%	77.0%	34.0%	75.0%
% Eligible Youth Basketball players returning from previous year ⁽¹⁾	-	-	75.0%	49.0%	30.0%	75.0%
Efficiency Measures						
Cost of marketing per # participants served	-	-	\$0.17	\$0.24	\$0.26	\$0.37
% Receptions operating cost recovery	16.4%	16.5%	14.6%	19.9%	17.9%	15.0%
% Operating cost recovery - Winchester Ctr.	2.7%	2.4%	2.1%	3.3%	2.8%	2.7%
% Operating cost recovery - Senior Center	5.6%	6.0%	6.6%	8.5%	6.3%	8.5%
% Operating cost recovery - J Ray Shute	2.5%	3.7%	3.5%	4.4%	3.9%	4.0%
% Operating cost recovery - Sutton Park	5.3%	4.1%	5.4%	5.4%	5.8%	5.2%
% Operating cost recovery - Dickerson Center	53.2%	51.5%	51.8%	59.1%	57.5%	60.0%
% Operating cost recovery - Old Armory	10.9%	10.7%	6.1%	10.6%	14.0%	10.0%



Notes:

Performance measures tracking began in FY15.

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					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$2,023,472	\$2,018,952	\$1,448,227	\$1,466,263	\$1,424,922	\$1,518,029
Employees	20	20	18	18	18	18
Reimbursement NCDOT ⁽¹⁾	\$10,336	\$8,640	\$8,872	\$9,000	\$9,000	\$17,512
Output Measures						
Leaves collected (cubic yards)	-	11,550	11,800	10,163	13,674	11,171
Park mowing (acres)	161	161	161	161	161	162
Street right-of-ways mowed (miles)	-	1,074	1,074	1,190	2,376	2,376
Highway 74 mowed each season (miles)	-	63	221	126	396	396
Effectiveness Measures						
Leaf collections cycles completed	-	10	11	19	19	23
Efficiency Measures						
Cost per cubic yard of leaves collected ⁽²⁾	-	\$4.73	\$4.76	\$4.80	\$4.72	\$4.80
Cubic yard of leaves collected per man-hour (automated) ⁽²⁾	-	25	50	19	12	25
Average cost per acre of mowing parks	-	-	\$12.03	\$12.72	\$12.72	\$13.00
Cost per mile of mowing street right-of-way	-	\$28.00	\$28.44	\$9.64	\$7.64	\$9.64
Cost per mile of mowing Highway 74	-	\$84.61	\$72.13	\$64.56	\$66.46	\$64.56
% Cost recovery - mowing agreement with NCDOT	-	56.7%	68.3%	77.4%	75.2%	TBD

Notes:

In fiscal year 2015, a new Facilities Maintenance division was created. Two full time employees and funding for building maintenance were moved into this new division.

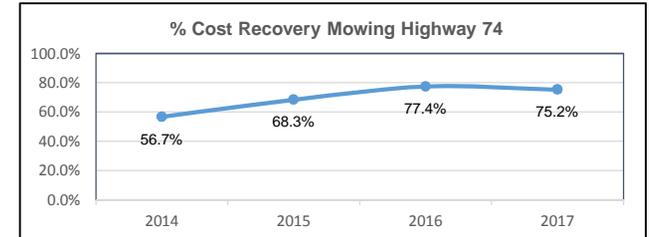
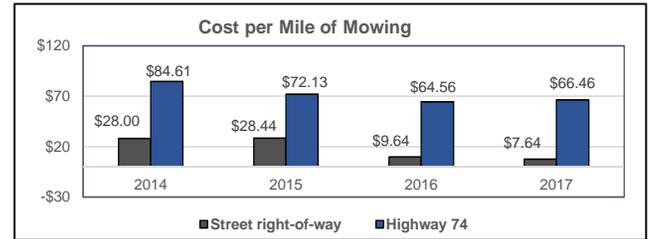
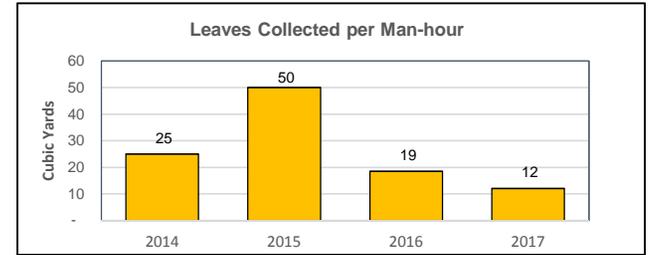
⁽¹⁾ North Carolina Department of Transportation reimburses the city for mowing highway 74 inside the Monroe city limits. Agreement allows for 5 cycles of mowing at specified \$ rate per shoulder mile (36 miles).

⁽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.

⁽³⁾ FY14 mowing at the Airport went from being done by city staff to private contractor.

⁽⁴⁾ In FY16, realized efficiency due to use of 4 automated trucks.

⁽⁵⁾ New tractor and new mower made job more efficient.



PARKS & RECREATION

Golf Course

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 489,760	\$ 520,095	\$ 536,853
Operations	391,352	716,321	405,799
Capital	76,441	50,500	98,000
Debt Service	24,268	13,682	-
Total Expenditure Budget	\$ 981,821	\$ 1,300,598	\$ 1,040,652
Sales & Services	757,390	674,000	669,950
Other Revenue	125	140,860	140,860
Funding From General Fund	224,306	485,738	229,842
Total Revenue Budget	\$ 981,821	\$ 1,300,598	\$ 1,040,652

Notes:

FY18 Operations included replacing the golf carts, \$277K.

Operations includes pro shop carpet replacement, \$10K.

Existing debt service was paid off in FY18.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	6	6	6

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Toro Greens Master 3250 D greens mower	\$45,000	\$45,000	GF Fund Balance
Replace Toro Multi-Pro Sprayer #1959	\$35,000	\$35,000	GF Fund Balance
Replace Tera Topper top dresser	\$18,000	\$18,000	GF Fund Balance
Total Capital	\$98,000	\$98,000	

PARKS & RECREATION

Ballroom

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 31,877	\$ 43,595	\$ 50,524
Operations	26,999	44,342	50,192
Total Expenditure Budget	\$ 58,876	\$ 87,937	\$ 100,716
Program Revenue	66,398	35,000	45,000
Rental Discounts	(18,100)	(16,450)	(16,450)
Funding From General Fund	10,579	69,387	72,166
Total Revenue Budget	\$ 58,876	\$ 87,937	\$ 100,716

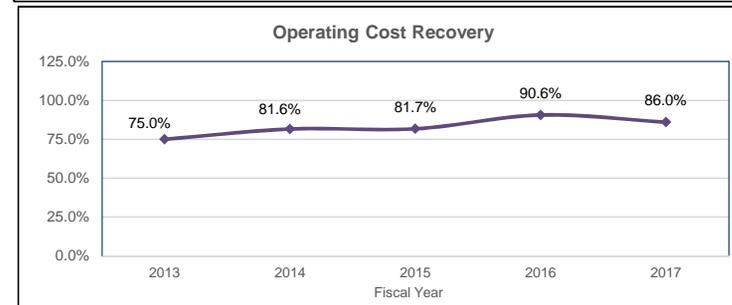
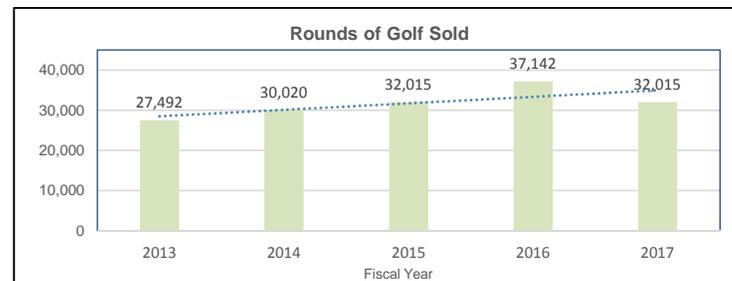
Notes:

Staff is part-time.

MONROE COUNTRY CLUB

Golf Course

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$816,886	\$833,389	\$866,122	\$841,896	\$881,113	\$956,056
Employees	8	8	6	6	6	6
Sales & Service Revenues	\$612,621	\$680,010	\$708,003	\$728,390	\$757,389	\$674,000
Output Measures						
# Outings / tournaments booked			13	14	13	15
# Tournaments offered (golf course sponsored)	-	-	8	6	8	8
# Times greens mowed			134	134	180	180
# Customer satisfaction surveys distributed	-	-	625	525	625	550
# Rounds of golf sold	27,492	30,020	32,015	37,142	32,015	38,000
# Acres fertilized	-	-	90	90	90	90
Effectiveness Measures						
% Increase/(decrease) in rounds of golf sold	1.4%	9.2%	6.6%	16.0%	-13.8%	2.3%
# Players per outings / tournaments (average)	-	-	75	72	75	80
# Players per golf course sponsored tournament (average)	-	-	36	35	36	40
% Time greens mowed within 3 hours (goal)	-	-	61.5%	74.8%	69%	80%
% Surveys rating overall golf course maintenance as satisfactory or higher	-	-	100.0%	100.0%	100.0%	100.0%
% Total rounds sold at rack rates (full price)	-	-	51.5%	51.3%	52.0%	52.5%
% Cost savings-golf cart repairs/ maint. done in house	-	-	78.2%	54.2%	78.2%	50.00%
% Equip. repairs/ maintenance done in house	-	-	80.0%	99.0%	96.5%	75.00%
Gross margin ⁽¹⁾ snack bar sales	53.9%	45.9%	48.1%	49.4%	39.4%	50.00%
Gross margin ⁽¹⁾ pro shop sales	22.81%	16.54%	10.80%	19.09%	16.68%	20.00%
Efficiency Measures						
Average net revenue per tournament	-	-	\$1,560	\$1,150	\$1,440	\$1,150
# Greens mowed per hour	-	-	6.3	6.3	6.1	7
% Operating cost recovery - golf course ⁽²⁾	75.0%	81.6%	81.7%	90.6%	86.0%	100.0%
Greens mowing (man-hours)	-	-	212.50	225.50	205.50	215



Notes:

Performance measurement tracking was initiated in FY15 on most measures. Prior year data unavailable.

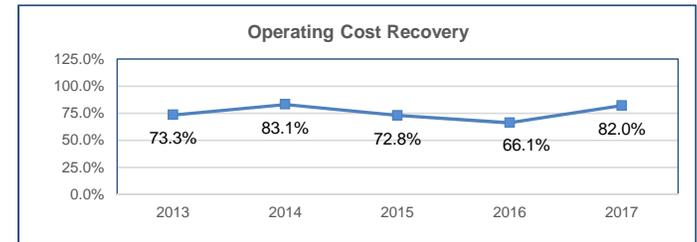
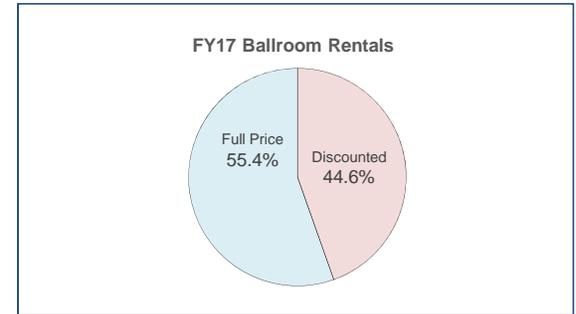
⁽¹⁾ Gross Margin represents the percent of total sales revenue that is retained after incurring the cost of goods sold. It serves as a source of revenue for paying additional operating expenditures.

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

MONROE COUNTRY CLUB

Ballroom

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$48,713	\$48,772	\$53,386	\$52,195	\$58,877	\$76,637
Employees ⁽¹⁾	0	0	0	0	0	0
Rental Revenues	\$35,731	\$40,525	\$38,877	\$34,526	\$48,298	\$48,298
Output Measures						
# Ballroom rentals	-	-	84	71	83	80
Effectiveness Measures						
# Ballroom rentals at full price	-	-	50	40	46	45
Loss of revenue due to discounted ballroom rentals (goal is to reduce)	-	-	\$19,950	\$15,720	\$20,475	\$12,250
Efficiency Measures						
% Operating cost recovery - ballroom ⁽²⁾	73.3%	83.1%	72.8%	66.1%	82.0%	70.0%



Notes:

Performance measurement tracking was initiated in FY15 on most measures. Prior year data unavailable.

⁽¹⁾ All employees are part-time.

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

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

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,980,690	\$ 2,111,046	\$ 2,184,693
Operations	1,209,551	1,442,831	1,559,605
Capital	131,351	241,500	158,517
Subtotal	\$ 3,321,592	\$ 3,795,377	\$ 3,902,815
Allocations	245,366	297,823	309,525
Total Expenditure Budget	\$ 3,566,958	\$ 4,093,200	\$ 4,212,340
Sales and services	4,088,033	\$ 4,060,200	4,120,750
Investment Earnings	(52,155)	33,000	33,000
Other Revenue	-	-	58,590
Total Revenue Budget	\$ 4,035,878	\$ 4,093,200	\$ 4,212,340
Net Revenue/(Expenditure)	\$ 468,920	\$ -	\$ -

Notes:

Personnel includes a new part time Assistant Aquatics Director and Facilities Maintenance Worker I.

Cost of new positions is partially offset by elimination of a part time pool maintenance position.

Operations includes increases for building maint., \$34.5K, small equipment, \$19K and pool maintenance, \$13.3K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	11	11	11

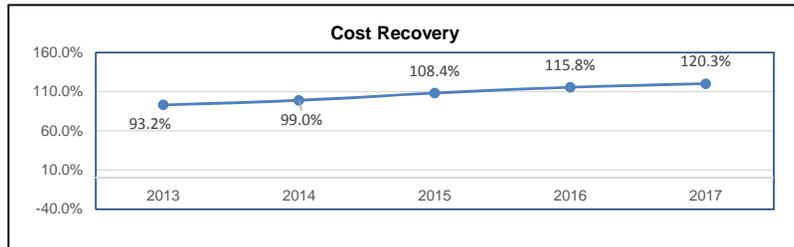
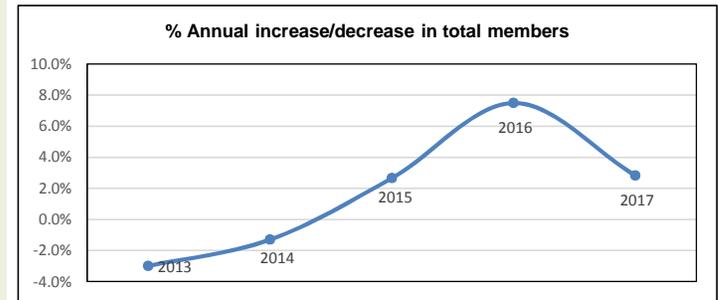
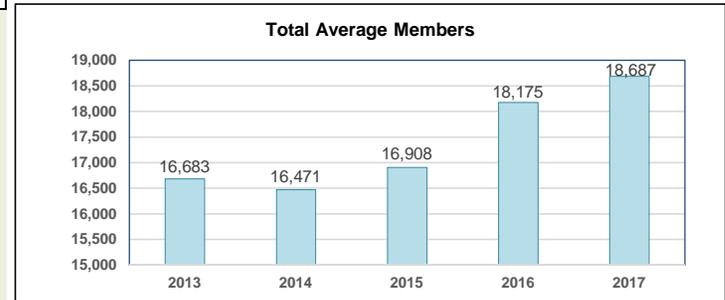
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Fund Source
Replace 4 incline trainers	\$22,000	\$22,000	Fund Balance
Replace HVAC-fitness room	\$21,000	\$21,000	Fund Balance
Replace Cable Strength System	\$13,427	\$13,427	Fund Balance
Replace 2 treadmills	\$10,590	\$10,590	Fund Balance
Resurface indoor pool	\$78,000	\$78,000	Operating Rev.
Replace steam room generator	\$8,000	\$8,000	Fund Balance
Replace industrial dryer	\$5,500	\$5,500	Fund Balance
Total Capital	\$158,517	\$158,517	

MONROE AQUATICS & FITNESS CENTER

MAFC

	FISCAL YEAR					2018 Target
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	
Inputs						
Expenditures	\$3,127,637	\$2,947,659	\$2,951,785	\$3,188,496	\$3,190,240	\$3,507,600
Employees	11	11	11	11	11	11
Sales & Service Revenues	\$3,651,699	\$3,613,836	\$3,745,213	\$3,978,984	\$4,088,032	\$4,060,200
Fund Balance Reserves	\$1,580,987	\$1,544,185	\$1,834,140	\$2,392,564	\$2,761,485	\$2,807,762
Output Measures						
Total membership packages (average)	6,618	6,390	6,439	6,802	6,874	
Total members (average)	16,683	16,471	16,908	18,175	18,687	
Total member visits	-	413,416	480,271	523,338	534,632	
Effectiveness Measures						
% Annual increase/decrease in membership packages	-5.6%	-3.5%	0.8%	5.6%	1.1%	2.5%
% Annual increase/decrease in total members	-3.0%	-1.3%	2.7%	7.5%	2.8%	3.0%
% Annual increase/decrease in member visits	-	-	16.2%	9.0%	2.2%	5.0%
Efficiency Measures						
Total cost recovery ⁽¹⁾	93.2%	99.0%	108.4%	115.8%	120.3%	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.

DOWNTOWN MONROE, INC.

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

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 27,947	\$ 81,834	\$ 69,524
Operations	102,543	86,709	96,160
Capital	-	-	-
Capital Projects	-	-	3,550,000
Total Expenditure Budget	\$ 130,490	\$ 168,543	\$ 3,715,684
Tax Revenue	54,780	54,602	55,805
Other Division Revenue	4,700	-	-
Installment Financing	-	-	3,550,000
Funding From General Fund	71,010	113,941	109,879
Total Revenue Budget	\$ 130,490	\$ 168,543	\$ 3,715,684

FULL-TIME PERSONNEL SUMMARY

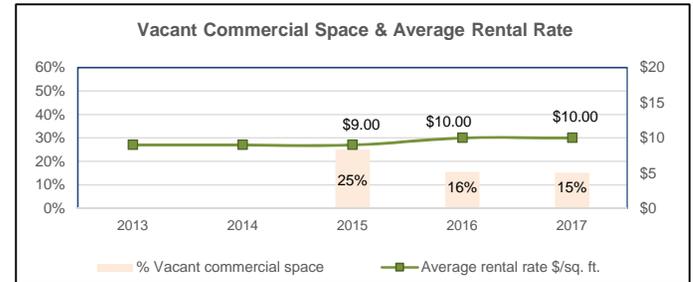
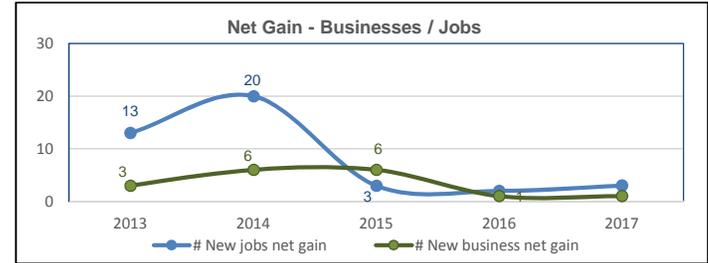
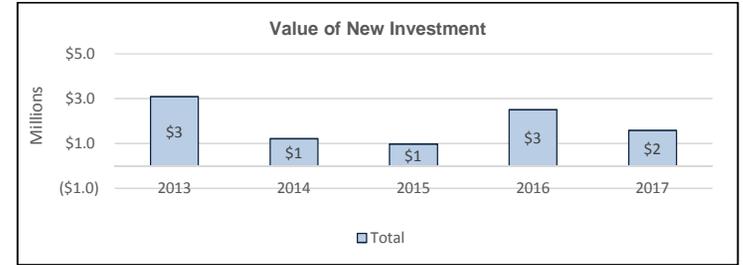
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Roundabout @ Charlotte Ave. & Lancaster Ave.	\$2,191,440	Delay	
One Way Street conversion (design)	\$1,200,000	Delay	
Morgan-Windsor Alley: Demo of 113 W. Morgan	\$900,000	Delay	
Center Theatre (add'l costs)	\$3,000,000	\$3,000,000	Installment Fin.
Five Points Gateway	\$500,000	\$500,000	Installment Fin.
Wayfinding Phase 2 (design/location plan only)	\$50,000	\$50,000	Fund Balance
Total Capital	\$7,841,440	\$3,550,000	

DOWNTOWN

	FISCAL YEAR					2018 Target
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	
Inputs						
Expenditures	\$348,284	\$376,745	\$361,178	\$204,478	\$130,490	\$168,543
Employees	2	2	2	1	1	1
Municipal Service District Tax (MSD)	\$51,042	\$54,735	\$57,542	\$54,460	\$54,780	\$54,602
Output Measures						
# Façade Improvements	4	3	3	3	3	
# Downtown buildings renovated/rehabilitated	4	2	0	4	7	
\$ Value of new investment (public)	\$440,286	\$625,000	\$153,584	\$1,084,930	\$842,400	
\$ Value of new investment (private)	\$2,656,251	\$594,800	\$824,372	\$1,427,000	\$736,200	
# Private improvement projects	2	3	2	0		
# Public improvement projects	4	2	0	2	9	
# Downtown housing units	51	51	51	51	52	
# Commercial spaces	-	-	165	205	205	
Downtown property (square feet)	-	-	805,000	723,711	1,079,206	
# Volunteer hours	1,555	1,507	1,500	1,870	1,051	
Effectiveness Measures						
# Business expansion	3	0	0	3	1	
# New jobs net gain	13	20	3	2	3	
# New business net gain	3	6	6	1	1	
% Vacant commercial space	-	-	25%	15.6%	15.1%	
\$ Average rental rate (per square foot)	-	-	\$9.00	\$10.00	\$10.00	
% Operating expenditures funded by MSD tax	14.7%	14.5%	15.9%	26.6%	42.0%	
Efficiency Measures						
\$ Value of total volunteer hours ⁽¹⁾			\$32,205	\$40,916	\$24,162	



Notes:
 Performance measures not available for all years.
 In fiscal year 2016, the Assistant City Manager position was moved to the City Manager's division in the General Fund.
⁽¹⁾ Fiscal Year 2017 NC hourly volunteer rate of \$22.99 per hour provided by the Main Street Program offered by NC Department of Commerce.

MONROE - UNION COUNTY ECONOMIC DEVELOPMENT

Chris Platé, Director

FISCAL SUMMARY

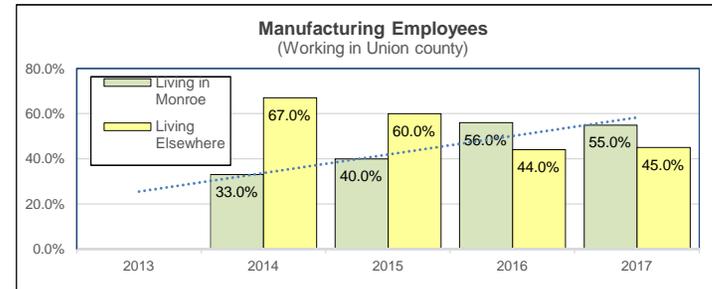
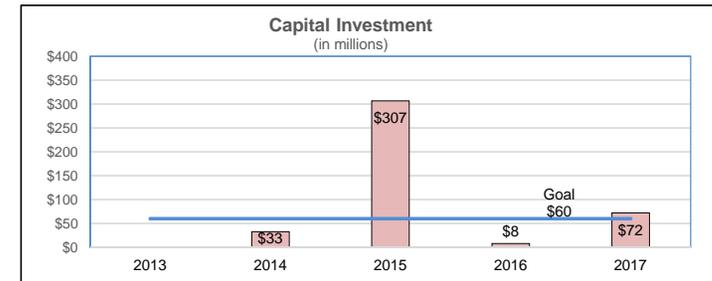
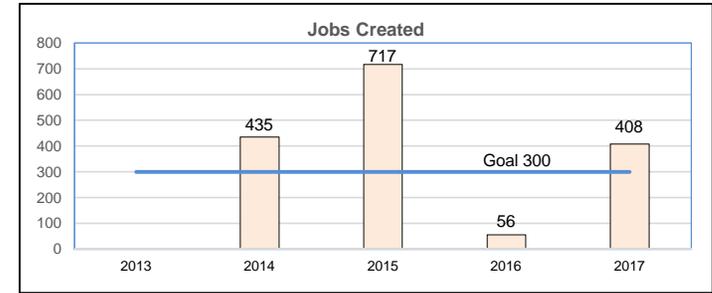
Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 403,916	\$ 414,250	\$ 428,794
Operations	364,948	309,750	311,367
Unreserved	-	-	-
Total Expenditure Budget	\$ 768,864	\$ 724,000	\$ 740,161
Restricted Revenues	404,000	408,000	412,000
Investment Earnings	(5,351)	-	-
Other Miscellaneous Revenue	58,025	10,000	10,000
Other Financing Sources	303,000	306,000	318,161
Total Revenue Budget	\$ 759,674	\$ 724,000	\$ 740,161
Net Revenue/(Expenditure)	\$ (9,190)	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	4	4	4

MONROE-UNION CO. ECONOMIC DEVELOPMENT

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Target</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$319,633	\$584,229	\$685,239	\$748,421	\$768,864	\$724,000
Employees	4	5	5	5	5	5
Contributions Union County ⁽²⁾	\$243,916	\$400,000	\$400,000	\$400,000	\$404,000	\$408,000
Contributions City of Monroe ⁽²⁾	\$150,000	\$300,000	\$300,000	\$300,000	\$303,000	\$306,000
Fund Balance	\$60,944	\$190,346	\$224,182	\$222,537	\$213,347	\$213,347
Output Measures						
Lead generation (goal = 114)	-	56	60	42	59	
Announced projects	-	16	22	3	12	
Project prospects	-	20	11	7	5	
Effectiveness Measures						
\$ Capital investment in millions (goal is \$60m)	-	\$33.1	\$306.5	\$8.0	\$72.2	\$60.0
# Jobs created (goal is 300)	-	435	717	56	408	300
Increase in industrial acres (goal is 300 acres)	-	214	65	47	0	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	
% Union County manufacturing employees living in Monroe	-	33%	40%	56%	55%	100%
Efficiency Measures						



Notes:

Performance measures not available for FY13.

⁽¹⁾ Monroe-Union County Economic Development was established in fiscal 2013. Expenditure amounts are for a partial year.

⁽²⁾ Contributions per agreement will increase by 1% per year beginning in FY17.

OCCUPANCY TAX PROJECT FUND

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Capital	\$ 54,000	\$ -	\$ 3,000,000
Construction	39,292	-	-
Operating	9,666	-	-
Unreserved	-	206,933	-
Debt Service	\$ -	\$ -	\$ 210,100
Total Expenditure Budget	\$ 102,958	\$ 206,933	\$ 3,210,100
Occupancy Tax	211,910	206,933	206,933
Fund Balance Approp.	-	-	3,167
Investment Earnings	17,503	-	-
Installment Financings	-	-	3,000,000
Total Revenue Budget	\$ 229,413	\$ 206,933	\$ 3,210,100
Net Reserved	\$ 126,455	\$ -	\$ -

Notes:

Debt Service is for the Science Center.

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Science Center (add'l costs)	\$3,000,000	\$3,000,000	Installment Financing
Total Capital	\$3,000,000	\$3,000,000	

WATER RESOURCES
 Russ Colbath, Director
 Administration and Engineering Division

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 832,506	\$ 951,382	\$ 956,696
Operations	187,055	238,805	238,060
Capital	-	35,000	-
Unreserved	-	633,633	25,169
Debt Service	6,067,638	2,574,053	2,661,128
Subtotal	\$ 7,087,199	\$ 4,432,873	\$ 3,881,053
Allocations	522,711	857,306	797,211
Total Budget	\$ 7,609,910	\$ 5,290,179	\$ 4,678,264

Notes:

FY17 Debt Service includes payment to escrow agent, \$4.1 million.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	9	9	9

WATER RESOURCES
 Water/Sewer Maintenance Division
 Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,163,279	\$ 1,291,326	\$ 1,308,084
Operations	744,735	818,995	811,578
Capital	299,061	57,000	239,000
Construction	476,356	600,000	650,000
Subtotal	\$ 2,683,431	\$ 2,767,321	\$ 3,008,662
Allocations	366,984	366,834	353,923
Total Budget	\$ 3,050,415	\$ 3,134,155	\$ 3,362,585

Notes:

Operations includes additional contracted material and labor, \$50K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	17	17	17

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Funding Source
Replace Case backhoe w/excavator	\$120,000	\$120,000	Fund Balance
Replace F550 Utility Truck	\$65,000	\$65,000	Fund Balance
Replace Air Compressor 103	\$20,000	\$20,000	Fund Balance
Replace Bobcat all terrain vehicle	\$15,000	\$15,000	Fund Balance
Replace 9 Ton trailer w/ 12 Ton trailer	\$12,000	\$12,000	Fund Balance
New Radio detection line locator	\$7,000	\$7,000	Fund Balance
Total Capital	\$239,000	\$239,000	

WATER RESOURCES
 Water/Sewer Construction Division
 Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 517,098	\$ 531,083	\$ 622,407
Operations	245,836	330,291	348,667
Capital	27,950	147,000	-
Construction	519,022	446,350	580,000
Capital Projects	3,024,250	6,850,000	1,600,000
Capital Project Reserve Fund	-	7,109,264	5,903,233
Subtotal	\$ 4,334,156	\$ 15,413,988	\$ 9,054,307
Allocations	157,387	148,001	143,756
Total Budget	\$ 4,491,543	\$ 15,561,989	\$ 9,198,063

Notes:

Construction includes additional contracted material and labor, \$100K and increases to purchase asphalt, \$33.6K

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	9	9	9

CAPITAL PROJECT SUMMARY

Richardson Creek Outfall Rehab (Phase I)	\$1,000,000	\$1,000,000	Operating Rev.
Utility relo for NCDOT 601-74 interchange	\$300,000	\$300,000	Operating Rev.
Land Purchase Options Industrial Park 3	\$300,000	\$300,000	Fund Balance
Total Capital	\$1,600,000	\$1,600,000	

WATER RESOURCES
 Russ Colbath, Director
 Water Treatment Plant Division

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 787,330	\$ 832,248	\$ 871,747
Operations	1,861,069	2,166,382	2,203,046
Capital	131,199	65,000	115,000
Subtotal	\$ 2,779,598	\$ 3,063,630	\$ 3,189,793
Allocations	170,286	176,949	171,052
Total Budget	\$ 2,949,884	\$ 3,240,579	\$ 3,360,845

Notes:

Operations includes one-time engineer analysis of high hazard dams (required by NCDEQ), \$45.8K; MIB/Geosmin testing and treatment compounds for taste and odor control, \$56.4K and increase for waste disposal, \$81.5K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	12	12	12

CAPITAL IMPROVEMENT SUMMARY-WATER RESOURCES

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace fluoride dry feeder	\$65,000	\$65,000	Operating Rev.
Remodel Control Building	\$50,000	\$50,000	Operating Rev.
Total Capital	\$115,000	\$115,000	

WATER RESOURCES
Wastewater Treatment Plant Division
Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,010,131	\$ 1,036,033	\$ 1,088,719
Operations	1,217,383	1,517,368	1,547,233
Capital	101,356	1,453,500	560,900
Subtotal	\$ 2,328,870	\$ 4,006,901	\$ 3,196,852
Allocations	239,084	271,459	264,126
Total Budget	\$ 2,567,954	\$ 4,278,360	\$ 3,460,978

Notes

Operations includes electrical upgrades, \$110K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	15	15	15

CAPITAL IMPROVEMENT SUMMARY-WATER RESOURCES

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace/Rebuild Filter Blowers	\$150,000	\$150,000	Operating Rev.
Replace Effluent & Drain valves filters 1,2,3,4	\$140,000	\$140,000	Operating Rev.
Repair Conduit/Settlement at IPS #2	\$100,000	\$100,000	Operating Rev.
Repair Filter Building Drainage	\$75,000	\$75,000	Operating Rev.
Replace skid steer loader	\$55,000	\$55,000	Operating Rev.
Replace 3/4 Ton 4wd pickup	\$40,900	\$40,900	Operating Rev.
Total Capital	\$560,900	\$560,900	

WATER RESOURCES TOTALS

EXPENDITURES

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 4,310,344	\$ 4,642,072	\$ 4,847,653
Operations	4,256,078	5,071,841	5,148,584
Capital	559,566	1,757,500	914,900
Construction	995,378	1,046,350	1,230,000
Capital Projects	3,024,250	6,850,000	1,600,000
Capital Project Reserve Fund	-	7,109,264	5,903,233
Unreserved	-	633,633	25,169
Debt Service	6,067,638	2,574,053	2,661,128
Subtotal	\$ 19,213,254	\$ 29,684,713	\$ 22,330,667
Allocations	1,456,452	1,820,549	1,730,068
Total Fund Expenditures	\$ 20,669,706	\$ 31,505,262	\$ 24,060,735

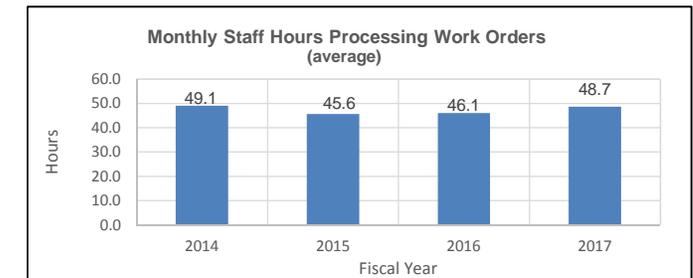
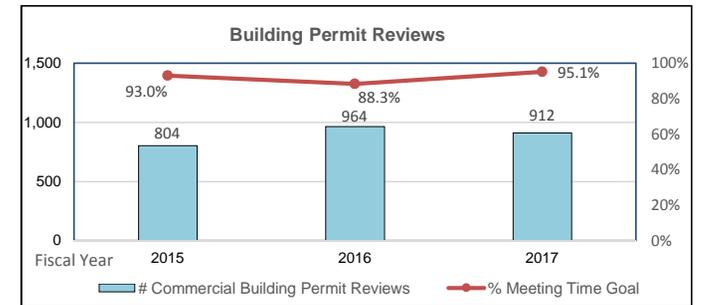
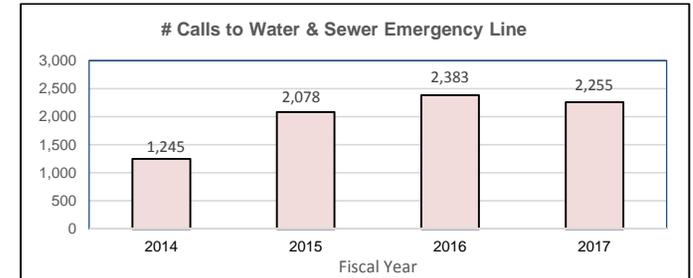
REVENUE

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Charges for Water	\$ 7,241,533	\$ 7,043,038	\$ 7,301,292
Charges for Sewer	8,943,067	8,771,927	9,674,519
Investment Earnings	(691,708)	453,200	453,200
Water and Sewer Taps	38,661	27,239	100,260
W&S Capacity Fees	953,462	918,353	610,331
Other Revenue	438,315	332,241	236,340
Revolving Loan Proceeds	-	-	-
Revenue Bond Proceeds	4,158,550	8,550,000	-
Fund Balance	-	5,409,264	5,684,793
Total Revenue Budget	21,081,880	31,505,262	24,060,735
Net Revenue/(Expenditure)	\$ 412,174	\$ -	\$ -

WATER RESOURCES

Administration & Engineering

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$ 966,328	\$ 901,714	\$ 908,978	\$ 1,017,124	\$ 1,019,558	\$ 1,094,694
Employees	7	7	7	8	8	8
Output Measures						
# Work orders entered in the system by administrative staff ⁽¹⁾	-	428	592	687	733	
# Work orders closed in the system by administrative staff	-	1,467	2,870	2,836	2,779	
Total Hours entering and closing work orders	-	294.4	547.4	302.1	296.3	
# Incoming calls to water and sewer emergency line ⁽²⁾	-	1,245	2,078	2,383	2,255	
# Commercial building permit reviews conducted by WR engineering staff	-	-	804	964	912	
# GIS mapping updates completed ⁽⁴⁾	-	-	37	61	214	
Effectiveness Measures						
% Work orders entered correctly and requiring no corrections	-	-	100%	100%	100%	100%
Average time per call answered (minutes)	-	-	1.31	1.33	1.29	1.25
% Time met commercial building permit review time goal (3-days if no main extension, 10-days w/extension)	-	-	93.0%	88.3%	95.1%	95.0%
% GIS mapping updates completed in < 30 days that require no corrections	-	-	65.25%	100%	83.8%	100%
Efficiency Measures						
Average monthly staff hours (entering and closing work orders)	-	49.1	45.6	46.1	48.7	
Average labor cost per month (entering and closing work orders)	-	\$1,008	\$930	\$926	\$1,058	
Average staff hours per commercial building permit review ⁽³⁾	-	-	1.2	0.8	1.4	
Average staff hours per GIS mapping update	-	-	6.3	2.9	2.1	

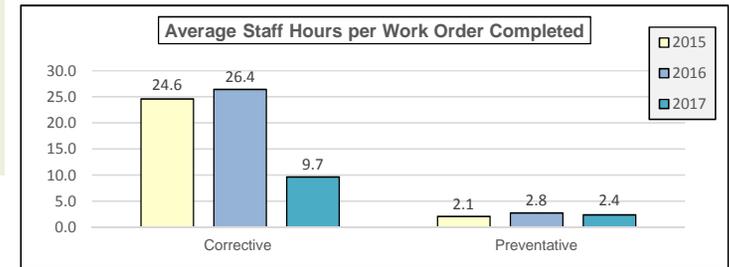
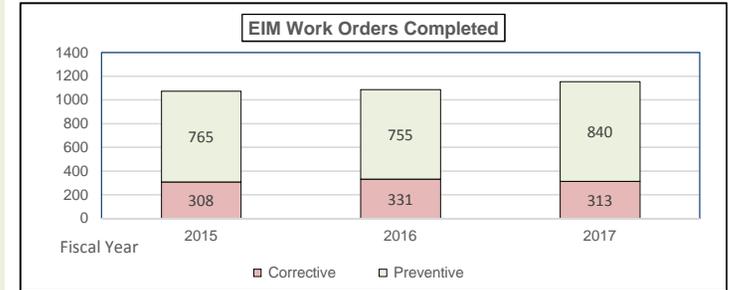


- Notes:
- Performance measures not available for all years.
 - ⁽¹⁾ Output Measures reported for FY14, reflect January through June 2014. Only includes 6 months of data. Volume for the last 6 months of FY15 lower than FY14.
 - ⁽²⁾ Calls to report water leaks, sewage backup and hydrant tampering.
 - ⁽³⁾ Variability reflects difference in commercial building permit project complexity.
 - ⁽⁴⁾ Increase due to modified tracking system to include GIS edits of manholes, smoke testing findings, and sewer system rehab. Activities.

WATER RESOURCES

Electrical Instrumentation Maintenance (EIM)

	FISCAL YEAR					
	2013	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
Inputs						
Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employees	6	6	6	6	6	6
Output Measures						
# Corrective EIM work orders completed	-	-	308	331	313	
# Preventive EIM work orders completed	-	-	765	755	840	
Effectiveness Measures						
% Preventative EIM work orders completed (goal is > than 95% of assigned)	-	-	100.0%	98.3%	99.8%	>95%
Efficiency Measures						
Average staff hours per corrective work order completed ⁽¹⁾	-	-	24.6	26.4	9.7	
Average staff hours per preventative work order completed	-	-	2.1	2.8	2.4	

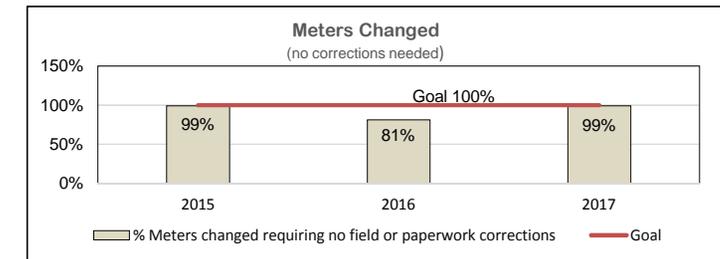
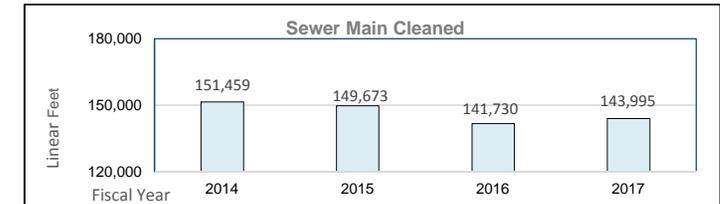
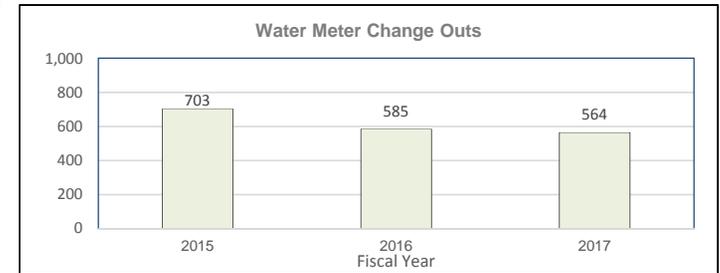


Notes:
 Performance measures not available for all years.
 Expenditures for EIM are paid out of WR Administration, WR Maintenance, Water Treatment Plant and Waste Water Treatment Plant.
 EIM work orders cover 3 program areas - Collections & Distribution, Water Treatment Plant and Waste Water Treatment 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					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$1,599,590	\$1,803,958	\$1,851,242	\$1,958,448	\$1,908,014	\$2,110,321
Employees	17	17	17	17	17	17
Output Measures						
# Water meters changed during annual small meter program ⁽¹⁾	-	-	703	585	564	720
# Water valves operated in season ⁽²⁾	-	808	1,002	282	1,736	1,818
Total sewer main CCTV'ed or cleaned (feet) ⁽³⁾	-	151,459	149,673	141,730	143,995	141,976
Effectiveness Measures						
% Meters changed requiring no field or paperwork corrections	-	-	99%	81%	99%	95%
NCDEQ sewer cleaning requirement met	-	100%	100%	100%	100%	100%
Efficiency Measures						
Average staff hours per meter changed	-	-	2.3	2.1	2.5	2.2
Average water valves operated per staff hour	-	2.0	8.2	4.0	2.1	4.7
Average linear feet of sewer main cleaned per man-hour (City Crews only)	-	133.72	225.3	118.0	132.7	150.0



Notes:

Performance measures not available for all years.

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.

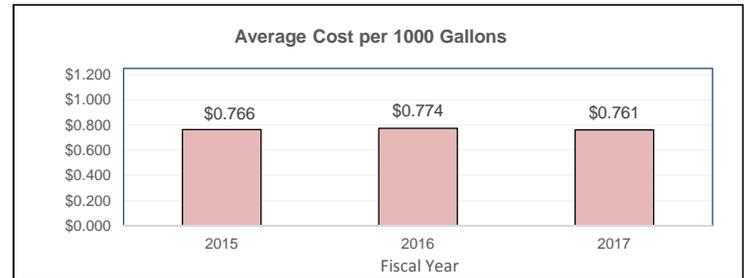
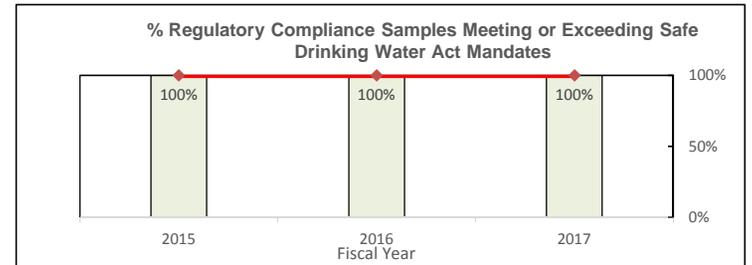
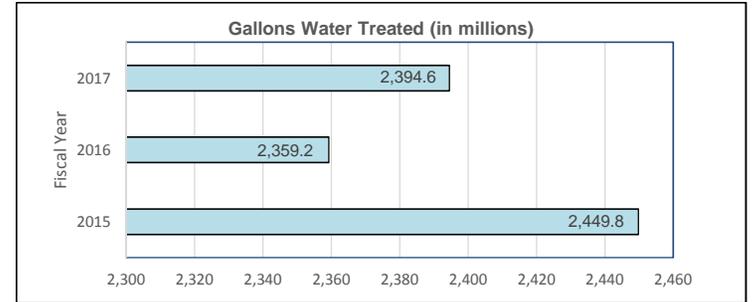
⁽²⁾ Water valve program measures reflect July through September in FY15 and April - June in previous fiscal year. FY16 output was low due to staffing shortage and crew reorganization. Output mostly made up in FY17.

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

WATER RESOURCES

Water Treatment Plant

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$2,260,263	\$2,706,420	\$2,488,436	\$2,608,720	\$ 2,621,467	\$ 2,998,630
Employees	12	12	12	12	12	12
Output Measures						
Gallons of water treated (in millions)	-	-	2,449.8	2,359.2	2,394.6	
# Regulatory compliance samples conducted	-	-	167,147	162,131	163,123	
# Non-EIM ⁽¹⁾ corrective work orders completed	-	-	43	53	79	70
Effectiveness Measures						
Maintain water rate per residential customer in the lower 50% of the NCLM benchmark survey.	-	Yes	Yes	Yes	Yes	Yes
% Regulatory compliance samples meeting or exceeding Safe Drinking Water Act mandates (goal is 100%)	-	-	100%	100%	100%	100%
Efficiency Measures						
Average cost per 1000 gallons (East Zone)	-	-	\$0.766	\$0.774	\$0.761	
Total staff hours to collect and run all regulatory compliance samples	-	-	4,308.7	4,280.1	4,296.1	
Average staff hours per work order (non-EIM) ⁽¹⁾	-	-	8.6	6.8	4.4	5.0



Notes:

Performance measures not available for all years.

¹ EIM - Electrical Instrumentation Maintenance

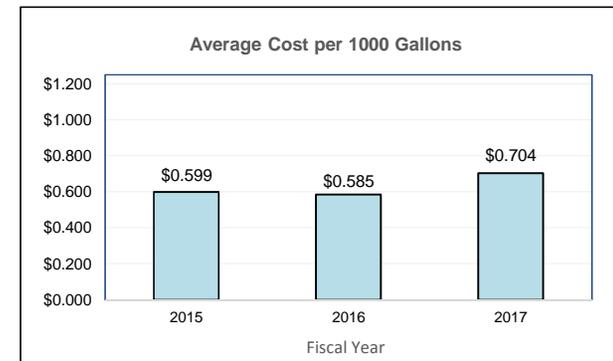
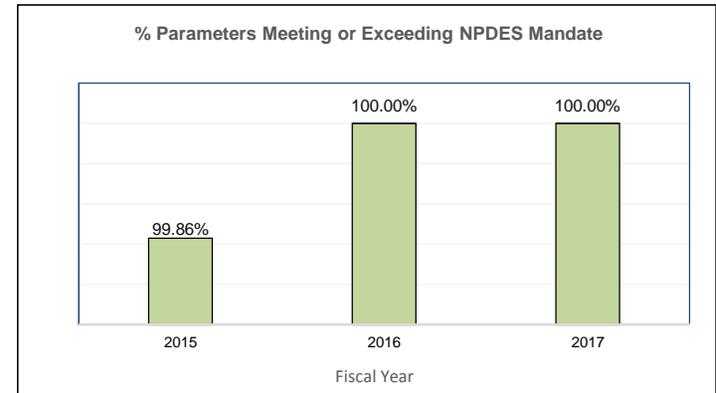
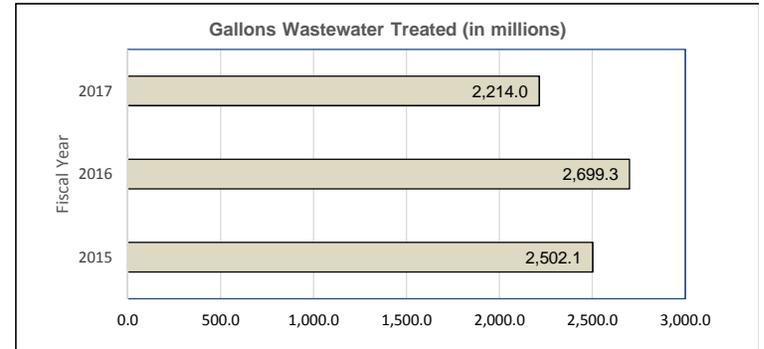
WATER RESOURCES

Waste Water Treatment Plant

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$2,142,313	\$2,282,293	\$2,238,066	\$2,129,126	\$ 2,227,516	\$ 2,553,401
Employees	15	15	15	15	16	16
Output Measures						
Gallons of wastewater treated (in millions)	-	-	2,502.1	2,699.3	2,214.0	
# NPDES ⁽¹⁾ regulatory compliance samples conducted	-	-	3,465	3,438	3,413	
# Non-EIM ⁽²⁾ corrective work orders completed	-	-	81	57	78	
# Industrial samples collected	-	-	1,112	1,085	1,070	
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%
% Parameters meeting or exceeding NPDES mandate (goal is 100%)	-	-	99.86%	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%	100.00%
Efficiency Measures						
Average cost per 1000 gallons (includes chemicals, electric and labor)	-	-	\$0.599	\$0.585	\$0.704	
Total staff hours to collect and run all regulatory compliance samples	-	-	1,182.8	1,232.6	1,353.5	
Average staff hours per non-EIM work order	-	-	2.8	2.6	1.6	2.5

Notes:

- Performance measures not available for all years.
- ⁽¹⁾ NPDES -National Pollutant Discharge Elimination System
- ⁽²⁾ EIM - Electrical Instrument Maintenance



STORMWATER
Stormwater Division
Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 677,065	\$ 733,557	\$ 844,218
Operations	356,216	456,672	415,285
Capital	90,677	37,000	52,000
Capital Projects	245,000	-	-
Construction (Operating)	-	135,000	50,000
Debt Service	-	-	130,650
Unreserved	-	37,919	33,462
Subtotal	\$ 1,368,958	\$ 1,400,148	\$ 1,525,615
Allocations	751,521	790,107	780,991
Total Expenditure Budget	\$ 2,120,479	\$ 2,190,255	\$ 2,306,606
Permits and Fees	\$ 15,425	\$ 16,950	\$ 16,950
Sales & Services	2,185,186	2,102,835	2,185,186
Investment Earnings	(25,586)	10,470	10,470
Other Revenue	11,000	-	-
Fund Balance	-	60,000	94,000
Total Revenue Budget	\$ 2,186,025	\$ 2,190,255	\$ 2,306,606
Net Revenue/(Expenditure)	\$ 65,546	\$ -	\$ -

Notes:

Personnel includes new Stormwater Engineering Tech II position, \$77K.

Operations includes engineering services for drainage concerns, \$30K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	11	11	12

CAPITAL IMPROVEMENT SUMMARY - STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Pipe Inspection Robot (TV Camera)	\$35,000	\$35,000	Fund Balance
7 Ton Tilt Trailer	\$9,000	\$9,000	Fund Balance
Straw Blower	\$8,000	\$8,000	Operating rev.
Total Capital	\$52,000	\$52,000	

CAPITAL PROJECTS SUMMARY – STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Water Quality CIP proj. (Stewarts Crk Watershed)	\$50,000	\$50,000	Fund Balance
Total Capital	\$50,000	\$50,000	

STORMWATER Maintenance

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$1,074,681	\$956,884	\$994,676	\$1,002,567	\$ 1,033,281	\$ 1,190,229
Fund Balance Reserve	\$622,916	\$809,086	\$1,050,820	\$1,228,149	\$ 1,226,926	\$ 1,204,845
Employees	10	11	11	11	11	11
Output Measures						
Street Sweeping - lane miles swept ⁽²⁾	-	-	2,233.0	2,444.9	2,422.4	2,300
Ditches re-graded and stabilized with matting (linear ft.) ⁽³⁾	-	-	3,000	2,455	4,840	
12" to 18" pipe installed and backfilled (linear ft.)	-	-	541	672	982	
24" to 36" pipe installed and backfilled (linear ft.)	-	-	361	472	392	
42" and above pipe installed and backfilled (linear ft.)	-	-	72	0	40	
Fallout ditches mowed (linear ft.)	-	-	48,841	36,795	21,574	
Effectiveness Measures						
Debris removed from lane miles swept (tons)	-	-	217.2	247.3	205.4	
Efficiency Measures						
Street sweeping total man-hours per work week	-	-	43.3	50.13	45.13	45.00
Ditch improvements total man-hours per fiscal year	-	-	1,112.5	833.5	2,033.0	
Pipe installation total man-hours per fiscal year	-	-	3,450.0	1,190.5	2,498.00	
Fallout ditches mowing total man-hours per fiscal year	-	-	679.5	180.0	110.00	
Total cost recovery ⁽¹⁾	100.9%	111.2%	112.5%	108.8%	99.94%	

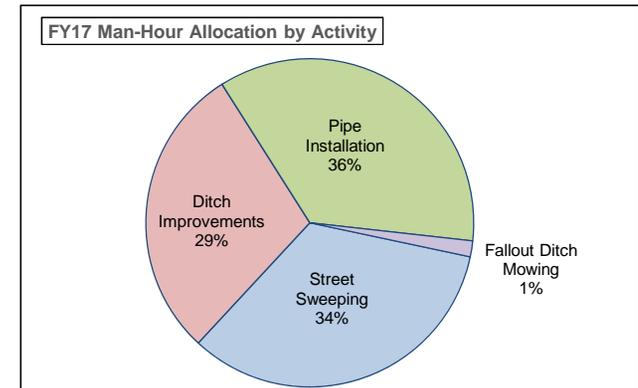
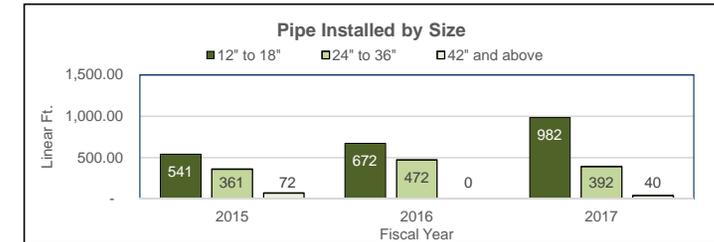
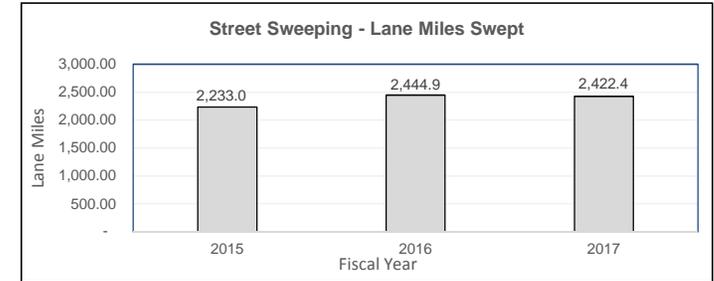
Notes:

Performance measures not available for prior years.

⁽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.



ENERGY SERVICES
Energy Services Administration
Don Mitchell, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,135,834	\$ 1,363,808	\$ 1,563,404
Operations	550,196	814,236	800,163
Land	4,474,441	-	-
Capital Equipment	-	-	-
Subtotal	\$ 6,160,471	\$ 2,178,044	\$ 2,363,567
Allocations	695,069	590,932	515,276
Total Budget	\$ 6,855,540	\$ 2,768,976	\$ 2,878,843

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	13	13	13

Notes:

Operations includes legal services to review power supply issues, \$25K; increase to building repairs and maintenance, \$19K and purchase of Arc GIS online software, \$12.5K.

ENERGY SERVICES
Electric Maintenance Divisions
Don Mitchell, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,526,678	\$ 1,794,336	\$ 2,321,637
Operations	1,262,104	1,820,427	2,136,810
Capital Equipment	158,681	140,000	389,000
Capital Projects	2,385,000	1,180,000	1,455,000
Energy Purchases	52,237,592	54,748,624	52,964,000
Debt Service	19,441,294	1,743,578	1,678,927
Construction (Operating)	764,611	775,000	1,320,000
Unreserved	-	1,614,048	643,014
Subtotal	\$ 77,775,961	\$ 63,816,013	\$ 62,908,388
Payment in Lieu of Taxes	\$ 462,128	\$ 455,000	\$ 525,000
Allocations	369,929	370,592	374,616
Total Budget	\$ 78,608,018	\$ 64,641,605	\$ 63,808,004

Notes:

Personnel includes addition of a new Electric Substation Technician, \$99.5K.

Operations includes contracted services to supplement city forces, \$380K; increases for tree trimming, small equipment, software maintenance and travel, \$34.6K; maintenance on several substations, \$110K and testing the condition of wood utility poles, \$26K.

Construction includes contracted labor, \$570K and study to provide supplemental power, \$50K.

FY17 Debt Service includes payment to escrow agent for bond refunding, \$17.2 million.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	19	19	20

CAPITAL IMPROVEMENT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Vehicle '09 bucket truck	\$200,000	\$200,000	Operating Rev.
Substation transformer bushings	\$72,000	\$72,000	Operating Rev.
Repl Veh '06 4WD SUV lrg wheel base	\$42,000	\$42,000	Operating Rev.
Purchase CT Tester	\$25,000	\$25,000	Operating Rev.
Ratio Tester	\$20,000	\$20,000	Operating Rev.
Purchase Winding Resistance Tester	\$20,000	\$20,000	Operating Rev.
Micro-Ohm Meter	\$10,000	\$10,000	Operating Rev.
Total Capital	\$389,000	\$389,000	

CAPITAL PROJECT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
Subdivision Construction	\$420,000	\$420,000	Operating Rev.
Ext.35 kV Ckt from Stafford St to Camp Sutton	\$250,000	\$250,000	Operating Rev.
Telecommunications	\$200,000	\$200,000	Operating Rev.
Repl/retire uptown vault switches/cables	\$100,000	\$100,000	Operating Rev.
AMI metering solutions	\$100,000	\$100,000	Operating Rev.
Reconductor 13.2 kV Ckt #3:601S Sub to Cindy Dr	\$100,000	\$100,000	Operating Rev.
NCDOT- U-5703- US74/Rocky River relocation	\$90,000	\$90,000	Operating Rev.
NCDOT- U-5723- US 74/601N intersection improvements	\$65,000	\$65,000	Operating Rev.
Replace/retire old underground primary	\$60,000	\$60,000	Operating Rev.
Substation wildlife protection & security	\$25,000	\$25,000	Operating Rev.
Add add'l offices to ES Bldg.	\$25,000	\$25,000	Operating Rev.
Additional rock to substation yards	\$20,000	\$20,000	Operating Rev.
Total Capital Projects	\$1,455,000	\$1,455,000	

ELECTRIC FUND TOTALS

EXPENDITURES

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 2,662,512	\$ 3,158,144	\$ 3,885,041
Operations	1,812,300	2,634,663	2,936,973
Land	4,474,441	-	-
Capital	158,681	140,000	389,000
Construction	764,611	775,000	1,320,000
Capital Projects	2,385,000	1,180,000	1,455,000
Energy Purchases	52,237,592	54,748,624	52,964,000
Unreserved	-	1,614,048	643,014
Debt Service	19,441,294	1,743,578	1,678,927
Subtotal	\$ 83,936,432	\$ 65,994,057	\$ 65,271,955
Payment in Lieu of Taxes	462,128	455,000	525,000
Allocations	1,064,998	961,524	889,892
Total Fund Expenditures	\$ 85,463,558	\$ 67,410,581	\$ 66,686,847

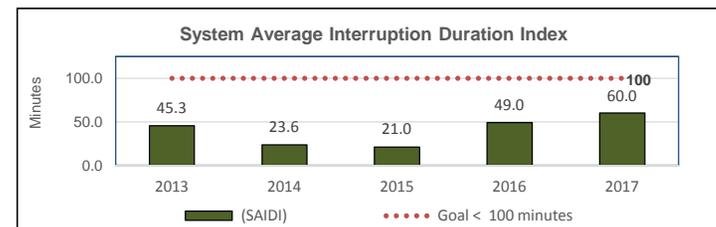
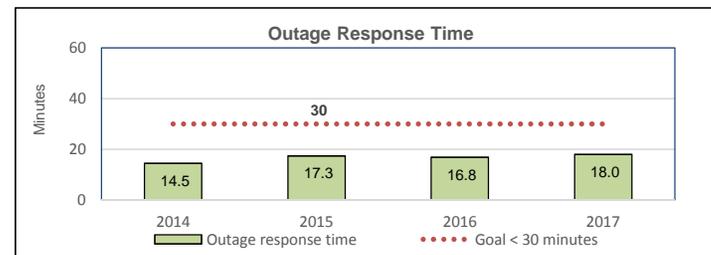
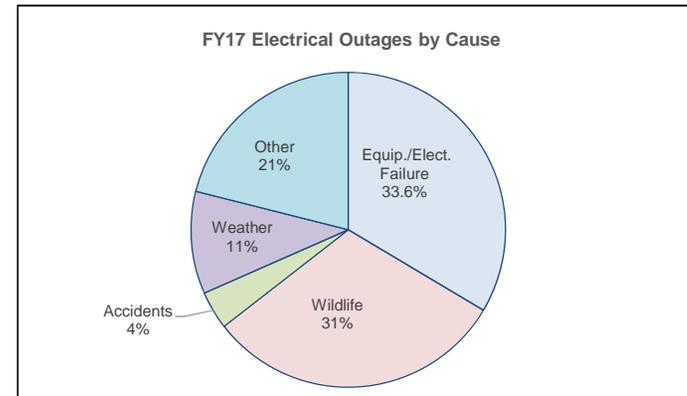
REVENUE

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Sales & services	\$ 65,707,742	\$ 66,574,000	\$ 65,857,000
Investment Earnings	(896,310)	604,500	604,500
Other Revenue	1,439,915	157,000	157,000
Revenue Bonds	17,471,311	-	-
Other Financing Sources	81,598	75,081	68,347
Total Revenue Budget	\$ 83,804,256	\$ 67,410,581	\$ 66,686,847
Net Revenue/(Exp.)	\$ (1,659,302)	\$ -	\$ -

ENERGY SERVICES

Electric Maintenance/Construction

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Operating Expenditures	\$2,618,351	\$2,686,835	\$3,140,441	\$3,369,800	\$3,250,909	\$3,614,763
Electric Purchases	\$44,228,728	\$47,920,117	\$52,932,832	\$50,199,594	\$52,237,592	\$54,748,624
Employees	16	16	17	19	19	19
Output Measures						
# Customers serviced	-	10,485	10,565	10,793	10,910	11,000
# Outages	201	119	140	153	155	150
# Customers affected by outages	-	1,890	3,507	4,350	6,939	4,300
Energy consumption (kWh) ⁽¹⁾	638,272,757	644,245,355	704,128,769	703,180,045	649,163,580	704,100,000
Effectiveness Measures						
Safety: Incidence Rate (goal = 0)	-	0	1	1	1	0
Average Service Availability Index (ASAI) goal > 99.9995%	99.9913%	99.9954%	99.9959%	99.9907%	99.989%	99.996%
Customer Average Interruption Duration Index (CAIDI) goal <120 minutes	125.42	94.98	64.57	121.61	94.09	100.00
System Average Interruption Duration Index (SAIDI) goal <100 minutes	45.34	23.64	21.03	49.00	60.00	40.00
System Average Interruption Frequency Index (SAIFI) goal < .25 interruptions per customer	0.30	0.20	0.40	0.40	0.64	0.30
Outage response time goal <30 minutes	-	14.5	17.3	16.8	18.00	15.00
% Outages due to wildlife, goal to reduce ⁽²⁾	36%	34%	29%	34%	31%	32%
% Outages due to equip/electrical failures, goal to reduce ⁽³⁾	29%	39%	41%	36%	34%	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.

ENERGY SERVICES
 Natural Gas Division
 Don Mitchell, Energy Services Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 1,036,448	\$ 1,402,507	\$ 1,449,097
Operations	876,400	1,081,648	1,097,660
Capital Equipment	40,357	129,000	60,000
Capital Projects	7,680,000	915,000	1,555,000
Gas Purchases	6,071,931	9,195,000	9,748,215
Debt Service	5,643,327	2,818,464	2,871,759
Construction (Operating)	256,544	405,000	425,000
Unreserved	-	960,962	1,993,059
Subtotal	\$ 21,605,007	\$ 16,907,581	\$ 19,199,790
Payment in Lieu of Taxes	113,872	118,000	155,000
Allocations	1,771,543	1,624,719	1,588,510
Total Expenditure Budget	\$ 23,490,422	\$ 18,650,300	\$ 20,943,300
Sales & Services	\$ 15,751,719	\$ 18,343,000	\$ 20,636,000
Investment Earnings	(395,510)	307,300	307,300
Other Revenue	93,213	-	-
Revenue Bonds	2,918,841	6,555,000	-
Fund Balance Appropriation	-	(6,555,000)	-
Total Revenue Budget	\$ 18,368,263	\$ 18,650,300	\$ 20,943,300
Net Revenue/(Expenditure)	\$ (5,122,159)	\$ -	\$ -

Notes:

Operations includes repairs and maintenance for the LNG facility, \$26K and transmission pipeline annual fees, \$13.7K.

Gas purchases includes purchases of liquefied natural gas (LNG), \$350K.

FY17 Debt Service includes payment to escrow agent for bond refunding, \$2.9 million.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	15	18	18

CAPITAL IMPROVEMENT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
2008 Ford F-350 Pickup (replacement)	\$60,000	\$60,000	Operating Rev.
Total Capital	\$60,000	\$60,000	

CAPITAL PROJECT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
Roadway Relocations	\$600,000	\$600,000	Operating Rev.
Subdivision Fund	\$200,000	\$200,000	Operating Rev.
Pipeline Replacement	\$175,000	\$175,000	Operating Rev.
Revenue Based Expansions	\$175,000	\$175,000	Operating Rev.
Distribution Integrity	\$145,000	\$145,000	Operating Rev.
System Reinforcement Projects-AMI Metering Solutions	\$100,000	\$100,000	Operating Rev.
Cathodic Protection Remediation / Replacement	\$50,000	\$50,000	Operating Rev.
Transmission Pipeline Integrity Mngt Assessment	\$35,000	\$35,000	Operating Rev.
Add Office to Energy Services Building	\$25,000	\$25,000	Operating Rev.
Total Capital Projects	\$1,555,000	\$1,555,000	

ENERGY SERVICES

Natural Gas

FISCAL YEAR

	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Operating Expenditures	\$ 1,736,165	\$ 1,728,914	\$ 1,870,033	\$ 1,942,999	\$ 2,026,720	\$ 2,464,155
Nat Gas Purchases	\$ 5,959,511	\$ 8,147,023	\$ 7,142,304	\$ 4,945,682	\$ 6,071,932	\$ 9,195,000
Employees	14	14	14	15	15	18
Output Measures						
Miles of Gas Mains	-	455	464	464	471	475
Customers serviced	-	10,672	10,855	11,130	11,274	11,355
Gas load distribution (Mcf) ⁽²⁾	-	3,166,899	3,285,609	3,067,288	3,083,556	3,100,000
# Service lines installed ⁽³⁾	-	149	197	235	172	225
Emergency responses (leak inside/outside)	-	107	152	182	200	100
Number of hazardous leaks ⁽⁴⁾	-	13	18	34	17	0
Effectiveness Measures						
Safety incidence rate (goal = 0)	-	0	1	0	0	0
# Federal/ State required inspections / certifications past due (goal = 0)	-	0	0	0	1	0
Loss and unaccounted for (goal +/-2%)	-	1.75%	-0.47%	2.35%	9.38%	2.00%
Hazardous Leaks/Mile (goal=0)	-	0.029	0.039	0.073	0.036	0.00
Interruptions due to Equipment or Personnel Failure (goal=0)	-	0	0	0	0	0
Service lines installed (% of goal)	-	66.0%	88.0%	104.0%	76.4%	100%
Leak inside/outside-average response time (goal <= 30 minutes)	-	17:03	19:01	19:04	18:11	30:00
Leak inside/outside - average time made safe (goal <= 45 minutes)	-	30:28	27:01	25:02	22:36	45:00
Efficiency Measures						
# Miles of gas mains per employee (NC municipal avg. = 30)	-	35	36	36	34	30
# Customers per employee (NC municipal avg. = 765)	-	821	835	856	805	765

Notes:

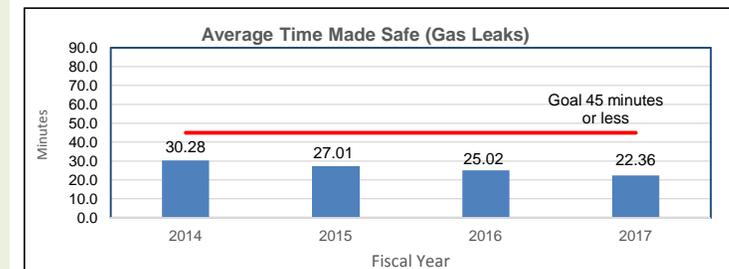
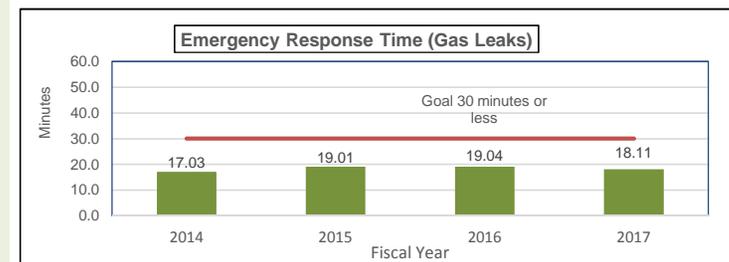
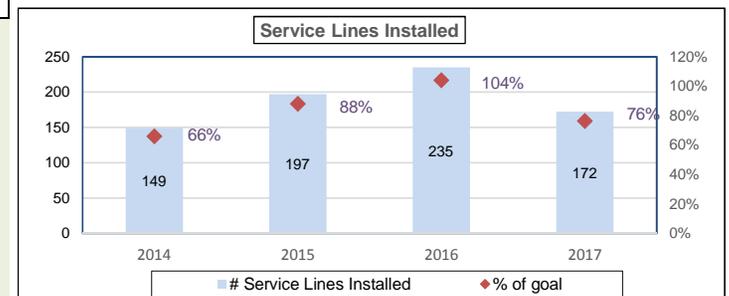
Performance measures not available for all years.

⁽¹⁾ Performance measurement tracking was initiated in October of 2013. Fiscal Year 2014 amounts reflect 9 months.

⁽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.



AIRPORT OPERATIONS

E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 586,071	\$ 592,691	\$ 609,235
Operations	461,701	407,041	453,445
Purchases of Aviation Fuel	873,071	833,333	833,333
Capital	-	87,000	67,000
Debt Service	1,104,247	1,046,166	1,190,318
Subtotal	\$ 3,025,090	\$ 2,966,231	\$ 3,153,331
Allocations	203,331	250,114	237,163
Total Expenditure Budget	\$ 3,228,421	\$ 3,216,345	\$ 3,390,494
Aviation Fuel Sales	1,222,863	1,150,000	1,325,000
Tie-down and Hangar Leases	311,691	297,410	308,140
Other Sales & Services	93,857	96,015	92,990
Use of GF fund balance	-		
Funding From General Fund	1,564,392	1,672,920	1,664,364
Total Revenue Budget	\$ 3,192,803	\$ 3,216,345	\$ 3,390,494
Net Revenue/(Expenditure)	\$ (35,618)	\$ -	\$ -

Notes:

Operations includes aviation fueling component replacements, \$10K.

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	7	7	7

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 1980 Clark Tug	\$55,000	\$55,000	GF Fund Balance
Awning cover for mobile fuelers	\$30,000	Delay	
Self Service Terminal Replacement	\$14,740	Delay	
Ground Communication Equipment	\$12,000	\$12,000	GF Fund Balance
Total Capital	\$111,740	\$67,000	

AIRPORT CUSTOMS SERVICE

E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Operations	27,196	49,726	38,006
Debt Service	-	-	-
Airport Customs Contract	124,102	123,438	123,438
Subtotal	\$ 151,298	\$ 173,164	\$ 161,444
Allocations	-	-	-
Total Expenditure Budget	\$ 151,298	\$ 173,164	\$ 161,444
Sales & Services	19,305	16,800	7,200
Other Revenue	-	-	-
Funding From General Fund	131,993	156,364	154,244
Total Revenue Budget	\$ 151,298	\$ 173,164	\$ 161,444
Net Revenue/(Expenditure)	\$ -	\$ -	\$ -

AIRPORT Operations

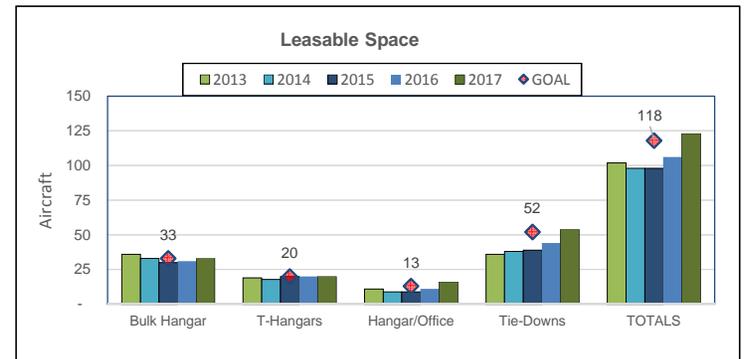
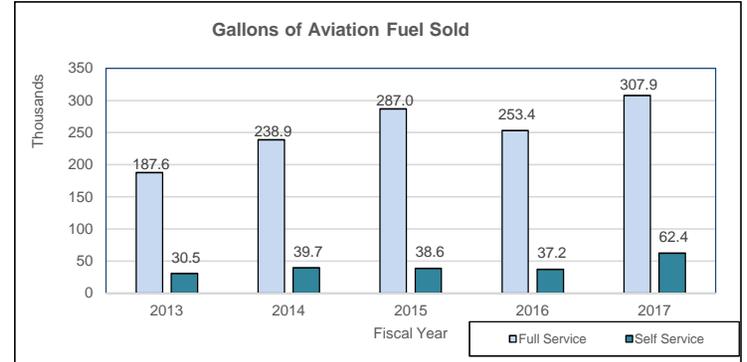
	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$2,372,815	\$2,278,255	\$2,050,472	\$1,833,950	\$1,920,843	\$1,833,065
Employees	6	7	7	7	7	7
Subsidy from General Fund	\$ 1,689,569	\$ 1,622,702	\$ 1,325,812	\$ 1,527,311	\$ 1,696,387	\$1,674,722
Output Measures						
Gallons of Jet-A fuel sold - full service	108,780	141,784	185,496	143,278	184,903	144,835
Gallons of Jet-A fuel sold - self service	957	1,876	1,837	883	3,731	1,388
Gallons of Avgas sold - full service	78,835	97,073	101,533	110,148	122,990	93,912
Gallons of Avgas sold - self service	29,562	37,840	36,773	36,331	58,718	41,202
Overnight customers - Tie-down	-	-	2,194	2,642	2,324	2,580
Overnight customers - Hangar	-	-	328	421	241	198
Fueling services provided	-	-	4,151	4,558	4,997	4,858
Towing services provided (aircraft)	-	-	3,065	3,900	4,810	4,390
Other line services provided (aircraft) ⁽¹⁾	-	-	1,672	1,999	2,801	2,674
Effectiveness Measures						
Bulk hangar leasable space (goal = 33 aircraft)	36	33	30	31	33	33
T-hangar leasable space (goal = 20 aircraft)	19	18	20	20	20	20
Hangar/Office leasable space (goal = 8 aircraft)	11	9	9	11	16	13
Tie-down leasable space (goal = 49 aircraft)	36	38	39	44	54	52
Efficiency Measures						
% Operating cost recovery - Airport ⁽²⁾	76.4%	77.6%	85.5%	84.2%	76.7%	85.9%
% Operating cost recovery - Airport Customs	NA	NA	NA	6.3%	12.8%	

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.



SOLID WASTE OPERATIONS

Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 82,227	\$ 86,236	\$ 90,382
Operations	1,972,672	2,131,027	2,113,072
Capital		-	-
Debt Service	156,112	52,038	-
Unreserved	-	14,815	5,134
Subtotal	\$ 2,211,011	\$ 2,284,116	\$ 2,208,588
Allocations	102,470	151,708	148,310
Total Budget	\$ 2,313,481	\$ 2,435,824	\$ 2,356,898

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

COMMUNITY MAINTENANCE

Lisa Stiwinter, Director

FISCAL SUMMARY

Item	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Personnel	\$ 31,062	\$ 93,474	\$ 102,086
Operations	12,863	12,799	13,994
Capital	63,792	-	-
Subtotal	\$ 107,717	\$ 106,273	\$ 116,080
Allocations	-	-	-
Total Budget	\$ 107,717	\$ 106,273	\$ 116,080

FULL-TIME PERSONNEL SUMMARY

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions		2	2

SOLID WASTE FUND TOTALS

EXPENDITURES

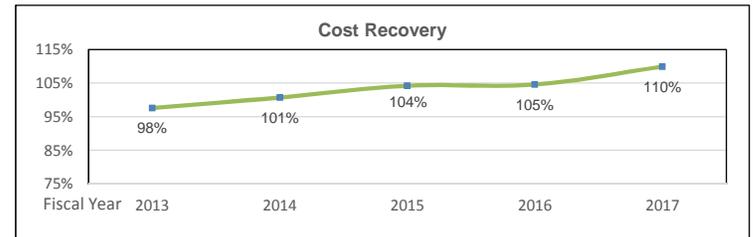
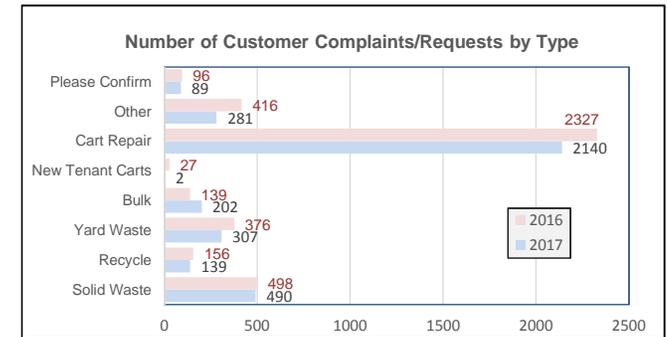
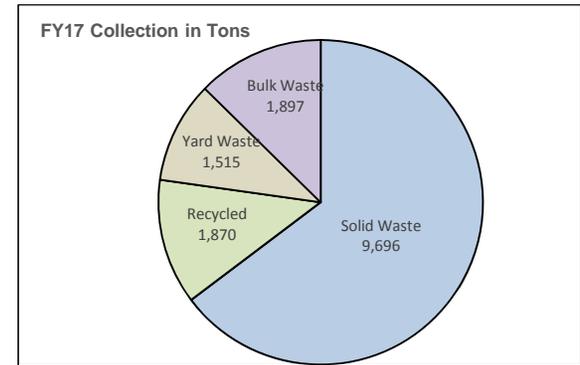
Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Personnel	\$ 113,289	\$ 179,710	\$ 192,468
Operations	1,985,535	2,143,826	2,127,066
Capital	63,792	-	-
Unreserved	-	14,815	5,134
Debt Service	156,112	52,038	-
Subtotal	\$ 2,318,728	\$ 2,390,389	\$ 2,324,668
Allocations	102,470	151,708	148,310
Total Fund Expenditures	\$ 2,421,198	\$ 2,542,097	\$ 2,472,978

REVENUE

Item	FY 2017 Actual	FY 2018 Budget	FY 2019 Proposed
Sales & services	\$ 2,383,447	\$ 2,507,822	\$ 2,403,303
Investment Earnings	(10,927)	12,275	12,275
Other Revenue	26,096	22,000	22,000
Appropriation Of Fund Bal			35,400
Total Revenue Budget	\$ 2,398,616	\$ 2,542,097	\$ 2,472,978
Net Revenue/(Exp.)	\$ (22,582)	\$ -	\$ -

SOLID WASTE

	FISCAL YEAR					2018 Target
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	
Inputs						
Expenditures	\$124,227	\$142,846	\$165,051	\$172,635	\$268,045	\$352,539
Refuse Collection Costs	\$1,802,784	\$1,697,743	\$1,720,334	\$1,831,779	\$1,830,779	\$1,970,997
Employees ⁽³⁾	1	1	1	1	3	3
Fund Balance Reserve	\$427,801	\$443,756	\$531,955	\$634,378	\$542,443	\$557,258
Output Measures						
Number of households	9,963	10,005	9,921	10,040	10,187	
Solid Waste (tons)	8,609	9,989	9,576	9,219	9,696	
Recycled (tons)	1,500	1,976	2,015	1,912	1,870	
Yard Waste (tons)	1,133	1,670	1,543	1,468	1,515	
Bulk Waste (tons)	1,350	1,244	1,217	1,901	1,897	
# Customer complaints/requests handled	-	2,489	3,581	4,035	3,650	
# Citations issued - Carts	-	-	-	167	61	
# Citations issued - Bulk	-	-	-	24	41	
Effectiveness Measures						
% Cases - Cart repairs (goal to reduce) ⁽¹⁾	-	35%	48%	58%	59%	
Efficiency Measures						
% Total cost recovery for solid waste services ⁽²⁾	98%	101%	104%	105%	110%	100% or >



Notes:

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

⁽¹⁾ The large number of cases due to cart repairs is being addressed. Staff has selected a new cart supplier with a more reliable product.

⁽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 fiscal year 2017, a new community maintenance program was initiated. Two full time employees were hired to provide this service.

SIF HEALTH & DENTAL

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY18 Financial Plan	FY19 Financial Plan
Operations	\$ 7,209,015	\$ 7,238,740	\$ 7,853,071
Unreserved	-	51,535	-
Subtotal	\$ 7,209,015	\$ 7,290,275	\$ 7,853,071
Allocations	108,233	114,128	113,857
Total Budget	\$ 7,317,248	\$ 7,404,403	\$ 7,966,928

Notes

FY19 includes significant cost increase for stop loss insurance, \$584.5K

SIF PROPERTY & LIABILITY

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2017 Actual	FY18 Financial Plan	FY19 Financial Plan
Operations	\$ 610,285	\$ 697,500	\$ 697,500
Subtotal	\$ 610,285	\$ 697,500	\$ 697,500
Allocations	48,469	87,027	86,787
Total Budget	\$ 658,754	\$ 784,527	\$ 784,287

SIF WORKERS' COMPENSATION

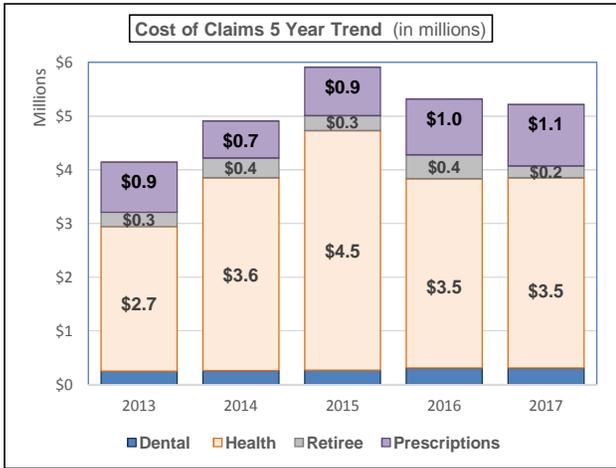
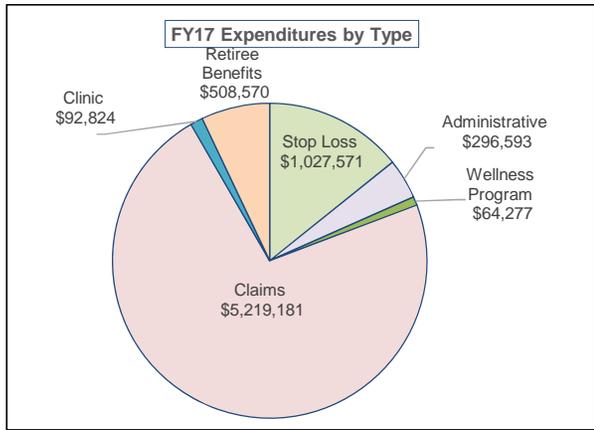
Debra C. Reed, Director

FISCAL SUMMARY

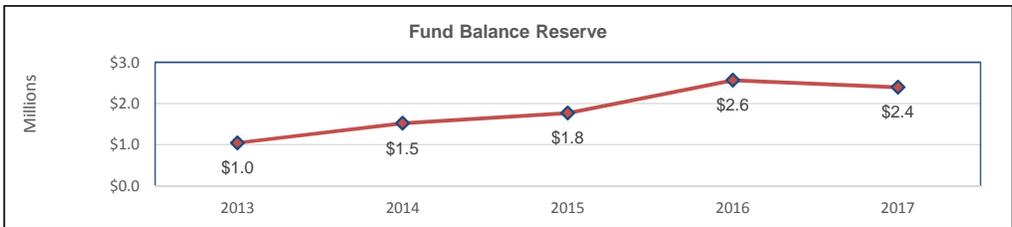
Item	FY 2017 Actual	FY18 Financial Plan	FY19 Financial Plan
Operations	\$ 185,526	\$ 440,640	\$ 441,930
Unreserved	-	-	-
Subtotal	\$ 185,526	\$ 440,640	\$ 441,930
Allocations	63,891	104,198	104,054
Total Budget	\$ 249,417	\$ 544,838	\$ 545,984

HUMAN RESOURCES DEPARTMENT Self Insurance Fund - Health and Dental

	FISCAL YEAR					
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target
Inputs						
Expenditures	\$5,640,557	\$6,467,179	\$7,666,404	\$7,176,883	\$7,209,015	\$7,238,740
Fund Balance Reserve	\$1,046,433	\$1,518,970	\$1,766,205	\$2,561,830	\$2,395,411	\$2,249,773
Total FTE	434	433	426	429	445	
Total number of dependents covered	321	327	325	332	323	
Total number of retirees covered	29	26	30	26	22	
Output Measures						
# Participants in Wellness Program	-	-	-	-	-	
# Participants in Health Risk Assessment	-	-	-	-	-	
# Employee Clinic visits (per calendar year)	-	527	591	560	477	
\$ Total claims	\$4,148,740	\$4,919,168	\$5,915,365	\$5,318,938	\$5,219,181	
% Participation in Wellness Program	89%	91%	89%	89%	92%	
Effectiveness Measures						
% Employees passing health assessment	60%	59%	73%	76%	TBD	
Efficiency Measures						
Average cost per visit to Employee Clinic (Clinic Contract) ⁽¹⁾	-	\$ 155.03	\$ 142.67	\$ 157.85	\$ 196.14	



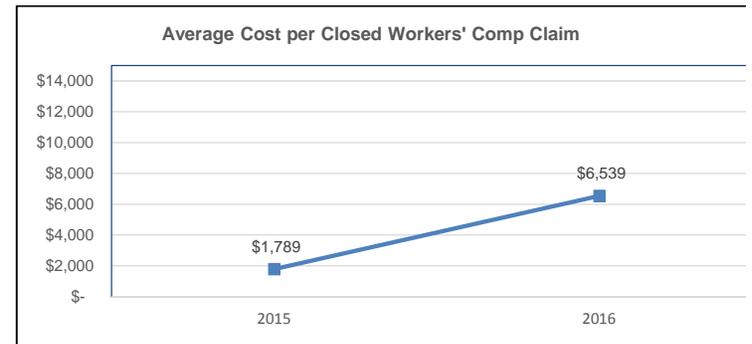
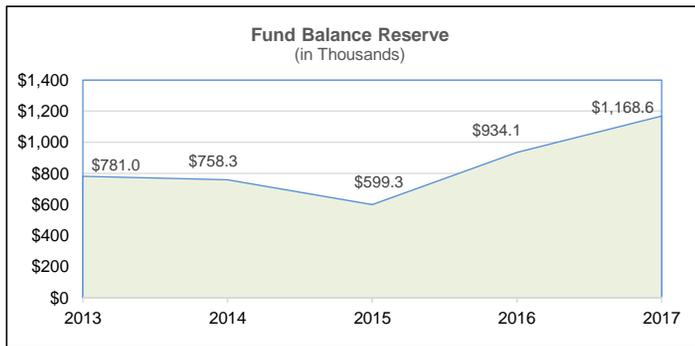
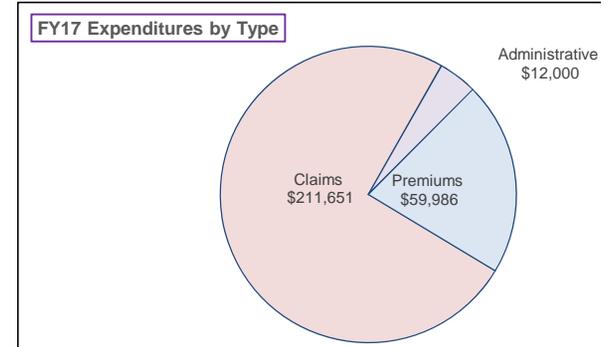
Notes:
⁽¹⁾ Contractual cost for employee clinic increase by 6% in FY17.



HUMAN RESOURCES DEPARTMENT

Self Insurance Fund - Workers' Compensation

	FISCAL YEAR					
	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures - Workers' Comp	\$194,992	\$284,767	\$417,313	\$351,181	\$185,526	\$440,640
Fund Balance Reserve	\$780,966	\$758,344	\$599,308	\$934,096	\$1,168,567	\$828,259
Output Measures						
# New workers' compensation cases opened	26	38	24	29	36	
# Workers' compensation cases handled	22	41	55	45	38	
\$ Workers' Comp claims	\$131,084	\$224,150	\$353,112	\$211,651	\$104,984	
Effectiveness Measures						
% Workers' Comp cases closed	-	-	61.8%	88.9%	TBD	
Efficiency Measures						
Average cost per closed workers' comp claim	-	-	\$1,789	\$6,539	TBD	

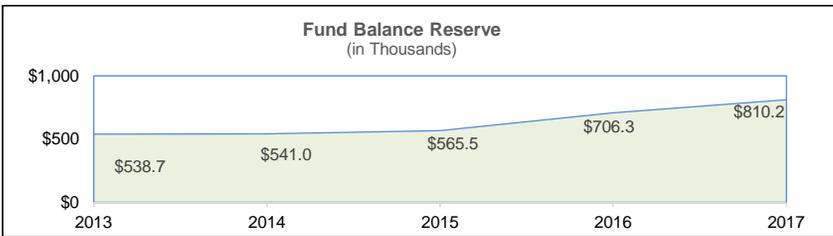
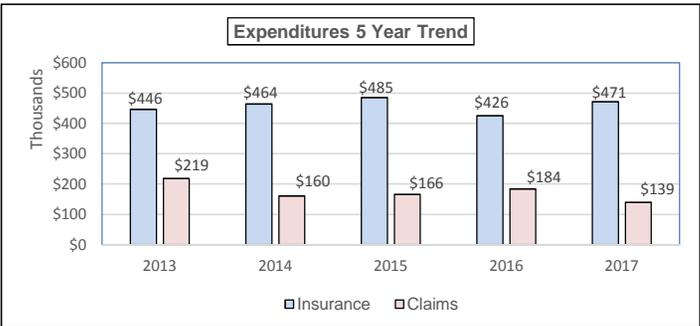


HUMAN RESOURCES DEPARTMENT

Property and Liability Insurance Fund

FISCAL YEAR

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target /
Inputs						
Expenditures - Property and Liability	\$691,164	\$623,775	\$650,296	\$609,583	\$610,285	\$697,500
Fund Balance Reserve	\$538,705	\$540,993	\$565,490	\$706,321	\$810,174	\$745,683
Output Measures						
# New property damage cases	38	44	28	65	46	
# Property damage cases handled	33	28	27	37	23	
\$ Cost of Claims	\$218,714	\$160,024	\$165,539	\$184,038	\$139,118	
\$ Premiums paid to insurer ⁽¹⁾	\$446,259	\$463,751	\$484,756	\$425,545	\$471,167	\$470,000
Effectiveness Measures						
% Property damage cases closed	85%	82%	70%	68%	122%	
Efficiency Measures						
Average cost per closed property damage claim	\$7,279	\$6,734	\$6,488	\$6,286	\$1,099	



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

CITY OF MONROE
DEPARTMENT POSITION SUMMARY

DEPARTMENT/DIVISION	FY18 Authorized		
	FT	PT 30+	PT 20+
CITY MANAGER DIVISION	4		
CITY ATTORNEY	2		
ECONOMIC DEVELOPMENT	1		
PUBLIC INFORMATION DIVISION	1		
FINANCE			
ADMINISTRATION	3		
ACCOUNTING	4	1	
UTILITY BILLING DIVISION	8		
PURCHASING DIVISION	2		
FLEET DIVISION	4		
WAREHOUSE	3	1	
PAYMENT CENTER	5		
CUSTOMER SERVICE	6		1
HUMAN RESOURCES			
HUMAN RESOURCES DIVISION	4		
RISK MANAGEMENT	1		
ENGINEERING			
ENGINEERING DIVISION	9		
STREET/POWELL BILL	19		
BUILDING STANDARDS			
CODE ENFORCEMENT	3		
BUILDING STANDARDS	5		
PLANNING	8		
POLICE DEPARTMENT	103		5
FIRE DEPARTMENT	81		
INFORMATION TECHNOLOGY	5		
PARKS & RECREATION			
ADMINISTRATION DIVISION	2		
RECREATION	9		3
PARKS MAINTENANCE	17		
FACILITIES MAINTENANCE	3		
General Fund Positions	312	2	9

FY19 Projected		
FT	PT 30+	PT 20+
4		
2		
1		
3		
4	1	
8		
2		
4		
3	1	
5		
6		1
4		
1		
9		
19		
3		
5		
8		
103		5
84		
5		
2		
9		3
17		
3		
314	2	9

DEPARTMENT/DIVISION	FY18 Authorized		
	FT	PT 30+	PT 20+
PARKS & RECREATION- GOLF COURSE	6		1
DOWNTOWN MONROE	1		
AIRPORT	7	1	2
Subsidized Positions	14	1	3

FY19 Projected		
FT	PT 30+	PT 20+
6		1
1		
7	1	2
14	1	3

DEPARTMENT/DIVISION	FY18 Authorized			FY19 Projected		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
PARKS & RECREATION – MAFC	11	1	7	11	2	8
WATER RESOURCES						
ADMINISTRATION & ENGINEERING	9	2		9	2	
WATER/SEWER MAINTENANCE	17			17		
WATER/SEWER CONSTRUCTION	9			9		
WATER TREATMENT PLANT	12			12		
WASTEWATER TREATMENT PLANT	15	1		15	1	
STORMWATER DIVISION	11			12		
ENERGY SERVICES						
ADMINISTRATION	13		1	13		1
ELECTRIC MAINTENANCE	19			20		
NATURAL GAS DIVISION	18			18		
SOLID WASTE	3			3		
Enterprise Fund Positions	137	4	8	139	5	9

DEPARTMENT/DIVISION	FY18 Authorized			FY19 Projected		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
MONROE-UNION COUNTY ECON DEV	4			4		
Special Revenue Fund Positions	4			4		

	FY18 Authorized			FY19 Projected		
Total Positions	467	7	20	471	8	21

CITY OF MONROE
FY 2019 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS
City Council Adopted June 5, 2018

Priority Descriptions

- IMPERATIVE - (must do) postponement may result in harmful or undesirable consequences
- ESSENTIAL - (should do) addresses demonstrated need or objective
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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>
<u>Economic Development</u>							
Replace Tahoe 4x4 #2550			\$ -	\$ -	\$ 45,000	\$ -	\$ -
Total Economic Development			\$ -	\$ -	\$ 45,000	\$ -	\$ -
<u>Finance & Administration - Finance Admin</u>							
Replace '09 Highlander 4WD #2426			\$ -	\$ -	\$ 30,000	\$ -	\$ -
			\$ -	\$ -	\$ 30,000	\$ -	\$ -
<u>Finance & Administration - Utility Billing</u>							
Replace truck #2576 '12 Chevrolet Colorado			\$ -	\$ 30,000	\$ -	\$ -	\$ -
Replace truck #2588 '12 Nissan Frontier			-	30,000	-	-	-
Replace Printronix printer			-	-	-	-	8,000
			\$ -	\$ 60,000	\$ -	\$ -	\$ 8,000
<u>Finance & Administration - Administrative Services</u>							
Replace #2401 '09 Toyota Prius			\$ -	\$ 35,000	\$ -	\$ -	\$ -
			\$ -	\$ 35,000	\$ -	\$ -	\$ -
<u>Finance & Administration - Warehouse</u>							
Replace truck #1442			\$ -	\$ 25,000	\$ -	\$ -	\$ -
			\$ -	\$ 25,000	\$ -	\$ -	\$ -
Total Finance			\$ -	\$ 120,000	\$ 30,000	\$ -	\$ 8,000
<u>Human Resources</u>							
Replace 2008 Honda Civic Hybrid # 2385			\$ -	\$ -	\$ 30,000	\$ -	\$ -
			\$ -	\$ -	\$ 30,000	\$ -	\$ -
<u>Engineering</u>							
Hybrid to replace # 4430 '02 Chevrolet Malibu			\$ -	\$ 30,000	\$ -	\$ -	\$ -
			\$ -	\$ 30,000	\$ -	\$ -	\$ -
<u>Engineering - Powell Bill</u>							
Asphalt patching truck to replace # 2271 (2006)	27	ESSENTIAL	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Tandem dump truck to replace #2186 (2004)			-	140,000	-	-	-
Tandem truck to replace # 2216 (2005)			-	-	140,000	-	-
Motor grader to replace #2329 (2006)			-	-	-	150,000	-
Tandem truck to replace # 2217 (2005)			-	-	-	-	160,000
Flusher Truck to replace #2362 (2008)			-	-	-	-	140,000
Gradall to replace #2272 (2006)			-	-	-	-	-
			\$ 200,000	\$ 140,000	\$ 140,000	\$ 150,000	\$ 300,000

CITY OF MONROE
FY 2019 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS
City Council Adopted June 5, 2018

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>
Total Engineering			\$ 200,000	\$ 170,000	\$ 140,000	\$ 150,000	\$ 300,000
<u>Building Standards - Code Enforcement</u>							
Replace vehicle #2430 '09 Toyota Highlander			\$ -	\$ 35,000	\$ -	\$ -	\$ -
Replace vehicle #2431 '09 Toyota Highlander			-	35,000	-	-	-
			\$ -	\$ 70,000	\$ -	\$ -	\$ -
Total Building Standards			\$ -	\$ 70,000	\$ -	\$ -	\$ -
<u>Planning & Development</u>							
Replace vehicle # 2665 '13 Toyota Highlander (pool)			\$ -	\$ 30,000	\$ -	\$ -	\$ -
Replace Vehicle #2363 F150 (Pool)			-	38,000	-	-	-
Total Planning			\$ -	\$ 68,000	\$ -	\$ -	\$ -
<u>Police</u>							
2000 Chevrolet Pickup # 1490			\$ 40,000				
2009 Ford Crown Victoria 2247			40,000				
2009 Ford Crown Victoria 2440			40,000				
2009 Ford Crown Victoria 2446			40,000				
2009 Ford Crown Victoria 2448			40,000				
2009 Ford Crown Victoria 2452			40,000				
2010 Chevrolet Impala 2480			40,000				
2010 Chevrolet Impala 2481			40,000				
2009 Ford Fusion 2511			40,000				
2013 Ford Taurus 2624			40,000				
2013 Ford Taurus 2560			40,000				
Annual replacement schedule			-	480,000	480,000	480,000	480,000
Total Police			\$ 440,000	\$ 480,000	\$ 480,000	\$ 480,000	\$ 480,000
<u>Fire</u>							
Replace # 5766 - 2008 Pierce Fire Engine - Engine 5	30	IMPERATIVE	\$ 625,000	\$ -	\$ -	\$ -	\$ -
Repl self-contained breathing apparatus (50 every 10 yrs @ \$8.7K)		IMPERATIVE	480,000	-	-	-	-
Replace # 5492 - Ford F-450 - Medic 1	25	ESSENTIAL	80,000	-	-	-	-
Replace #4878 Ford F-350	32	IMPORTANT	60,000	-	-	-	-
Replace # 5752 - 2008 Chevy Tahoe - Fire Marshal 2 ⁽¹⁾	27	IMPORTANT	-	50,000	-	-	-
Replace 6 of 12 2500 Radios (\$6,000 each)		IMPERATIVE	36,000	36,000	-	-	-
Replace thermal imaging cameras (2 per year at \$10,000 each)		ESSENTIAL	20,000	20,000	20,000	20,000	20,000

CITY OF MONROE
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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>
Replace emergency shelter for mass decon (Zumro) 1 per yr		ESSENTIAL	-	40,000	20,000	-	-
Replace Portable Fire Extinguisher Training Simulator		ESSENTIAL	-	12,000	-	-	-
Replace Smoke Generator (2 at \$5000 per unit)		ESSENTIAL	-	10,000	-	-	-
Replace Robotic Educational Device		ESSENTIAL	-	9,500	-	-	-
Replace # 2029 - Oshkosh Airport Blaze Unit (Blaze 4)			-	800,000	-	-	-
Replace # 4808 - 2005 Ford F-550 - Medic 4			-	80,000	-	-	-
Replace Electronic Personnel Accountability System			-	75,000	-	-	-
Replace / Repair / Asphalt Main Drive to Fire Training Center			-	60,000	-	-	-
Replace Older UTV at Station 1			-	25,000	-	-	-
Replace # 4847 - 2003 International Tractor - Hazmat 5			-	-	500,000	-	-
Replace # 1757- 2009 Ford F-450- Medic 3			-	-	80,000	-	-
Replace / repair driver training pad at Training Center			-	-	230,000	-	-
Total Fire			\$ 1,301,000	\$ 1,217,500	\$ 850,000	\$ 20,000	\$ 20,000

Notes: ⁽¹⁾ Chevy Tahoe is being delayed in order to fund other expenditures at the request of Fire Chief

Information Technology

Datacenter Backup Power (UPS)		IMPERATIVE	\$ 160,000	\$ -	\$ 90,000	\$ -	\$ -
Blade Server Refresh		ESSENTIAL	25,000	-	-	-	50,000
Tier 2 Storage - Storage -DR site expansion		ESSENTIAL	45,000	-	-	-	50,000
Replace vehicle # C05297 2003 Chrysler Pacifica	27	IMPORTANT	30,000	-	-	-	-
Backup Storage Expansion		ESSENTIAL	20,000	-	-	-	20,000
Tier 4 Storage (Security Cameras)			-	-	-	30,000	-
iSeries HTE Servers			-	75,000	-	-	-
Tier 3 Storage			-	40,000	-	-	-
Firewall Refresh (hardware)			-	17,000	-	-	17,000
Firewalls Refresh			-	15,000	15,000	-	-
Backup Infrastructure			-	-	40,000	-	-
Tier 1 Storage			-	-	-	120,000	-
Core switch replacements			-	-	-	50,000	50,000
Mail Archival System			-	-	-	40,000	-
Remote Access Appliances			-	-	-	30,000	-
Lightspeed Content Filter appliance and subscription			-	-	-	22,000	-
SQL Refresh			-	-	-	15,000	15,000
Total IS			\$ 280,000	\$ 147,000	\$ 145,000	\$ 307,000	\$ 202,000
Total General Fund 110			\$ 2,221,000	\$ 2,272,500	\$ 1,720,000	\$ 957,000	\$ 1,010,000

CITY OF MONROE
FY 2019 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 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>
<u>Parks & Recreation - Recreation</u>							
Replace #2276 2006 Ford Escape (w/ larger used SUV)	20	ESSENTIAL	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Replace # 1937 '90 Bus (with used bus)			-	10,000	-	-	-
Replace #2158 2003 Chevy. Athletic Dir. Truck			-	32,000	-	-	-
Replace #2356 Ford Elkhart Bus 2008 (Senior Center)			-	-	65,000	-	-
Replace #2578 2012 Chevy Mini Bus			-	-	-	60,000	-
Replace #2579 2013 Chevy Mini Bus			-	-	-	-	60,000
Total P&R Recreation			\$ -	\$ 77,000	\$ 65,000	\$ 60,000	\$ 60,000
<u>Parks & Recreation - Parks Maintenance</u>							
Replace mower #5282	27	ESSENTIAL	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Replace mowers #1726 & 1728		ESSENTIAL	26,000	-	-	-	-
Replace leaf box #5738			-	77,000	-	-	-
Replace mower #2829			-	65,000	-	-	-
Replace 15' Bush Hog			-	18,000	-	-	-
Replace Slope Mower			-	-	65,000	-	-
Replace loader #1362			-	-	-	75,000	-
Replace tractorTS90			-	-	-	65,000	-
Replace mowers # 1924 &1926			-	-	-	26,000	-
Replace turf tractor #32			-	-	-	-	40,000
Replace 7' Bush Hog			-	-	-	-	10,000
Total P&R Parks Maintenance			\$ 91,000	\$ 160,000	\$ 65,000	\$ 166,000	\$ 50,000
<u>Parks & Recreation - Facilities Maintenance</u>							
Replace Dickerson Gym roof		ESSENTIAL	\$ -	\$ 165,000	\$ -	\$ -	\$ -
HVAC replacements/HVAC inventory		IMPERATIVE	100,000	49,900	126,500	44,000	52,000
Replace Truck # 1695	38	ESSENTIAL	45,000	-	-	-	-
Replace Roof J Ray Shute Center			-	50,000	-	-	-
Replace hot water circulation pump City Hall			-	16,000	-	-	-
Replace roof at Winchester gym			-	-	80,000	-	-
Replace Senior Center Roof			-	-	-	-	75,000
Total P&R Facilities Maintenance			\$ 145,000	\$ 280,900	\$ 206,500	\$ 44,000	\$ 127,000
Total Parks and Recreation 130			\$ 236,000	\$ 517,900	\$ 336,500	\$ 270,000	\$ 237,000
Total Funds 110 & 130			\$ 2,457,000	\$ 2,790,400	\$ 2,056,500	\$ 1,227,000	\$ 1,247,000

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GF Funding Sources:			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)			\$ 490,000	\$ 1,850,400	\$ 1,416,500	\$ 1,077,000	\$ 947,000
Grants / Oth External Funding			200,000	140,000	140,000	150,000	300,000
Fund Balance Appropriation			1,142,000	-	-	-	-
Allocations to Other Funds			-	-	-	-	-
Installment Financing			625,000	800,000	500,000	-	-
TOTAL AVAILABLE			\$ 2,457,000	\$ 2,790,400	\$ 2,056,500	\$ 1,227,000	\$ 1,247,000
TOTAL REQUESTED			\$ 2,457,000	\$ 2,790,400	\$ 2,056,500	\$ 1,227,000	\$ 1,247,000
Net Overage/ (Shortage)			\$ -				

Parks & Recreation - Golf Course

Replace Toro 3250 D Triplex Serial # 04383-20001210	40	IMPORTANT	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Replace Toro Multi-Pro Sprayer #1959		IMPERATIVE	35,000	-	-	-	-
Replace 2002 Terratopper Topdresser #1716		ESSENTIAL	18,000	-	-	-	-
Replace 2005 Toro 5500 Fairway Mower #5322			-	75,000	-	-	-
Replace Toro 3500 Rough Mower #1745			-	40,000	-	-	-
Replace 2002 Chevy Pickup Truck # 1994			-	35,000	-	-	-
Replace 1997 John Deere 5310 Tractor #1958			-	20,000	-	-	-
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 1993 Bedknife Grinder #1975			-	-	21,000	-	-
Replace Toro 5510 Fairway Mower #2231			-	-	-	75,000	-
Replace 2015 Toro 4500 D Rough Mower #6051			-	-	-	-	75,000
			\$ 98,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
Total Golf Course			\$ 98,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000

MCC Funding Sources:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from General Fund	-	170,000	151,000	75,000	75,000
General Fund Balance Appropriation	98,000	-	-	-	-
Installment Financing	-	-	-	-	-
TOTAL AVAILABLE	\$ 98,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
TOTAL REQUESTED	\$ 98,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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<u>Aquatics & Fitness Center</u>							
Treadmill replacements (\$5,295 each)		ESSENTIAL	\$ 10,590	\$ 52,950	\$ 52,950	\$ 63,540	\$ 90,015
HVAC replacements		ESSENTIAL	21,000	25,000	25,000	25,000	25,000
Incline trainers (\$5,500 each)		ESSENTIAL	22,000	-	-	-	-
Steam Generator		ESSENTIAL	8,000	-	-	-	8,500
Power Cable Tower System		IMPERATIVE	13,427	-	-	-	-
Industrial Dryer		ESSENTIAL	5,500	-	-	5,500	-
Replace waterpark grates			-	23,000	-	-	-
Pool Heater			-	20,000	-	-	-
Aerobic room floor replacement			-	14,000	-	-	-
Replace Industrial dryers			-	7,000	-	-	-
Pool vacuum			-	5,500	-	-	-
Walking Track Railing Replacement			-	-	50,000	-	-
Fitness room floor (weight room) replacement			-	-	45,000	-	-
Pool pump replacement			-	-	9,000	-	-
Pool chairlift replacement			-	-	6,500	-	-
Replace walking track floor			-	-	-	50,000	-
Fitness Room Floor Replacement Cardio room			-	-	-	45,000	-
Spa Heater			-	-	-	-	20,000
			\$ 80,517	\$ 147,450	\$ 188,450	\$ 189,040	\$ 143,515
Total Aquatics & Fitness Center			\$ 80,517	\$ 147,450	\$ 188,450	\$ 189,040	\$ 143,515

MAFC Funding Sources:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)	\$ 26,927	\$ 147,450	\$ 188,450	\$ 189,040	\$ 143,515
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ 53,590	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 80,517	\$ 147,450	\$ 188,450	\$ 189,040	\$ 143,515
TOTAL REQUESTED	\$ 80,517	\$ 147,450	\$ 188,450	\$ 189,040	\$ 143,515
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Water Resources - Maintenance

Replace # 2153 Case backhoe w/excavator	30	ESSENTIAL	\$ 120,000	\$ -	\$ -	\$ -	\$ -
Replace #2052 F550 Utility Truck	32	ESSENTIAL	65,000	-	-	-	-
Replace Air Compressor 103	33	ESSENTIAL	20,000	-	-	-	-

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Replace #2359 Bobcat all terrain vehicle	23	ESSENTIAL	15,000	-	-	-	-
Replace #1437 9 Ton trailer w/ 12 Ton trailer	26	ESSENTIAL	12,000	-	-	-	-
New Radio detection line locator		ESSENTIAL	7,000	-	-	-	-
Replace #2000 Freightliner Jet Truck			-	400,000	-	-	-
Replace CCTV Camera System and Software			-	65,000	-	-	-
Replace #2279, 2WD Truck			-	25,000	-	-	-
Replace #923 97 Thompson Trash Pump			-	20,000	-	-	-
New Ground Penetrating Radar			-	18,000	-	-	-
Replace #1846 pipe bursting winch			-	-	80,000	-	-
Replace #1701 New Holland Back hoe			-	-	80,000	-	-
Replace #1489 Jet Serco Trailer			-	-	40,000	-	-
Replace #936 Hudson Trailer			-	-	20,000	-	-
Replace #4863 10' bush hog			-	-	10,000	-	-
Replace #4871 7' bush hog			-	-	4,700	-	-
Replace # 2548 F150 Pickup			-	-	-	30,000	-
Replace # 2521 2 WD Pickup			-	-	-	-	30,000
Replace # 2520 2WD Pickup			-	-	-	-	30,000
Replace # 5249 Hustler mower			-	-	-	-	7,500
			\$ 239,000	\$ 528,000	\$ 234,700	\$ 30,000	\$ 67,500

Water Resources - Construction

Replace #2204 Case 160 Excavator w/ 20,000# Class			\$ -	\$ 140,000	\$ -	\$ -	\$ -
Replace #1240 '98 Tandem Axle Dump Truck w/ Flat Bed Dump			-	95,000	-	-	-
Rebuild #720 '91 Low Boy Tractor			-	30,000	-	-	-
Rebuild #720-2 '96 Low Boy Trailer			-	20,000	-	-	-
Replace 2005 GMC Dump Truck			-	-	90,000	-	-
Replace #2210 Hudson brothers 12 ton trailer			-	-	20,000	-	-
Replace #2243 Utility Truck			-	-	-	120,000	-
Replace 2011 Kubota 80 Excavator			-	-	-	120,000	-
Replace#4412 2001 Sterling Street Flusher			-	-	-	110,000	-
Replace #1241 '98 Tandem Axle Dump Truck			-	-	-	-	165,000
Replace 2007 Freightliner Utility Truck			-	-	-	-	120,000
Replace #2549 4wd Pickup			-	-	-	-	30,000
Replace shoring boxes			-	-	-	-	20,000
			\$ -	\$ 285,000	\$ 110,000	\$ 350,000	\$ 335,000

Water Resources - Water Treatment Plant

Replace fluoride dry feeder	ESSENTIAL		\$ 65,000	\$ -	\$ -	\$ -	\$ -
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Remodel Control Building		ESSENTIAL	50,000	-	-	-	-
Lagoon Cleaning			-	100,000	-	-	-
Replace Chlorine Scales			-	30,000	-	-	-
Replace Coating on Sedimentation Basins			-	-	500,000	-	-
Replace Asphalt at WTP			-	-	100,000	-	-
Replace Operator Utility Vehicle			-	-	13,000	-	-
Replace Boat Motor			-	-	-	10,000	-
			\$ 115,000	\$ 130,000	\$ 613,000	\$ 10,000	\$ -

Water Resources - Wastewater Treatment Plant

Replace/Rebuild Filter Blowers		ESSENTIAL	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Replace Effluent and Drain valves filters 1,2,3 and 4		ESSENTIAL	140,000	-	-	-	-
Repair Conduit/Settlement at IPS #2		ESSENTIAL	100,000	-	-	-	-
Repair Filter Building Drainage		ESSENTIAL	75,000	-	-	-	-
Replace skid steer loader	28	ESSENTIAL	55,000	-	-	-	-
Replace #2251 3/4 Ton 4wd pickup	24	ESSENTIAL	40,900	-	-	-	-
Replace Belt Press			-	350,000	-	-	-
Replace membrane diffusers in basins 1-5			-	175,000	-	-	-
Replace Filter Media			-	-	120,000	-	-
Clean Out Basins 1-5			-	-	100,000	-	-
			\$ 560,900	\$ 525,000	\$ 220,000	\$ -	\$ -
Total Water Resources			\$ 914,900	\$ 1,468,000	\$ 1,177,700	\$ 390,000	\$ 402,500

WR Funding Sources:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)	\$ 914,900	\$ 1,468,000	\$ 1,177,700	\$ 390,000	\$ 402,500
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 914,900	\$ 1,468,000	\$ 1,177,700	\$ 390,000	\$ 402,500
TOTAL REQUESTED	\$ 914,900	\$ 1,468,000	\$ 1,177,700	\$ 390,000	\$ 402,500
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Stormwater

Tandem Truck to replace #2185 (2004) Powell Bill	\$ -	\$ -	\$ 140,000	\$ -	\$ -
2 Ton Flat-bed Truck to replace #2423 (2009)	-	-	-	95,000	-

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Crew Cab 4x4 Utility Truck to replace #2425 (2009)			-	-	-	-	75,000
Replace Street Sweepers (FY18)			-	-	-	-	-
SUV to replace #2428 (2009)			-	-	-	-	-
Total Stormwater			\$ -	\$ -	\$ 140,000	\$ 95,000	\$ 75,000

SU Funding Sources:

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	\$ -	\$ -	\$ -	\$ 95,000	\$ 75,000
	\$ -	\$ -	\$ 140,000	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ -	\$ -	\$ 140,000	\$ 95,000	\$ 75,000
TOTAL REQUESTED	\$ -	\$ -	\$ 140,000	\$ 95,000	\$ 75,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Electrical

Replace Vehicle # 2454 '09 Bucket Truck	29	ESSENTIAL	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Replace Vehicle # 2314 '06 4WD SUV Large Wheel Base	24	IMPERATIVE	42,000	-	-	-	-
Replace Vehicle # 2353 '07 Chevy utility van			-	40,000	-	-	-
Replace Vehicle # 2463 '10 85 Ft. Bucket Truck			-	300,000	-	-	-
Replace Vehicle # 2466 '10 Mini Skid Loader w/Attachments			-	75,000	-	-	-
Replace Vehicle # 2504 '10 Cable Pusher			-	75,000	-	-	-
Replace Vehicle # 2502, '11 Knuckle Boom Crane			-	-	225,000	-	-
Replace Vehicle # 2559, '11 Mini Excavator			-	-	100,000	-	-
Replace Vehicle # 2529, '11 Backhoe			-	-	100,000	-	-
Replace Vehicle # 2532, '11 4WD Pickup Truck w/Service Body			-	-	50,000	-	-
Replace Vehicle # 2499, '11 Digger Derrick			-	-	-	275,000	-
Replace Vehicle # 1643, '12 Lift Truck			-	-	-	90,000	-
Replace Vehicle # 1602, '12 Mini Excavator			-	-	-	50,000	-
Replace Vehicle # 1599, '12 3/4 ton 4WD Pickup Truck w/Srv Body			-	-	-	50,000	-
Replace Vehicle # 1600, '12 4WD Pickup Truck w/Service Body			-	-	-	50,000	-
Replace Vehicle # 2580, '12 4WD Pickup Truck w/Service Body			-	-	-	-	50,000
Replace Vehicle # 2581, '12 4WD Pickup Truck w/Service Body			-	-	-	-	50,000
Total Electric			\$ 242,000	\$ 490,000	\$ 475,000	\$ 515,000	\$ 100,000
Total Electric Fund			\$ 242,000	\$ 490,000	\$ 475,000	\$ 515,000	\$ 100,000

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EL Funding Sources:			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)			\$ 242,000	\$ 490,000	\$ 475,000	\$ 515,000	\$ 100,000
Oth External Funding			\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation			\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing			\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE			\$ 242,000	\$ 490,000	\$ 475,000	\$ 515,000	\$ 100,000
TOTAL REQUESTED			\$ 242,000	\$ 490,000	\$ 475,000	\$ 515,000	\$ 100,000
Net Overage/ (Shortage)			\$ -				

Natural Gas

2008 Ford F-350 Pickup Replacement, #2380	28	ESSENTIAL	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Ditch Witch RT55 Trencher Replacement, #2348			-	-	95,000	-	-
1997 Ford F-800 Service Truck Replacement, #1149			-	-	-	150,000	-
2013 Ford F-350 4x4 Pickup Replacement, #2630			-	-	-	-	45,000
Total Gas			\$ 60,000	\$ -	\$ 95,000	\$ 150,000	\$ 45,000

NG Funding Sources:

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2020-22	FY 2020-22
Operating Revenue (annual)	\$ 60,000	\$ -	\$ 95,000	\$ 150,000	\$ 45,000
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 60,000	\$ -	\$ 95,000	\$ 150,000	\$ 45,000
TOTAL REQUESTED	\$ 60,000	\$ -	\$ 95,000	\$ 150,000	\$ 45,000
Net Overage/ (Shortage)	\$ -				

Airport

Replace 1980 Clark Tug #2285	ESSENTIAL	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Self Service Terminal Replacement		-	14,740	-	-	-
Ground Communication Equipment	ESSENTIAL	12,000	-	-	-	-
Total Airport		\$ 67,000	\$ 14,740	\$ -	\$ -	\$ -

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AP Funding Sources:			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Operating Revenue (annual)			\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding			\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from General Fund			\$ 67,000	\$ 14,740	\$ -	\$ -	\$ -
Fund Balance Appropriation (General Fund)			\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing			\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE			\$ 67,000	\$ 14,740	\$ -	\$ -	\$ -
TOTAL REQUESTED			\$ 67,000	\$ 14,740	\$ -	\$ -	\$ -
Net Overage/ (Shortage)			\$ -				
Grand Total - All Funds			\$ 3,919,417	\$ 5,080,590	\$ 4,283,650	\$ 2,641,040	\$ 2,088,015

⁽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 2018 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 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</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							
Land options future industrial area(s)-Industrial Park #3		\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -
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	-	-	-	-
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		\$ 300,000	\$ 2,748,000	\$ 2,150,000	\$ 3,650,000	\$ 3,500,000	\$ 7,500,000
Engineering - Engineering Services							
Parking lot resurfacing (Church St at RR Depot)		\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -
Engineering - Street							
Contract Resurfacing \$30 Vehicle Tax	IMPERATIVE	\$ 835,770	\$ 835,770	\$ 835,770	\$ 835,770	\$ 835,770	\$ 835,770
Contract Resurfacing (FB assignment)	COMMITTED	300,000	300,000	300,000	300,000	300,000	300,000
Salt/sand storage shed	IMPORTANT	-	100,000	-	-	-	-
2- 31 ft. x 28 ft. x 14 ft. tall equipment shelters	IMPORTANT	-	18,000	-	-	-	-
		\$ 1,135,770	\$ 1,253,770	\$ 1,135,770	\$ 1,135,770	\$ 1,135,770	\$ 1,135,770
Total Engineering		\$ 1,135,770	\$ 1,413,770	\$ 1,135,770	\$ 1,135,770	\$ 1,135,770	\$ 1,135,770
Building Standards - Code Enforcement							
Non-hybrid 4 wheel drive SUV (new position)		\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Total Building Standards		\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -

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Police							
New vehicle for Crime Scene Technician position		\$ -	\$ 50,000				
Total Police		\$ -	\$ 50,000	\$ -	\$ -		\$ -
Fire							
Station 5 alarm and sprinkler system	IMPERITIVE	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -
Hurst Cutter and Spreader	IMPERITIVE	19,000	-	-	-	-	-
Live fire training, burn building at Fire Training Center (possible cost share w/Union Co)		-	1,000,000	-	-	-	-
Fire Engine for Station 6		-	625,000	-	-	-	-
Fire Station renovations (Station 2) up fit kitchen, dorms, dayroom, and locker area,		-	200,000	-	-	-	-
Medic Unit for Station 6		-	75,000	-	-	-	-
4 Door 3/4 Ton Pickup Truck (surplus Utility 5 1787)		-	50,000	-	-	-	-
New Opticom Traffic Control Devices (3 intersections @ \$6K ea.)		-	45,000	45,000	45,000	-	-
Breathing apparatus-new staff Station 6 (4)		-	40,000	-	-	-	-
Fencing for Training Grounds		-	25,000	-	-	-	-
Storage Buildings for Fire Dept. Trailers (two 24x30x11 metal buildings and re-erect the 15x50 building in storage.		-	20,000	-	-	-	-
New Fire Station 1		-	-	450,000	4,500,000	-	-
Fire Station renovations (Station 5) up fit kitchen, dorms, dayroom, locker area		-	-	250,000	-	-	-
Fire Station 6 (additional station in northwest area)		-	-	-	360,000	3,600,000	-
Total Fire		\$ 159,000	\$ 2,080,000	\$ 745,000	\$ 4,905,000	\$ 3,600,000	\$ -
Information Technology (Division)							
Cable Certifier	ESSENTIAL	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fiber Splicing Equip	IMPORTANT	10,000	-	-	-	-	-
Data Center Expansion		-	-	250,000	-	-	-
Department Building		-	-	-	-	2,300,000	-
Total IT (Division)		\$ 24,000	\$ -	\$ 250,000	\$ -	\$ 2,300,000	\$ -
Total IS		\$ 24,000	\$ -	\$ 250,000	\$ -	\$ 2,300,000	\$ -
Total General Fund		\$ 1,618,770	\$ 6,291,770	\$ 4,315,770	\$ 9,690,770	\$ 16,335,770	\$ 8,635,770

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General Fund Funding Sources:		<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
Operating Revenue (annual)		\$ -	\$ 4,506,000	\$ 3,180,000	\$ 8,855,000	\$ 15,500,000	\$ 7,800,000
\$30 Vehicle Tax		835,770	835,770	835,770	835,770	835,770	835,770
Grants / Oth External Funding		-	-	-	-	-	-
Fund Balance Appropriation		183,000	-	-	-	-	-
GO Bond Issue		-	-	-	-	-	-
Fund Balance - Formal Assignment for Streets		300,000	300,000	300,000	-	-	-
Water Resources Fund (interfund loan)		300,000	-	-	-	-	-
Allocation to Enterprise Funds		-	-	-	-	-	-
Installment Financing		-	650,000	-	-	-	-
TOTAL AVAILABLE		\$ 1,618,770	\$ 6,291,770	\$ 4,315,770	\$ 9,690,770	\$ 16,335,770	\$ 8,635,770
TOTAL REQUESTED		\$ 1,618,770	\$ 6,291,770	\$ 4,315,770	\$ 9,690,770	\$ 16,335,770	\$ 8,635,770
Net Overage/(Shortage)		\$ -	\$ -				

Parks & Recreation - Recreation

Greenway Capital Reserve Fund	ESSENTIAL	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Winchester Teen Center (GB1501)		-	-	-	-	-	TBD
Dog Park		-	40,000	-	-	-	-
Creft Park-Don Griffin Greenway Phase II ⁽¹⁾		-	-	GW Reserves	-	-	-
Phase IV Parks Williams Athl. Cmplx (Miracle Field) PARTF Match		-	-	1,000,000	-	-	-
Phase III Historic Greenway ⁽¹⁾		-	-	-	GW Reserves	-	-
Phase II Historic Greenway ⁽¹⁾		-	-	-	GW Reserves	-	-
Creft Park-Don Griffin Greenway Phase I ⁽¹⁾		-	-	-	GW Reserves	-	-
Don Griffin-Winchester Greenway Phase II ⁽¹⁾		-	GW Reserves	-	-	-	-
Don Griffin-Winchester Greenway Phase I ⁽¹⁾		GW Reserves	-	-	-	-	-
Construct new entrance for Belk Tonawanda Park		-	400,000	-	-	-	-
Total P&R Recreation		\$ 100,000	\$ 540,000	\$ 1,100,000	\$ 100,000	\$ 100,000	\$ -

See Park's Williams Phase III request for \$500K grant match in General Government Capital Project fund below.

⁽¹⁾ To be paid for with funds accumulated in the Greenways Reserve Fund and grants.

Parks & Recreation - Parks Maintenance

Sunset Park Renovations		\$ -	\$ 233,000	\$ -	\$ -	\$ -	\$ -
Fencing Replacements		30,000	-	-	-	-	-
Total Park Maintenance		\$ 30,000	\$ 233,000	\$ -	\$ -	\$ -	\$ -

Total Parks and Recreation

\$ 130,000	\$ 773,000	\$ 1,100,000	\$ 100,000	\$ 100,000	\$ -
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Parks & Recreation		<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
Operating Revenue		\$ 100,000	\$ 773,000	\$ 1,100,000	\$ 100,000	\$ 100,000	\$ -
Installment Financing		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Other Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Greenway Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE		\$ 130,000	\$ 773,000	\$ 1,100,000	\$ 100,000	\$ 100,000	\$ -
TOTAL REQUESTED		\$ 130,000	\$ 773,000	\$ 1,100,000	\$ 100,000	\$ 100,000	\$ -
Net Overage/(Shortage)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Golf Course

New Pump Station for irrigation system	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -
Add Greens Roller	-	20,000	-	-	-	-	-
New Irrigation System Front 9	-	-	265,000	-	-	-	-
Pave Equipment Storage area and Parking area at Maint. Shop	-	-	60,000	-	-	-	-
3 Bay Landscape Material Storage Bin with Privacy fence	-	-	20,000	-	-	-	-
New irrigation System Back 9	-	-	-	320,000	-	-	-
Replace Fertilizer, Chemical and Tool Sheds	-	-	-	-	-	50,000	-
Enclose Two Outdoor Bays at Shop and add Garage Doors	-	-	-	-	-	35,000	-
	\$ -	\$ 200,000	\$ 345,000	\$ 320,000	\$ 85,000	\$ -	\$ -
Total Golf Course	\$ -	\$ 200,000	\$ 345,000	\$ 320,000	\$ 85,000	\$ -	\$ -

MCC (Golf Course)

	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from the General Fund	\$ -	\$ 200,000	\$ 345,000	\$ 320,000	\$ 85,000	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ -	\$ 200,000	\$ 345,000	\$ 320,000	\$ 85,000	\$ -
TOTAL REQUESTED	\$ -	\$ 200,000	\$ 345,000	\$ 320,000	\$ 85,000	\$ -
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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<u>General Gov't Capital Projects</u>							
<u>Parks & Rec</u>							
New Senior Center	ESSENTIAL	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Phase III Parks Williams Athletic Complex-PARTF Match		-	500,000	-	-	-	-
<u>Planning</u>							
Implementation Concord Ave. Redevelopment	IMPERITIVE	150,000	300,000	-	-	-	-
<u>Public Safety</u>							
New Police Dept. Bldg.	ESSENTIAL	11,920,000	-	-	-	-	-
Fire Station 6 (Temp facility)	IMPERITIVE	280,000	-	-	-	-	-
Fire Administration Renovation		-	5,360,383	-	-	-	-
Fire Station renovations (Station 3) dorms, kitchen, dayroom and locker and fire protection system		-	650,000	-	-	-	-
<u>City Wide (MTDA, P&R, Downtown)</u>							
Wayfinding Phs 2 (design/location plan only/city wide)		50,000	-	-	-	-	-
<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		-	50,000	-	-	-	-
Design/construction plans for hardscape/plaza area		-	50,000	-	-	-	-
Construction		-	500,000	-	-	-	-
<i>Five Points Gateway</i>							
320/322 E Franklin, demo		250,000	-	-	-	-	-
320/322 E Franklin, environmental		250,000	-	-	-	-	-
<i>One Way Street conversion elements:</i>							
One Way Street conversion (design/const. plans)		-	1,200,000	-	-	-	-
Jefferson & Franklin Two Way Traffic conversion		-	-	-	3,000,000	-	-
Jefferson & Franklin Roundabout (Peanut, w/conversion)		-	-	-	2,600,000	-	-
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	-	-
		\$ 15,900,000	\$ 11,101,823	\$ -	\$ 10,650,000	\$ -	\$ -

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	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
Fund 350 Cap Proj						
Installment Financing	\$ 15,420,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Balance	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -
Greenway Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers from other Funds	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 15,900,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REQUESTED	\$ 15,900,000	\$ 11,101,823	\$ -	\$ 10,650,000	\$ -	\$ -
Net Overage/(Shortage)	\$ -	\$ (11,101,823)	\$ -	\$ (10,650,000)	\$ -	\$ -

Aquatics & Fitness Center

Resurfacing indoor pool	IMPERATIVE	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -
Parking lot resurfacing		-	45,000	45,000	-	-	-
Spa Resurfacing		-	15,000	-	-	-	-
Water Park Resurfacing		-	-	78,000	-	-	-
Replacement roof sections		-	-	-	40,000	140,000	-
Waterpark renovation		-	-	-	-	1,500,000	-
Total Aquatics & Fitness Center		\$ 78,000	\$ 60,000	\$ 123,000	\$ 40,000	\$ 1,640,000	\$ -

	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
MAFC (Aquatic Center)						
Operating Revenue	\$ 78,000	\$ 60,000	\$ 45,000	\$ 40,000	\$ 140,000	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ 78,000	\$ -	\$ 1,500,000	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 78,000	\$ 60,000	\$ 123,000	\$ 40,000	\$ 1,640,000	\$ -
TOTAL REQUESTED	\$ 78,000	\$ 60,000	\$ 123,000	\$ 40,000	\$ 1,640,000	\$ -
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Water Treatment Plant

WTP Filter #4 Addition	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -
Dry Chemical Storage	-	100,000	-	-	-	-
Upgrade Carbon Feed System	-	250,000	-	-	-	-
Additional Bulk Liquid Storage	-	250,000	-	-	-	-
Algae Sonic Control System	-	-	-	400,000	-	-
Total	\$ -	\$ 1,850,000	\$ -	\$ 400,000	\$ -	\$ -

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<u>Water Resources - Water Capital Projects</u>							
NCDOT 601/74 Interchange		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Highway 74 12-Inch Water Main Replacement		-	100,000	1,250,000	-	-	-
Goldmine Pumps Upgrade		-	-	250,000	-	-	-
Water and Sewer Master Plan		-	-	-	400,000	-	-
		\$ 300,000	\$ 100,000	\$ 1,500,000	\$ 400,000	\$ -	\$ -
<u>Water Resources - Wastewater Capital Projects</u>							
Richardson Creek Outfall Rehab (Phase I)	ESSENTIAL	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
WWTP Future Expansion - Land Purchase		-	1,200,000	-	-	-	-
Bearskin Creek Outfall Upgrade		-	-	-	-	14,000,000	-
		\$ 1,000,000	\$ 1,200,000	\$ -	\$ -	\$ 14,000,000	\$ -
Total Water Resources		\$ 1,300,000	\$ 3,150,000	\$ 1,500,000	\$ 800,000	\$ 14,000,000	\$ -
Water Res. Funding Sources:		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	BEYOND
Operating Revenue (annual)		\$ 1,300,000	\$ 1,850,000	\$ 250,000	\$ 800,000	\$ -	\$ -
Fund Balance Appropriation		\$ -	\$ 1,300,000	\$ 1,250,000	\$ -	\$ -	\$ -
Revenue Bonds		\$ -	\$ -	\$ -	\$ -	\$ 14,000,000	\$ -
TOTAL AVAILABLE		\$ 1,300,000	\$ 3,150,000	\$ 1,500,000	\$ 800,000	\$ 14,000,000	\$ -
TOTAL REQUESTED		\$ 1,300,000	\$ 3,150,000	\$ 1,500,000	\$ 800,000	\$ 14,000,000	\$ -
Net Overage/(Shortage)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Stormwater - New</u>							
Pipe Inspection Robot (TV Camera)	ESSENTIAL	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -
Straw Blower	ESSENTIAL	8,000	-	-	-	-	-
7 Ton Tilt Trailer	DESIRABLE	9,000	-	-	-	-	-
Fire Station No. 1 Stormwater BMP's		-	30,000	-	-	-	-
		52,000	30,000	-	-	-	-
<u>Stormwater - Capital Projects</u>							
Water Quality CIP project (Stewarts Creek Watershed)	ESSENTIAL	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000
Pinedell Road Culvert Replacement Project		-	520,000	-	-	-	-
Church Street drainage improvement project		-	-	-	91,000	-	-
Brookgreen Drive Drainage Improvement Project		-	-	-	-	90,000	-
CIP Projects (small drainage issues)		-	-	-	-	-	90,000
James Hamilton Road Culvert Replacement Project		-	-	-	-	-	417,000
		\$ 50,000	\$ 570,000	\$ 50,000	\$ 141,000	\$ 140,000	\$ 607,000
Total Stormwater		\$ 102,000	\$ 600,000	\$ 50,000	\$ 141,000	\$ 140,000	\$ 607,000

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Stormwater		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	BEYOND
Operating Revenue (annual)		\$ 8,000	\$ 80,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 190,000
Fund Balance Appropriation		94,000	520,000	-	91,000	90,000	417,000
Installation Financing		-	-	-	-	-	-
TOTAL AVAILABLE		\$ 102,000	\$ 600,000	\$ 50,000	\$ 141,000	\$ 140,000	\$ 607,000
TOTAL REQUESTED		\$ 102,000	\$ 600,000	\$ 50,000	\$ 141,000	\$ 140,000	\$ 607,000
Net Overage/(Shortage)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Electric - New Equipment

Substation Transformer Bushings	IMPERATIVE	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -
Purchase CT Tester	IMPERATIVE	25,000	-	-	-	-	-
Purchase Transformer Turns Ratio Tester	IMPERATIVE	20,000	-	-	-	-	-
Purchase Winding Resistance Tester	IMPERATIVE	20,000	-	-	-	-	-
Purchase Micro-Ohm Meter	IMPERATIVE	10,000	-	-	-	-	-
		\$ 147,000	\$ -				

Electrical Capital Projects

Subdivision Construction	IMPERATIVE	\$ 420,000	\$ 420,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ -
Extend 35 kV Ckt from Stafford St to Camp Sutton	IMPERATIVE	250,000	250,000	-	-	-	-
Telecommunications	IMPERATIVE	200,000	200,000	-	-	200,000	-
Replace/retire uptown vault switches and cables	IMPERATIVE	100,000	100,000	100,000	100,000	100,000	-
AMI Metering Solutions	IMPERATIVE	100,000	100,000	100,000	100,000	100,000	-
Reconductor 13.2 kV Ckt #3:601S Sub to Cindy Dr	IMPERATIVE	100,000	-	-	-	-	-
NCDOT- U-5703- US74/Rocky River Relocation	IMPERATIVE	90,000	-	-	-	-	-
NCDOT- U-5723- US 74/601N Intersection Improv.	IMPERATIVE	65,000	65,000	-	-	-	-
Replace/retire old underground primary	IMPERATIVE	60,000	60,000	60,000	60,000	60,000	-
Substation Wildlife Protection & Security	IMPERATIVE	25,000	25,000	25,000	25,000	25,000	-
Add Additional Offices to Energy Services Building	ESSENTIAL	25,000	-	-	-	-	-
Add Additional Rock to Substation Yards	ESSENTIAL	20,000	20,000	20,000	20,000	20,000	-
NCDOT- U-5764- US 74 Widening Dickerson to Rocky Rvr		-	460,000	925,000	465,000	-	-
Corporate Center Expansion		-	250,000	-	-	250,000	-
Extend 35 kV Ckt from Airport sub to Rocky River Rd		-	150,000	-	-	-	-
601 North Industrial Park		-	-	500,000	500,000	-	-
NCDOT-U-6031-Charlotte Ave Seymour to Dickerson		-	-	-	65,000	-	-
NCDOT- U-5931- US 74/Secrest Shortcut Intersection		-	-	-	65,000	-	-
3rd Delivery from Duke Energy		-	-	-	-	500,000	-
Monroe Northern Loop-US 74 to Walkup Ave/ Bivens		-	-	-	-	65,000	-
		\$ 1,455,000	\$ 2,100,000	\$ 2,105,000	\$ 1,775,000	\$ 1,695,000	\$ -

CITY OF MONROE
FY 2018 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
STRATEGIC PLAN / CAPITAL PROJECTS
City Council Adopted June 5, 2018

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

Item Description	Priority Ranking	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	BEYOND
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Total Electric		\$ 1,602,000	\$ 2,100,000	\$ 2,105,000	\$ 1,775,000	\$ 1,695,000	\$ -
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	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	BEYOND
Electric						
Operating Revenue (annual)	\$ 1,602,000	\$ 2,100,000	\$ 2,105,000	\$ 1,775,000	\$ 1,695,000	\$ -
Fund Balance Appropriation	\$ -					\$ -
Revenue Bonds	\$ -					\$ -
Installment Financing	\$ -					\$ -
TOTAL AVAILABLE	\$ 1,602,000	\$ 2,100,000	\$ 2,105,000	\$ 1,775,000	\$ 1,695,000	\$ -
TOTAL REQUESTED	\$ 1,602,000	\$ 2,100,000	\$ 2,105,000	\$ 1,775,000	\$ 1,695,000	\$ -
Net Overage/(Shortage)	\$ -	\$ -				

Natural Gas

Purchase Tracking & Traceability Equip. and Software		\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Purchase New Ethane Detector		-	-	25,000	-	-	-
Purchase New Hudson Trailer for Excavator Transportation		-	-	-	15,000	-	-
Purchase New Compact Excavator (45 HP - 50 HP)		-	-	-	70,000	-	-
		\$ -	\$ 30,000	\$ 25,000	\$ 85,000	\$ -	\$ -

Natural Gas Capital Projects

Roadway Relocations	IMPERATIVE	\$ 600,000	\$ 500,000	\$ 500,000	\$ 275,000	\$ 250,000	\$ -
Subdivision Fund	ESSENTIAL	200,000	250,000	300,000	200,000	200,000	-
Revenue Based Expansions	ESSENTIAL	175,000	250,000	120,000	100,000	100,000	-
Pipeline Replacement	IMPERATIVE	175,000	150,000	175,000	150,000	150,000	-
Distribution Integrity Management Program	IMPERATIVE	145,000	150,000	150,000	150,000	125,000	-
System Reinforcement Projects-Miscellaneous	DESIRABLE	100,000	200,000	100,000	150,000	150,000	-
AMI Metering Solutions	ESSENTIAL	50,000	50,000	50,000	50,000	75,000	-
Cathodic Protection Remediation / Replacement	DESIRABLE	50,000	95,000	50,000	50,000	50,000	-
Transmission Pipeline Integrity Mngt Assessment	IMPORTANT	35,000	35,000	35,000	35,000	35,000	-
Add Additional Office to Energy Services Building	IMPERATIVE	25,000	-	-	-	-	-
LNG Facility Upgrades / Additional Storage		-	-	50,000	50,000	50,000	-
601 North Industrial Park		-	-	-	75,000	75,000	-
System Uprate Projects		-	-	-	-	85,000	-
Industrial Meter Rebuilds / Upgrades		-	-	-	-	25,000	-
		\$ 1,555,000	\$ 1,680,000	\$ 1,530,000	\$ 1,285,000	\$ 1,370,000	\$ -

Total Gas		\$ 1,555,000	\$ 1,710,000	\$ 1,555,000	\$ 1,370,000	\$ 1,370,000	\$ -
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CITY OF MONROE
FY 2018 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
STRATEGIC PLAN / CAPITAL PROJECTS
City Council Adopted June 5, 2018

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>Priority Ranking</i>	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
N Gas		<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2021-22</i>	<i>FY 2022-23</i>	<i>BEYOND</i>
Operating Revenue (annual)		\$ 1,555,000	\$ 1,710,000	\$ 1,555,000	\$ 1,370,000	\$ 1,370,000	\$ -
Grants / Oth External Funding		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Bonds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE		\$ 1,555,000	\$ 1,710,000	\$ 1,555,000	\$ 1,370,000	\$ 1,370,000	\$ -
TOTAL REQUESTED		\$ 1,555,000	\$ 1,710,000	\$ 1,555,000	\$ 1,370,000	\$ 1,370,000	\$ -
Net Overage/(Shortage)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Airport

Awning cover for mobile fuelers	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -

Airport Capital Projects

Quonset Building demolition	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Runway Strengthening Project (design/bidding)	-	526,820	-	-	-	-	-
Runway Strengthening Project (construction)	-	-	4,741,380	-	-	-	-
Terminal Building Expansion	-	-	-	1,900,000	-	-	-
Taxiway Strengthening/Fillet Widening Project (design/bidding)	-	-	-	580,520	-	-	-
Taxiway Strengthening/Fillet Widening Project (construction)	-	-	-	-	-	5,224,680	-
North Hangar Area Improvements - Phase I	-	-	-	-	-	499,950	-
North Hangar Area Improvements - Phase II	-	-	-	-	-	-	2,794,000
East Partial Parallel Taxiway	-	-	-	-	-	-	TBD
Land Acquisition - Runway 23 Runway Protection Zone	-	-	-	-	-	-	TBD
New Air Traffic Control Tower and Access Road	-	-	-	-	-	-	TBD
Land Acquisition - West Hangar Area	-	-	-	-	-	-	TBD
Land Acquisition - East Area	-	-	-	-	-	-	TBD
North Hangar Area Improvements - Phase III	-	-	-	-	-	-	TBD
North Hangar Area Improvements - Phase IV	-	-	-	-	-	-	TBD
Land Acquisition & Design for Auto Prkg Expansion	-	-	-	-	-	-	TBD
Total	\$ -	\$ 1,526,820	\$ 4,741,380	\$ 2,480,520	\$ 5,724,630	\$ 2,794,000	

CITY OF MONROE
FY 2018 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
STRATEGIC PLAN / CAPITAL PROJECTS
City Council Adopted June 5, 2018

Priority Descriptions

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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 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>BEYOND</i>
Total Airport		\$ -	\$ 1,556,820	\$ 4,741,380	\$ 2,480,520	\$ 5,724,630	\$ 2,794,000

CMEA (Airport) Funding Sources	<i>FY 2019</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2021-22</i>	<i>FY 2022-23</i>	<i>BEYOND</i>
Operating Revenue (annual)	\$ -	\$ 1,030,000	\$ -	\$ 2,480,520	\$ 499,950	\$ 2,794,000
Subsidy from General Fund	\$ -	\$ -	\$ -			\$ -
Sale to External Parties	\$ -					\$ -
Grants / Oth External Funding	\$ -	\$ 526,820	\$ 4,741,380	\$ -	\$ 5,224,680	\$ -
Fund Balance Appropriation	\$ -					\$ -
Revenue Bonds	\$ -					\$ -
Installment Financing	\$ -					\$ -
TOTAL AVAILABLE	\$ -	\$ 1,556,820	\$ 4,741,380	\$ 2,480,520	\$ 5,724,630	\$ 2,794,000
TOTAL REQUESTED	\$ -	\$ 1,556,820	\$ 4,741,380	\$ 2,480,520	\$ 5,724,630	\$ 2,794,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total - All Funds	\$ 22,285,770	\$ 27,543,413	\$ 15,835,150	\$ 27,367,290	\$ 41,090,400	\$ 12,036,770

**CITY OF MONROE
DEBT OBLIGATIONS
FISCAL YEAR 2019**

GENERAL FUND						FY 2019 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	2023	\$ 68,517	\$ 10,687	\$ 221,098	\$ 16,514
Allvac - Land Conveyance	\$ 594,000	Economic Incentive	Interfund Loan	15	2023	\$ 45,220	\$ 7,053	\$ 145,921	\$ 10,899
ATI Specialty Materials - Land Conveyance	\$ 1,058,562	Economic Incentive	Interfund Loan	15	2031	\$ 60,903	\$ 26,746	\$ 880,851	\$ 170,938
05 Street Maintenance Bldg.	\$ 1,036,000	Street Maintenance Bldg.	Installment	15	2020	\$ 69,067	\$ 3,358	\$ 34,533	\$ 672
14 Fire Truck	\$ 850,000	Fire Truck	Installment	10	2019	\$ 174,787	\$ 1,923	\$ -	\$ -
15 Fire Station #4	\$ 4,400,000	Build permanent Fire Station # 4	Installment	10	2025	\$ 440,000	\$ 57,750	\$ 2,420,000	\$ 152,460
15 Ibm Equipment	\$ 76,262	Replace Finance Servers	Installment	5	2020	\$ 16,246	\$ 268	\$ 1,373	\$ 3
17 Fire Trucks	\$ 1,788,000	Replace Three Fire Trucks	Installment	10	2027	\$ 165,000	\$ 34,925	\$ 1,457,000	\$ 144,717
09 Winchester Ctr/J Ray Shute Gym	\$ 2,391,720	Winchester Center/J Ray Shute Gym	Installment	15	2024	\$ 159,448	\$ 24,479	\$ 797,240	\$ 58,537
Fire Trucks Replacements FY18	\$ 1,600,000	Replace Two Fire Trucks	Installment	10	2028	\$ 140,000	\$ 51,595	\$ 1,473,000	\$ 233,308
Center Theatre	\$ 3,000,000	Renovation to Center Theatre	Installment	20	2038	\$ 150,000	\$ 105,000	TBD	TBD
Senior Center	\$ 3,000,000	Renovation to EJ Bldg.	Installment	20	2038	\$ 150,000	\$ 105,000	TBD	TBD
Totals	\$ 13,094,564					\$ 1,639,188	\$ 428,784	\$ 7,431,016	\$ 788,048

OCCUPANCY TAX CAPITAL FUND						FY 2019 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Monroe Science Center	\$ 3,000,000	Finish Science Center Project	Installment	20	2038	\$ 123,588	\$ 86,512	TBD	TBD

WATER RESOURCES						FY 2019 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	\$ 499,590	\$ 43,052	\$ 1,050,000	\$ 115,100
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 171,099	\$ 155,353	\$ 3,328,812	\$ 1,245,874
17 Rev (New)	\$ 7,505,320	WTP Improve/repl Franklin Ave wtr line	Revenue Bonds	25	2043	\$ 148,500	\$ 315,978	\$ 6,601,500	\$ 4,524,819
17 Rev (New)	\$ 4,126,000	WWTP Improve/Chlorine Scrubber	Revenue Bonds	25	2043	\$ 81,675	\$ 173,788	\$ 3,630,825	\$ 2,488,650
E-SRF-T-10-0259	\$ 9,622,065	Sewer Improvements	State Revolving	20	2034	\$ 481,103	\$ 170,888	\$ 7,216,549	\$ 1,281,659
Union County Agreement	\$ 3,670,000	Catawba River WTP Improvements	County	23	2040	\$ 316,039	\$ 105,628	\$ 4,817,278	\$ 1,232,676
Totals	\$ 50,179,655					\$ 1,698,006	\$ 964,686	\$ 26,644,964	\$ 10,888,778

STORMWATER						FY 2019 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
18 Equipment	\$ 4,596,270	Replace Two Street Sweepers	Installment	5	2023	\$ 112,285	\$ 18,365	\$ 413,000	\$ 31,924

ELECTRIC						FY 2019 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
11 Refunding Rev	\$ 2,055,668	Refinance 1998 & 2008B	Revenue Bonds	8	2019	\$ 289,598	\$ 24,956	\$ -	\$ -
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 718,802	\$ 652,651	\$ 13,984,618	\$ 5,234,019
Totals	\$ 22,715,668					\$ 1,008,400	\$ 677,607	\$ 13,984,618	\$ 5,234,019

NATURAL GAS						FY 2019 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
09 COPs (New - G)	\$ 30,920,000	43 mile gas pipeline to Transcontinental pipeline	Certificates of Participation	1	2019	\$ 780,000	\$ 31,200	\$ -	\$ -
16 LOBs Refunding Bonds	\$ 27,045,000	Refinance Pipeline Debt	Limited Obligation Bonds	23	2039	\$ 55,000	\$ 1,135,800	\$ 26,745,000	\$ 13,293,738
18 LOBs	\$ 8,280,000	New Liquefied NG Peak Shaving Plant	Limited Obligation Bonds	25	2043	\$ 195,000	\$ 313,806	\$ 8,085,000	\$ 4,085,694
11 Refunding Rev	\$ 893,063	Refinance 1998 & 2008B	Revenue Bonds	8	2019	\$ 125,813	\$ 10,842	\$ -	\$ -
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 120,099	\$ 109,046	\$ 2,336,570	\$ 874,507
Totals	\$ 87,798,063					\$ 1,275,912	\$ 1,600,694	\$ 37,166,570	\$ 18,253,939

AIRPORT						FY 2019 Debt Service		Remaining Balance	
Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	Principal	Interest	Principal	Interest
Airport Hangar Construction	\$ 900,000	Construction of Hangar	Interfund Loan	20	2036	\$ 36,404	\$ 23,861	\$ 803,776	\$ 220,730
11 Refunding Rev	\$ 12,075,000	Refinance 1998 & 2008B	Revenue Bonds	17	2028	\$ 665,000	\$ 329,613	\$ 7,295,000	\$ 1,623,613
17 Rev (New)	\$ 2,274,250	Corporate Bulk Hangar	Revenue Bonds	25	2043	\$ 44,825	\$ 95,378	\$ 1,992,675	\$ 1,365,825
Totals	\$ 15,249,250					\$ 746,229	\$ 448,852	\$ 10,091,451	\$ 3,210,168

CITY OF MONROE
OUTSIDE AGENCY FUNDING HISTORY
2016 - 2019

ORGANIZATION NAME	2016	2016	2017	2017	2018	2018	2019	2019	2019
	Actual OSA Funding	In-Kind Funding	Actual OSA Funding	In-Kind Funding	Adj Budget	Estimated In-Kind	Requested	Estimated In-Kind	Approved
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
Arc of Union County Inc	1,500		1,500		1,500		1,600		1,600
Benton Heights Partnership									
Artists Music Guild			5,000		5,000		15,000		10,000
Bridge To Recovery, Inc							5,000		0
Caring Hearts of America							50,522		0
Central Academy of Technology and Art (Band Boosters)	3,000		1,500		1,500		4,000		1,500
Central Academy of Technology and Art (Theater Dept)									
Community Health Services of Union County, Inc.	5,000		5,000		5,000		10,000		8,000
Council on Aging of Union County	4,000		4,000		4,000		5,000		4,000
Downtown Monroe, Inc.									
FOP Lodge #19 Memorial									
Dubain Water of Life Ministry							20,000		0
HealthQuest	400		400		400		500		500
HealthQuest- (Utility Subsidy)	2,648		2,648		2,750		2,650		2,650
Katrina Relief Fund Subsidy									
Historic Monroe Foundation							100,000		0
Humane Society of Union County, Inc					2,500		5,300		2,500
Literacy Council of Union County	2,000		2,000		2,000		2,200		2,200
Monroe Athletic Foundation (Monroe High Boosters Club)	8,100		5,000		5,000		5,000		5,000
Monroe High School Basketball Championship									
Monroe-Union County CDC – Administration	17,000		17,000		17,000		18,700		18,700
New Ventures Business Development Inc									
Monroe-Union County CDC – Down payment Assistance	20,000		24,800		2,700				0
Police Athletic League	7,000		7,000		7,000		7,000		7,000
Turning Point, Inc. – Donate 2k/month (utility subsidy)									
Promise Child Ministry Inc							148,000		0
Turning Point, Inc. – Operating	12,000		12,000		15,000		15,000		15,000
Union County Chamber of Commerce									
Union County Community Action, Inc.	25,000		25,000		25,000		25,000		25,000
Union County Community Action, Inc. / Head Start (Utility Sub)	3,479	421,346	3,575	421,346	4,095	421,346	3,600	421,346	3,600
Union County Community Arts Council	32,500	11,960	30,000	11,960	30,000	11,960	32,500	11,960	32,500
Union County Community Arts Council (Utility Subsidy)	2,984		2,892		3,154		3,000		3,000

CITY OF MONROE
OUTSIDE AGENCY FUNDING HISTORY
2016 - 2019

ORGANIZATION NAME	2016	2016	2017	2017	2018	2018	2019	2019	2019
	Actual OSA Funding	In-Kind Funding	Actual OSA Funding	In-Kind Funding	Adj Budget	Estimated In-Kind	Requested	Estimated In-Kind	Approved
Union County Community Shelter		19,416		19,416		19,416		8,090	
Union County Community Shelter/ (Utility Subsidy)	25,491		25,340		28,388		53,000		53,000
Union County Crisis Assistance Ministry	25,000		25,000		25,000		30,000		30,000
Union County Education Foundation							1,500		0
Union County Historic Preservation Commission	12,000		12,000		12,000		13,000		13,000
Union County JobReady Partnership (10yr commit-2011)									
Union County Public Library									
Union County Xtreme									
Union County Public Schools		11,520		11,520		11,520		11,520	
Union County Public Schools									
Union County Youth Ballet					2,000		5,094		3,000
Village Development Center							39,000		10,000
TOTAL ANNUAL AGENCY REQUESTS	219,102	464,242	221,655	464,242	210,987	464,242	631,166	452,916	261,750
East Village Subdivision					7,820				
Utility Fees Waived/ Habitat for Humanity	15,002		14,280						
Utility Fees Waived/ Monroe-Union County CDC	10,092								
Utility Fees Waived/ Shining Light					12,984				
Utility Fees Waived/Various One Time (2018- JLJ SVCS/CDC)	8,375				15,108				
TOTAL ANNUAL REQUEST	252,571	464,242	235,935	464,242	246,899	464,242	631,166	452,916	261,750
Balance of Funding Allocated For:									
East Village Subdivision	0		0		589				
Utility Fees Waived-Variou	0		0		19,713		30,000		30,000
Monroe-Union County CDC – Down payment Assistance	0		0		26,716				
TOTAL BALANCE OF FUNDING ALLOCATED	0		0	0	47,018	0			30,000
Total Funding:	252,571	464,242	235,935	464,242	293,917	464,242	631,166	452,916	291,750

Items not requested- calculated estimates

New Agency Requests



March 28, 2018

**Summary of Proposed Changes to the
2018 -2019 Fees Schedule**
(proposed changes are in red)

Chapter I. Administrative

Section 9. Miscellaneous Utility Fees

Customer Service no longer offers same day connection unless there is an extenuating circumstance. Therefore, Staff is requesting to change SAME-DAY CONNECTION – AFTER 12:00 P.M. TO SAME DAY CONNECTION. If the need arises to connect services on the same day, then it would simply be a same day connection. Also, we no longer do SAME-DAY CONNECTION – AFTER 5:00 P.M.

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Section 9. Miscellaneous Utility Fees.			
Same-Day Connection – After 12:00 p.m.	\$25.00	\$25.00	
CHANGE TO			
Same-Day Connection			
Same-Day Connection – After 5:00 p.m.	\$55.00		
REMOVE COMPLETELY			

Chapter II. Building Standards

City Staff recommends the proposed changes below for clarification purposes due to new software options. The permit fees were already being charged under the minimum residential and commercial permit fees. There will be no significant effect on revenue.

Article A. Building Standards

No technology fee will be charged for the following: Re-inspections, After-hours inspections, Temporary Certificate of Occupancy, or Plan Review Fee.

Section 1. Residential

These permits will be affected by a \$10 surcharge effective August 1, 2003 as mandated by the N.C. General Assembly Senate Bill 324 ratified on July 18, 2003 – “Homeowners Recovery Fund” (G.S. 87- 15.6 - b), for all new single family residential dwelling unit construction, or additions and alterations **(no technology fee will be applied).**

Section 2. Commercial

Permit fees for building, electrical, plumbing and mechanical permits shall be determined by multiplying the total gross building floor area by the cost per square foot as shown below (minimum permit fee is \$85).

GRADUATED FEES

Permit fees for structures and repairs not able to be permitted by square footage, including aesthetic renovations:

Section 3. Electrical Schedule

NEW POWER SERVICE or SUB PANEL

Section 6. Schedule of Permit Fees

Staff recommends the addition of the permit fee for a *Kiosk* to be in compliance with building codes. Staff recommends adding the 3rd *Revision up to Issuance of Permit* fee in hopes of cutting down on multiple plan review revisions.

*Other proposed changes below are for clarification due to new software options.

DESCRIPTION	FEE
Archive Research	\$30
ABC License Inspection	\$85
Temporary Certificate of Occupancy	30 day - \$85; 60 day - \$135; 90 day - \$185
Change of Occupancy Permit (Change of Use)	\$85
Commercial Plan Review ft. 5000 sq. ft. or above After 2nd disapproval, additional fees of \$150 will be assessed for each revision	\$150 Non-refundable
Commercial Renovations	[Square feet of renovated area times the fee of occupancy determined (as per commercial table fee schedule) times 75%]
Day Care, Therapeutic Home & Group Home Inspections	\$85
Demolition Permit	1&2 Family Dwelling - \$60; Commercial - \$160
After-Hours Inspection (when available)	\$250 per trip*
Homeowners Recovery Fund Charged N.C.G.S. 87-15.6(b)	\$10
Modular Home (Residential)	(75% of Res. Schedule)
Mobile Home Setup Single – Double -	\$210 \$260
Modular Units (commercial)	[Square feet times the fee of occupancy determined (as per commercial table fee schedule) times 75%] Construction trailers/modular classrooms (commercial) - Minimum trades as applicable
Refunds (including technology fee) on Permits (No Inspections Made)	Minimum residential fee per trade held on 1&2 Family Dwelling Minimum commercial fee per trade held on Commercial

Re-inspection Fee	Residential = \$70 Commercial = \$110
Residential Renovations	[Square feet of existing Residence times .450 times 65%]
Returned Check	Maximum allowed by N.C.G.S. 25-3-512
Shell Building (Initial Permit)	Sq. feet times fee of S-1 Occupancy (per commercial table fee schedule) Minimum Commercial Fee per Trade Under Slab
Signs	Attached \$60 Ground supported \$120
*Dock or Pier	Residential Minimum Fee \$50 Commercial Minimum Fee \$85
*Roof Covering – Replacement (shingles, rubber roof, etc.)	Residential Minimum Fee \$50 Commercial Minimum Fee \$85
Kiosk	Commercial Minimum Fee \$85
*Cell Tower	Graduated Fee
3 rd Revision up to Issuance of Permit	\$150 / revision
Starting Work Without Permit	Double permit fee

* Trip equals 3 hrs.

Section 8. General Information.

Staff recommends adding the breakdown for the permit fees based on the percentage of work completed for clarification purposes only.

Therefore, the following fees will be charged for permits that are allowed to expire:

- 1) Permit expiring after six (6) months:
 - a) A new second permit will be issued within six months of the expiration date of the first permit with a minimum fee of \$50
- 2) Permit expiring after twelve (12) months:
 - a) A new permit will be issued with fees assessed based on inspections and percentage of work **complete, as follows:**
 - i) 25% of work remaining (beyond roughs), cost will be 25% of permit fee
 - ii) 75% of work remaining (beyond foundation), cost will be 75% of permit fee
 - iii) 100 % of work remaining, new permit fee will be charged

Section 9. Code Enforcement Division.

Administrative fees for Public Health Nuisance cases were reduced per City Council direction. Minimum Housing Administration Fees will be added to the Fee Schedule as indicated to reflect current practice.

DESCRIPTION	FEE
Carbon Monoxide Detector Late Fee	\$25
Lot Clearing and Mowing	Contractor Cost plus \$150 \$75 Administrative Fee
Nuisance Abatement	Contractor Cost plus \$150 \$75 Administrative Fee
Minimum Housing Abatement	Contractor Cost plus \$150 Administrative Fee

Chapter IV. Charlotte-Monroe Executive Airport

Article A. Fees and Charges

Section 1. Schedule of Fees

Fuel Rates

Staff recommends enhancing the volume discounts to the based customers by separating and adding higher end tiers of discounts to support a more varied request of incentive. These new levels of discount offer a prospective customer that consume high level of fuel the best available incentive that meets his operational needs (something that would be attractive to the large corporate jet operators). This benefits the Airport because the volume of fuel sale would still be a positive impact to revenue.

Current

Volume Discounts – Based Customers*	\$0.05 - 500 to 1,000 gallons per month \$0.10 - 1,001 to 2,000 gallons per month \$0.20 - 2,001 to 4,000 gallons per month \$0.50 - 4,001 to 8,000 gallons per month \$1.00 - > 8,000 gallons per month
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Change

Volume Discounts – Based Customers*	\$0.05 - 500 to 1,000 gallons per month \$0.10 - 1,001 to 2,000 gallons per month \$0.20 - 2,001 to 4,000 gallons per month \$0.50 - 4,001 to 6,000 gallons per month \$0.75 - 6,001 to 8,000 gallons per month \$1.00 - 8,001 to 10,000 gallons per month \$1.20 - > 10,000 gallons per month
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Volume Discounts – Based Customers	FY2017-2018	FY2018-2019	Effects on Revenue
\$0.50 - 4,001 to 6,000 gallons per month	- 0 -	- 0 -	- 0 -
\$0.75 - 6,001 to 8,000 gallons per month	- 0 -	- 0 -	- 0 -
\$1.00 - 8,001 to 10,000 gallons per month	- 0 -	- 0 -	- 0 -
\$1.20 - > 10,000 gallons per month	- 0 -	- 0 -	- 0 -

Monthly Lease Rates

Staff recommends deleting two fees for different size helicopters as the Airport does not receive sufficient helicopter traffic to warrant two different types of rate for helicopters ‘Helicopter, Small Piston/Turbine & Helicopters, Large Piston/Turbine’. In lieu, a singular fee for monthly hangar rate, helicopter is proposed, which will still allow the accounting of a monthly fee should the Airport receive such request.

Monthly Lease Rates	FY2017-2017	FY2018-2019	Effects on Revenue
Bulk Hangar (Hangar-in-Common)			
Hangar - Helicopter	- 0 -	\$295	- 0 -
Hangar - Helicopter, Small Piston/Turbine *	\$130 to \$155	- 0 -	- 0 -
Helicopters, Large Piston/Turbine *	\$235 to \$295	- 0 -	- 0 -

Overnight Storage Rates

Tie-Down Spot

Staff recommends deleting three fees: ‘Aircraft, XL Single and Small Turbine’, ‘Helicopter, Piston and Small Turbine’, & ‘Helicopter, X-Large/Small’; since the Airport does not receive any traffic of these aircraft size to warrant these different types of rates, these fees are never used. These deletions would improve the efficiency of the fee schedule by reducing the number of fees yet still make available other fees that would account for the same type of charge.

Line Service Fees

Early Call Out or Late Arrival

The current fee structure is \$75 ‘For up to two (2) hours’ and \$150 for ‘More than two (2) hours’. This structure does not adequately cover the operational cost to support these early departures or late arrivals. A proposed fee would be \$25 per 15 minutes with a minimum of \$100 (1 hour), regardless of how early the departure or late the arrival is. Structuring the fee in this manner will allow staff to more accurately charge for the requested period to cover the operational costs, and would result in a positive impact of revenue to the Airport’s budget.

The fees ‘Ground Power Unit’ & ‘Battery Jump Start-small GPU’, do not adequately cover the cost of the operating these ground support equipment. Staff proposes raising and standardizing the usage fee to \$12.50 per 15 minutes with a minimum of \$50 (1 hour) to cover cost, and would expect a positive impact of revenue based on current equipment usage this current fiscal year.

Staff recommends the fee of \$25 for ‘Cold Weather Pre-heat’ to be added as this service has not been adequately offered and accounted for. A definite service enhancement that will be welcomed by the aircraft operators and a positive impact to revenue.

Staff proposes the elimination of ‘Service Charge for Aircraft Wash’, this fee as this service is no longer offered, and Airport customers make their own arrangements for aircraft washes.

Staff recommends introducing a ramp parking fee of \$100 for aircraft weighing 12,500 lbs. or more. This fee would be assessed to non-based corporate jet operators such as Net Jets, or Wheels Up that do not using any other services. Currently we have operators that land here to either drop off passengers or pick-up passengers and do not receive/use any of our services, taking advantage of our facilities without paying; these types of operations regularly happen on an average of 2-3 times a week. Assessing this fee on these types of operators, which the operators would customarily expect to pay, translates to positive annual impact of an additional \$10,000 - \$15,000 to the Airport’s revenue.

Line Service Fees	FY2017-2018	FY2018-2019	Effects on Revenue
Early Call Out or Late Arrival			
For up to two (2) hours *	\$75	- 0 -	- \$1,800
More than two (2) hours *	\$150	- 0 -	- \$300
Early Call Out or Late Arrival (Per 15 minutes; minimum \$100)	- 0 -	\$25	\$3,100
Ground Power Unit (Per 15 minutes; minimum \$50)	\$25	\$12.50	\$2,550
Battery Jump Start - small GPU (Per 15 minutes; minimum \$50)	\$5	\$12.50	\$250
Cold Weather Pre-heat	- 0 -	\$25	\$375
Service Charge for Aircraft Wash *	Contractor Price plus 20%	- 0 -	- 0 -
Aircraft Ramp Fee¹	- 0 -	\$100	\$10,000 - \$15,000

Note to be added for publication:

¹ = for non-based aircraft weighing 12,500 lbs. or more

Staff Note (NOT for publication):

* = *item to be deleted*

These changes were approved by the Monroe Airport Commission at their meeting held February 12, 2018.

Chapter V. Electric

Article C. Electrical Rate Riders

Renewable Energy Portfolio Standards (REPS) Charge

We collect the Renewable Energy Portfolio Standards (REPS) charge to comply with NC General Statutes. The General Assembly passed the REPS legislation a number of years back that requires us to currently supply 6% of our energy from renewable sources. NCMPA obtains the renewable energy for us and charges us the same REPS charges that we bill our customers. Our REPS charges are a pass through of the NCMPA charges to us. NCMPA has raised the REPS fee so in turn City Staff recommends the increase in rates below.

Renewable Energy Portfolio Standards Charge:

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Residential Accounts	\$0.62	\$0.68	\$0.00
Commercial Account	\$3.39	\$3.71	\$0.00
Industrial Account	\$34.92	\$38.22	\$0.00

Renewable Energy Credit Rate Rider

Staff recommends removing the paragraph below & the Fixed Long Term Rate options from the table & adding the *paragraph below.

The Fixed Long-Term Rates on this Rider are available only to Customers who have executed a Power Purchase Agreement with the City on or before July 1, 2017 [or other date determined by City] for delivery of power beginning on or before the earlier of thirty (30) months from the date of execution of the Power Purchase Agreement

**All qualifying facilities have the option to sell energy to the City on an “as available” basis and receive energy credits based on Variable Rates identified in the Rider for the delivered energy.*

MONTHLY CREDIT

Monthly credits are paid according to the type of renewable generation.

Wind and Biomass Energy Credit (\$ Per kWh):

	<u>Variable</u>	<u>Fixed Long-term Rate</u>		
		<u>5 Years</u>	<u>10 Years</u>	<u>15 Years</u>
On-peak energy*	\$0.0280	—\$0.0315—	\$0.0337	\$0.0361
Off-peak energy	\$0.0103	—\$0.0108—	—\$0.0110—	\$0.0117

Solar Photovoltaic Energy Credit (\$ Per kWh)

	Fixed Long-term Rate			
	<u>Variable</u>	<u>5 Years</u>	<u>10 Years</u>	<u>15 Years</u>
All energy*	\$0.0304	\$0.0336	\$0.0359	\$0.0383

Chapter VIII. Natural Gas

Article A. Natural Gas Service Fees

Section 4. Residential Service Footages

Staff recommends making the changes below:

If customer has at least one qualifying major gas appliance, ~~1,000'~~ **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 free.

All service footages not qualified as free ~~are \$3 per foot~~ **will require customer contribution aid to construction to meet eight (8) year revenue requirement.**

Section 6. Non-Residential Commodity Main and Service Footages.

Staff recommends making the following change:

For services with a minimum connected load of 200,000 BTU/h a total of ~~1,000'~~ **of mains and/or 500'** services will be installed at no cost.

Article C. Natural Gas Rate Riders

Section 1. Natural Gas Water Heater Rebate Rate Rider

Staff recommends adding the following requirement:

In addition, the following standards must be met:

- 1) The water heater will be at least a 30-gallon storage tank. There is no limit to the maximum size;
- 2) A tankless water heater does not qualify for the rebate;
- 3) The customer will choose the plumbing contractor of their choice to install the new water heater. All future service requirements can be arranged with that contractor or any other of the customer's choices. The customer should expect to pay the contractor the fair market price for installation costs;
- Add**
- 4) **Applicable permits and inspection of the natural gas water heater installation is required as a qualification for the rebate. Inform the Permit Center that a City of Monroe Water Heater Rebate is being applied for.**

- 5) Since the water heater remains the customer's property, all future service is at the customer's expense. The City makes no guarantees, express or implied, about the quality of the water heater or its installation;
- 6) The manufacturer, not the City, guarantees the tank against leakage and defects;
- 7) After the customer has the water heater installed, a representative from the City will verify the installation of the water heater. The customer will use a paid receipt to apply for their rebate on an existing dwelling. A visual inspection of any new home will serve as verification;
- 8) The water heater rebate will be \$200 per unit installed with no maximum number of units to a customer/builder/developer. The water heater may cost less than \$200. The City will list on the application form any reason a rebate is denied.

Chapter VII. Fire

Article A. Fees and Charges

Section 3. Fire Department Construction Permits

Minor changes are being made to text within this Chapter for clarity purposes only. There will be no significant effect on revenue (proposed changes are in red).

Plan Review Fee - **Building Construction – New/Addition/Renovation area only**

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
12,000 sq. ft. or less		\$.02/sq. ft./ (\$30 minimum)	
12,001 sq. ft. or more		\$.015 sq. ft./ (\$30 minimum)	

Chapter IX. Parks and Recreation

Article A. Facility and Program Fees

NOTE: Additions and changes in text are to provide consistency across department at like facilities.

Section 1. Facility Rentals Fees

Staff recommends changing Athletic Field practice rates from 2 hour blocks to hourly block rentals. This will help to simplify the fee structure for both staff and customer with no impact on revenues.

Shelter rental at Sutton Park will be provided in conjunction with a discounted meeting room rental fee due to the absence of an outdoor restroom at this facility. Staff is projecting that most meeting room rentals at this facility will now add the shelter due to the minimum fee which will increase revenues for this facility. Staff recommends adding the Community Shelter Rentals breakdown to include this information.

In an effort to promote community unity and partnerships with our department it is recommended that Neighborhood Associations be permitted to utilize their Neighborhood Community Centers and Parks for two special events per year at no charge.

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Athletic Fields			
Fields for Practice	\$20/35(2hr.)	\$10/18(1hr.)	N/A
Fields for Practice w/Lights	\$40/55(2hr.)	\$20/28(1hr.)	N/A
Parks			
Picnic Shelters			
Full Day (Up to 8hrs) (Belk Tonawanda, Dickerson, Don Griffin) Max. Occupancy (60-75) Varies by Location	\$75/95	\$75/95	N/A
Delete			
Large Picnic Areas	\$75/95	\$0	No Impact
Small Picnic Areas	\$50/65	\$0	Replaced w/ Shelters
Add			
Community Center Shelters			
Sutton Park Max. Occupancy (60) Includes Meeting Room Access			
Full Day (Up to 8hrs.)	\$0	\$120/150	\$1,350
½ Day (Up to 4hrs.)	\$0	\$70/90	\$1,600

Add

- Neighborhood Associations or a Neighborhood HOA will be allowed to utilize their neighborhood Community Center or Park for two neighborhood family-oriented events per year at no charge.

Section 2. Program/Individual Use/Membership Fees.

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Individual Use Fees			
Gym Play – (Delete Dickerson) Change age to 19 & Up Change Weight to Fitness Room - (Delete Dickerson) Change age to 19 & Up			
Membership Fees			
Move Gym Memberships from Individual Fees to this section.			
Gymnasiums (J. Ray Shute, Sutton Park, Winchester) 19 & Up	\$20/\$75	\$20/75	N/A
Add			
Fitness Rooms Winchester Center 19 & Up			
55 & UP	\$0	\$25/75	\$500
	\$0	\$5/75	\$125

Article B. Monroe Country Club

Section 1. Golf Course

Monroe Country Golf Membership Fees have not been adjusted since 2013. Adjustments are needed at this time to help offset additional operating cost that are a direct reflection of increases in personnel benefits, capital needs and general operating supply escalations (chemicals, sand, etc.).

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Annual Green Passes (Annual Pay)*			
Individual	\$900/1000yr.	\$1020/1120yr.	\$600
Family (Not to exceed four individuals living at the same address)	\$1100/1200yr.	\$1220/1320	\$1080
Full-Time City Employee/Eligible Retirees/ Golf Course Rangers	\$450/500	\$510/560	\$60
Annual Green Passes (Monthly Bank Draft)*			
Individual	\$80/90	\$90/100	\$12,360
Family (Not to exceed four individuals living at the same address)	\$95/105	\$105/115	\$3,480
Full-Time City Employee/Eligible Retirees/ Golf Course Rangers	\$40/45	\$45/50	\$420

Article C. Athletic Team Fees

NOTE: Additions and changes in text are to provide consistency across department at like facilities.

	<u>FY2017-2018</u>	<u>FY2018-2019</u>	<u>Effects on Revenue</u>
Softball Teams (Church, Men, Women, & Co-Ed Leagues)	\$450	\$450	N/A
Delete			
Church			
Open			
Women's			
Add			
Youth Track & Field	\$0/0	\$15/30	\$750
Late Registration Fee	\$0/0	\$10/10	\$740

Article E. Aquatics and Fitness Center

Add Notation:

Memberships may be paid though a monthly bank draft or one Annual Payment

Article F. Old Armory

Section 2. Fitness Room

Change Text "16 years and Up to 19yrs & Up	\$25/75yr.	\$25/75yr.	N/A
"55 years and Up to 55yrs & Up	\$5/75yr	\$5/75yr	N/A

Chapter X. Planning

Article A. Fee Schedule

Staff recommends adding an additional Section to Article A. entitled Permit Fee Exemptions. This change is for clarification purposes only as these exemptions are already in practice & have no effect on revenue.

	<u>FY2017 - 2018</u>	<u>FY2018 - 2019</u>	<u>Effect on Revenue</u>
ARTICLE A. FEE SCHEDULE			
Add:			
<u>Section 2. Permit Fee Exemptions</u>			
Construction Trailers	\$0	\$0	n/a
Residential Lake Docks	\$0	\$0	n/a
Organizations possessing a 501-C-3 Federal non-profit status are required to obtain the proper permit(s) as defined within this ordinance; however such organizations will be exempt from Temporary Use Permit fees.	\$0	\$0	n/a
City of Monroe Departments are required to obtain the proper permit(s) as defined within this ordinance; however City of Monroe Departments will be exempt from Temporary Use Permit fees.	\$0	\$0	n/a

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

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE A. WATER CONNECTION FEES			
Section 1. New Water connection Fees			\$ 1,740.00
Inside City Limits			
Complete Service Connection Installation (Potable or Irrigation)			
¾” Tap and Service Connection	\$ 1,276.00	\$ 1,313.00	
1” Tap and Service Connection	\$ 1,694.00	\$ 1,743.00	
Meter Only Installation for Developer or Contractor Installed Service Connections			
¾” Tap and Service Connection	\$ 300.00	\$ 309.00	
1” Tap and Service Connection	\$ 417.00	\$ 429.00	
1½” Inch Tap and Service Connection	\$ 723.00	\$ 744.00	
2” Inch Tap and Service Connection	\$ 989.00	\$ 1,018.00	
Live Tap / Contractor	\$ 380.00	\$ 391.00	

To reflect current practice, Staff recommends removing the paragraph below:

With the approval of the City, a customer applying for a water connection 2” or greater in size, including fire line connections, may retain a licensed plumber or licensed utility contractor to install a meter vault and meter piping and assembly complete to City specifications and with final approval of construction by the City. However, only City of Monroe personnel may tap an active City water main and extend the service connection piping under a public street to the near road shoulder/plaza adjacent to the customer’s property. If the City authorizes meter vault and meter assembly installation by the customer’s contractor, the City’s job specific connection fee shall be adjusted to the estimated cost of the work performed by the City. When City personnel complete only the live tap for a contractor; the fee shall be \$380.00.

Complete service connection installations for ¾” through 1-1/2” size include a dual check valve backflow preventer for low hazard water use, if such device is sufficient to satisfy the City’s cross-connection control specifications. Installations requiring double check valve assemblies with test cocks or reduced pressure zone assemblies shall be installed and tested by and at the expense of the customer and are not included in the listed fees.

Staff recommends adding:

*With the approval of the City, a customer applying for a water connection 2” or greater in size, including fire line connections, may retain a licensed plumber or licensed utility contractor to install a meter vault and meter piping and assembly to City specifications and with final approval of construction by the City. **The City may also approve a licensed utility contractor making a tap on an**

active City water main and extending the service connection piping under a public street to the meter location on the customer's property. If the City authorizes meter vault and meter assembly installation by the customer's contractor the customer shall pay the contractor directly. The City will inspect and approve all work performed by a contractor. If the City performs meter installation and/or live tap for a 1 ½" or larger water service, a job specific fee sheet shall be completed to establish the service installation cost.

All water service connection installations shall include backflow prevention assemblies sufficient to satisfy the City's Standard Specifications and Details based on the level of hazard to the property served. Installations requiring double check valve assemblies with test cocks or reduced pressure zone assemblies shall be installed and tested by and at the expense of the customer and are not included in the listed fees.

Section 2. Renewal/Replacement Water Connection Fees	\$ 1,276.00	\$ 1,313.00	\$ 117.00
Deposit with 6-month Financing	\$ 157.50	\$ 160.50	

Article B. Water Rates

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE B. WATER RATES			
Section 1. Water Rates			\$ 224,000.00
Usage Charge Per 1,000 Gallons	\$ 2.57	\$ 2.65	
Customer Charge Per Month – Inside City			
Meter Size			
¾ inch meter	\$ 11.02	\$ 11.37	
1 inch meter	\$ 20.82	\$ 21.49	
1½ inch meter	\$ 46.85	\$ 48.34	
2 inch meter	\$ 98.88	\$ 102.04	
3 inch meter	\$ 156.11	\$ 161.11	
4 inch meter	\$ 223.78	\$ 230.94	
6 inch meter	\$ 400.72	\$ 413.55	
8 inch meter	\$ 588.31	\$ 607.13	
Customer Charge Per Month – Outside City			
Meter Size			
¾ inch meter	\$ 22.03	\$ 22.74	
1 inch meter	\$ 41.64	\$ 42.97	
1½ inch meter	\$ 93.69	\$ 96.69	
2 inch meter	\$ 197.75	\$ 204.08	
3 inch meter	\$ 312.23	\$ 322.22	
4 inch meter	\$ 447.56	\$ 461.88	
6 inch meter	\$ 801.45	\$ 827.09	
8 inch meter	\$ 1,176.62	\$ 1,214.27	
Fire Hydrant Bulk Rate per 1,000 gallons	\$ 3.08	\$ 3.18	
Reclaimed Water Bulk Rate per 1,000 gallons	\$ 2.57	\$ 2.65	

Section 2. Resale Water Rate - Union County			\$ 0.00
Resale Water Rate per 1,000 gallons	\$ 2.57	\$ 2.65	
No Customer Charge Per Month			
Section 3. Fire-Line Availability Charges			\$ 1,300.00
Size of Connection – Inside City			
2 inch or 3 inch	\$ 4.74	\$ 4.89	
4 inch	\$ 8.08	\$ 8.34	
6 inch	\$ 18.49	\$ 19.08	
8 inch	\$ 36.98	\$ 38.16	
10 inch	\$ 72.22	\$ 74.53	
12 inch	\$ 107.47	\$ 110.90	
Size of Connection – Outside City			
2 inch or 3 inch	\$ 9.49	\$ 9.78	
4 inch	\$ 16.17	\$ 16.69	
6 inch	\$ 36.98	\$ 38.16	
8 inch	\$ 73.96	\$ 76.32	
10 inch	\$ 144.43	\$ 149.06	
12 inch	\$ 214.93	\$ 221.81	
Section 4. Temporary Water Connection from a Fire Hydrant			\$ 250.00
Deposit	\$ 665.50	\$ 678.00	
Refund	\$ 63.00	\$ 64.00	

Article C. Sewer Connection Fees

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE C. SEWER CONNECTION FEES.			
Section 1. New Sewer Connection Fees			\$ 990.00
4 Inch Tap and Service Connection	\$ 1,128.00	\$ 1,161.00	

To reflect current practice Staff recommends changing:

If the City authorizes work by the customer’s contractor, the City’s job specific connection fee shall be adjusted to the estimated cost of the work performed by the City.

To:

*If the City authorizes work by the customer’s contractor, **the customer shall pay the contractor directly. The City will inspect and approve all work performed by a contractor.**

Section 2. Renewal/Replacement Sewer Connection Fees	\$ 1,128.00	\$ 1,161.00	\$ 165.00
Deposit with 6-month Financing	\$ 157.50	\$ 160.50	

Article D. Sewer Rates

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE D. SEWER RATES			
Section 1. Sewer Rates			\$ 261,974
Usage Charge			
Usage Charge Per 1,000 Gallons	\$ 3.67	\$ 3.79	
Customer Charge Per Month			
Water Meter Size – Inside City			
¾ inch meter	\$ 14.69	\$ 15.16	
1 inch meter	\$ 24.52	\$ 25.31	
1½ inch meter	\$ 48.89	\$ 50.45	
2 inch meter	\$ 95.92	\$ 98.99	
3 inch meter	\$ 156.66	\$ 161.68	
4 inch meter	\$ 244.77	\$ 252.60	
6 inch meter	\$ 489.36	\$ 505.02	
8 inch meter	\$ 783.31	\$ 808.38	
Water Meter Size – Outside City			
¾ inch meter	\$ 29.38	\$ 30.32	
1 inch meter	\$ 49.05	\$ 50.62	
1½ inch meter	\$ 97.77	\$ 100.90	
2 inch meter	\$ 191.85	\$ 197.99	
3 inch meter	\$ 313.33	\$ 323.35	
4 inch meter	\$ 489.54	\$ 505.20	
6 inch meter	\$ 978.71	\$ 1,010.03	
8 inch meter	\$ 1,566.63	\$ 1,616.76	
Customer Charge per Month for Metered Sewer Accounts – Inside City			
Meter Capacity @ Required Accuracy			
¾ inch meter equivalent	\$ 14.69	\$ 15.16	
1 inch meter equivalent	\$ 24.52	\$ 25.31	
1 ½ inch meter equivalent	\$ 48.89	\$ 50.45	
2 inch meter equivalent	\$ 95.92	\$ 98.99	
3 inch meter equivalent	\$ 156.66	\$ 161.68	
4 inch meter equivalent	\$ 244.77	\$ 252.60	
6 inch meter equivalent	\$ 489.36	\$ 505.02	
8 inch meter equivalent	\$ 783.31	\$ 808.38	
10 inch meter equivalent	\$ 1,126.00	\$ 1,162.04	
12 inch meter equivalent	\$ 1,566.61	\$ 1,616.75	
Meter Capacity @ Required Accuracy** - Outside City			
¾ inch meter equivalent	\$ 29.38	\$ 30.32	
1 inch meter equivalent	\$ 49.05	\$ 50.62	
1 ½ inch meter equivalent	\$ 97.77	\$ 100.90	
2 inch meter equivalent	\$ 191.85	\$ 197.99	
3 inch meter equivalent	\$ 313.33	\$ 323.35	
4 inch meter equivalent	\$ 489.54	\$ 505.20	
6 inch meter equivalent	\$ 978.71	\$ 1,010.03	
8 inch meter equivalent	\$ 1,566.63	\$ 1,616.76	
10 inch meter equivalent	\$ 2,252.01	\$ 2,324.07	
12 inch meter equivalent	\$ 3,133.23	\$ 3,233.49	

Flat Rate Sewer Service Charge (no water service)			
Inside City Limits	\$ 35.20	\$ 36.33	
Outside City Limits	\$ 70.41	\$ 72.67	
Section 2. Union County East Side Sewer System Treatment Rate/Established by Annual Contract			\$ 0.00
Section 3. Sewer High Strength Surcharges			\$ 0.00
Minimum Surcharge per calendar quarter	\$ 11.50	\$ 11.50	
STANDARD STRENGTH – Upper Limit (milligrams/liter)			
5-Day Biochemical Oxygen Demand - 250	\$ 289.50	\$ 289.50	
Total Suspended Solids - 200	\$ 104.50	\$ 104.50	
Total Ammonia-Nitrogen - 18	\$ 1,540.00	\$ 1,540.00	
STANDARD STRENGTH – Lower Limit (milligrams/liter)			
5-Day Biochemical Oxygen Demand - 180	\$ 289.50	\$ 289.50	
Total Suspended Solids - 150	\$ 104.50	\$ 104.50	
Total Ammonia-Nitrogen - 14	\$ 627.00	\$ 627.00	
Section 4. Discharge of Residential Septic Tank Wastes and Domestic Portable Toilet Waste			\$ 860.00
Hauled residential septic tank wastes or domestic portable toilet wastes per 1,000 gallons	\$ 84.74	\$ 87.45	

Article E. Capacity Fees

City Staff recommends the following changes reflected in the tables below:

- Beginning FY19, outside city limit capacity fees will not be doubled but will be the same amount as inside city limit fees.
- FY19 – Water & Sewer capacity fee amounts rebalanced per state required impact fee study.

Staff recommends adding the following to address a new legal requirement.

*Any individual or group of individuals initially developing property or expanding existing development property shall pay capacity fees in accordance with the following schedule based on the size of the new or enlarged water service tap. **The timing of capacity fee collection shall be pursuant to NCGS 162A.**

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE E. CAPACITY FEES			
Section 1: Capacity Fee Schedule for New or Expanded Development			\$13,900.00
Water Capacity Fees - Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,525.00	\$ 2,316.00	

1 inch meter	\$ 4,217.00	\$ 3,868.00	
1½ inch meter	\$ 8,409.00	\$ 7,712.00	
2 inch meter	\$ 13,460.00	\$ 12,344.00	
3 inch meter	\$ 26,941.00	\$ 24,712.00	
4 inch meter	\$ 42,094.00	\$ 38,608.00	
6 inch meter	\$ 87,238.00	\$ 77,192.00	
8 inch meter	\$ 134,708.00	\$ 123,559.00	
Wastewater Capacity Fees– Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,211.00	\$ 2,559.00	
1 inch meter	\$ 3,689.00	\$ 4,274.00	
1½ inch meter	\$ 7,359.00	\$ 8,521.00	
2 inch meter	\$ 11,779.00	\$ 13,639.00	
3 inch meter	\$ 23,580.00	\$ 27,305.00	
4 inch meter	\$ 36,843.00	\$ 42,659.00	
6 inch meter	\$ 73,658.00	\$ 85,291.00	
8 inch meter	\$ 117,902.00	\$ 136,523.00	
For meter sizes greater than 2 inch where flow volumes exceed 150% of allowable flow			
Water per gallon	\$ 4.50	\$ 5.84	
Sewer per gallon	\$ 5.75	\$ 7.18	

Article F. Miscellaneous Charges

	<u>FY2017- 2018</u>	<u>FY2018 -2019</u>	<u>Effects on Revenue</u>
ARTICLE F. MISCELLANEOUS CHARGES			
Section 1. Pretreatment Program Administration Charges			\$ 400.00
PERMITTED FLOW (million gallons per day)			
0 - 0.1	\$ 890.00	\$ 907.00	
0.1 - 0.5	\$ 1,767.50	\$ 1,801.50	
Greater than 0.5	\$ 2,634.50	\$ 2,685.00	
Annual Inspection	\$ 134.50	\$ 137.00	
Section 2. Application Fees for Industrial User Permit or Domestic Septage Discharge Permit			
Industrial User Permit Application Fee	\$ 428.50	\$ 436.50	
Discharge domestic septic Application Fee	\$ 90.50	\$ 92.00	
Section 3. Fees for Water Meter Re-reads or Water Meter Testing			\$ 0.00
Second or subsequent tests	\$ 62.00	\$ 63.00	
Section 4. Fees for Authorized Recreational Use of City Lakes			\$ 300.00
Fishing per person, per day			
From Shore	\$ 2.00	\$ 2.00	
From Boat	\$ 2.00	\$ 2.00	
Boat Launching	\$ 3.00	\$ 3.00	

Annual Dock and/or Access Permit			
Inside City	\$ 78.50	\$ 80.00	
Outside City	\$ 157.00	\$ 160.00	
Section 5. Charges for Reproduction of Documents			\$ 0.00
Specifications for Water Main Construction per copy	\$ 10.65	\$ 12.00	
Specifications for Sewer Main Construction per copy	\$ 10.65	\$ 12.00	
Section 6. Charges for Sewer Television Inspections			\$ 0.00
Hourly Rate	\$ 78.50	\$ 80.00	
Section 7. Water and Sewer Extension Permits			\$ 60.00
Water Main Extensions	\$ 280.50	\$ 286.00	
Sewer Main Extensions	\$ 280.50	\$ 286.00	

**2018 - 2019 BUDGET
General Fund Balance Activity**

	Formal Assignment	Unassigned	Total Above Policy
As of March 6, 2018			
Unassigned		\$4,111,146	
Airport Grant Acceptance	\$188,868		
Airport Operations 5 Year Subsidy	\$750,000		
Street Resurfacing 5 Year Program	\$900,000		
Total	\$1,838,868	\$4,111,146	\$5,950,014
Projected Activity Remainder of Fiscal Year 2018			
Addition at Fiscal Year End - Ad Valorem Taxes		\$685,265	
Addition at Fiscal Year End - Revenue Sales Tax		\$616,879	
Addition at Fiscal Year End - Savings Personnel Cost		\$580,000	
Addition at Fiscal Year End - Savings Debt Service (new facilities)		\$470,000	
As of June 30, 2018	\$1,838,868	\$6,463,290	\$8,302,158
Proposed Activity for Fiscal Year 2019 - to be used in budget			
Funding for Street Resurfacing (Year 3 of 5)	\$ (300,000)		
Funding for Airport Operational Subsidy (Year 3 of 5)	\$ (250,000)		
Replace Mower #5282		\$ (65,000)	
Fence Replacements		\$ (30,000)	
Bleachers Don Griffin Park		\$ (6,000)	
Concrete Steps At D. Griffin Park		\$ (18,000)	
Signage For Parks		\$ (14,200)	
Replace Truck #1695		\$ (45,000)	
Replace Toro #1959 Greens Sprayer		\$ (35,000)	
Replace Toro Greens Master		\$ (45,000)	
Replace Self-Contained Breathing Appar (Fire)		\$ (546,500)	
Replace #5492 Ford F-450 Medic 1 (Fire)		\$ (80,000)	
Replace 6 2500 Radios (\$6K Ea) (Fire)		\$ (36,000)	
Replace 2 Thermal Imaging Cameras (Fire)		\$ (20,000)	
Station 5 Alarm And Sprinkler Sys (Fire)		\$ (140,000)	
Hurst Cutter And Spreader (Fire)		\$ (19,000)	
Datacenter Backup Power (Ups) (It)		\$ (160,000)	
Blade Server Refresh (It)		\$ (25,000)	
Tier 2 Storage-Dr Site Expansion (It)		\$ (45,000)	
Replace Vehicle # C05297 2003 Chrysler (It)		\$ (30,000)	
Backup Storage Expansion (It)		\$ (20,000)	
Cable Certifier (It)		\$ (14,000)	
Fiber Splicing Equip (It)		\$ (10,000)	
Wayfinding Phs 2 Design/Location Plan		\$ (50,000)	
Fire Station 6 (Temp Facility)		\$ (280,000)	
Replace 1980 Clark Airport Tug #2285		\$ (55,000)	
Airport Fueling System Component Units		\$ (10,000)	
Airport Ground Communication Equip		\$ (12,000)	
Replace #4878 Ford F-350 (Fire)		\$ (60,000)	
Asset Essentials Software (Fire)		\$ (28,167)	
Projections correction (Fire)		\$ (24,338)	
Topdresser Golf Course		\$ (18,000)	
Replace Mowers In P&R		\$ (26,000)	
Telephone Replacements (Key Staff)		\$ (45,000)	
Belk Tonawanda Entrance Site Plan		\$ (20,000)	
One-time Bonus for Employees		\$ (530,441)	
Total	(\$550,000)	(\$2,562,646)	(\$3,112,646)
Projected Total as of July 1, 2018	\$1,288,868	\$3,900,644	\$5,189,512