



BUDGET
Fiscal Year 2019 - 2020



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May 7, 2019

Dear Honorable Mayor and City Council:

This letter hereby transmits the proposed Budget for the Fiscal Year Ending **2020** 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:

- ✂ Deferral of additional staff needed to meet demands and succession planning;
- ✂ Deferral of various maintenance projects;
- ✂ Delay in fully funding redevelopment area plans;
- ✂ Deferral of various improvements to Downtown;
- ✂ Delay in fulling funding the strengthening of Information Technology network security.

The Manager's recommended Budget decreases by approximately **8.1%**, with the *total General Fund budget (including subsidized funds) decreasing by 24.2%* and *Enterprise Funds budget increasing by 0.2 %* over their current year budgets. Excluding capital projects, the operating budget increased by 8.4%, with the General Fund operating budget increasing 8.5% and the enterprise funds increasing 0.3%. This spending plan maintains the current general fund ad valorem tax rate of 61.63 cents and downtown municipal tax district's tax rate of 21.9 cents. Other fee and rate revisions are summarized in the respective sections of this Message.

The Governing Body possesses the great responsibility of being stewards of City funds as well as ensuring policies are implemented that foster a vibrant and healthy community. Your direction sets the tone for how the City may progress and in collaboration with our management team and your feedback, a clear set of priorities that can be fulfilled. The Budget encompasses a number of

recommendations that will foster work force stability, address the more prolific deferred maintenance challenges, and deploy projects that enhance our community.

GENERAL FUND

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

1. Center Theatre - The City purchased the Center Theatre in 2013 and the adjacent units in 2015. The Center Theatre renovation is currently under construction with an anticipated completion date of December 15, 2019 with an estimated opening of early 2020. The Theatre operation will be supported by the addition of three full-time positions, a Theater Supervisor, Technical Theater Specialist and Administrative Assistant. Remaining staffing coverage will be provided by a pool of part-time employees.
2. Senior Center – The City purchased the Enquirer Journal Newspaper building in 2016 and plans to renovate this facility to serve as a new Senior Center. The current Senior Center facility is too small for the demand on the facility and adequate parking has created challenges. The new facility will provide the same services and plenty of parking. Project construction will be bid in summer 2019.
3. Science Center – The City purchased a building that used to be a grocery store near the Union County Public Library on Franklin Street with the intention of converting the facility into a Science Center. The operation of this facility will be funded by Occupancy Tax Revenue. The renovation is currently under construction with an anticipated completion date of August 31, 2019 with an estimated opening in early 2020. The Science Center operation will be funded by the Monroe Tourism Development Authority. Those employees are no different than employees of the City of Monroe and are entitled to all of the same benefits that Monroe employees receive. Operations will be supported by the addition of two full-time positions, a Science Center Supervisor and Member and Marketing Specialist. Remaining staffing coverage will be provided by a pool of part-time employees.
4. Police Headquarters - The current police headquarters is located in a building that was built in 1987. The building was originally utilized by the Union County Department of Social Services until it was purchased by the City in 2001. This building has housed fire station administrative offices and the police department since then, but is functionally obsolete and lacking space to adequately serve the public. The new police headquarters will provide much needed space for staff and evidence storage as well as being a secure facility. It will be located on the Scott Aviation property across the street from City Hall. Project construction will be bid in summer 2019.

Funding has been included in the FY 2020 budget to begin operation of the above facilities as they complete their construction phases and open for business. Funding for debt payments for these facilities has also been included. The proposed budget also includes the addition of a full-time position, a Communications Specialist, to assist with marketing and information sharing for the

Science Center and the Center Theatre. This person will also oversee the City's website and monitor social media.

The City is working to redevelop and beautify many areas. Revitalization projects in the Winchester Neighborhood and the Concord Avenue redevelopment area have been partially funded. Continuing greenway construction funding has been added to this project fund. Funding for three phases of the Wayfinding sign construction has been provided. Beautification plans provided in this Budget include \$38,500 for the purchase of the eighth segment of U.S. 74 tree and flower plantings. Funding is also included for painting, paving improvements and fencing replacement at various recreation facilities.

Improving existing facilities is priority and the proposed FY 2020 Budget continues to address many deferred maintenance issues. The replacement of the Dickerson Gym roof, resurfacing of the streets in Hillcrest Cemetery, a new pump station for golf course irrigation and bunker/tee box renovations at the golf course are included in the proposed Budget.

City employees continue to remain our single greatest asset. Included is funding for the City's merit program on a sliding scale based on performance of 0-4%.

The total General Fund Budget is \$41,017,852. This proposed FY 2020 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 Senior Center and Monroe Police Headquarters.

MONROE AQUATICS AND FITNESS CENTER FUND

The proposed budget for the Aquatics and Fitness Center Fund for FY 2020 is \$4,231,263. The Center was added to enhance the quality of life in Monroe by offering activities that can be enjoyed by families in our community. In an effort to keep this building looking fresh and inviting, ongoing maintenance is a priority and has been programmed. Plans to repaint the water park main slide and resurface the waterpark locker room and fitness room floors are included in this fiscal year budget. Other items include the replacement of the hot water boiler and routine replacement of fitness equipment.

WATER AND SEWER FUND

The proposed budget for the Water and Sewer Fund for FY 2020 is \$20,435,828. The City has committed to a financial plan that allows for small increases in the water and sewer rates to accumulate adequate funding for future capital projects to maintain adequate capacity for its current and future customers. In Fiscal Year 2017, a Resolution was adopted for the establishment of a Water and Sewer Capital Reserve Fund to be used to accumulate funds for the construction of a new wastewater treatment plant in the year 2030-time frame. The engineering and construction cost is estimated to be \$135,000,000 and the City believes it is prudent to accumulate enough cash reserves to fund 40% of the total project cost and finance the remaining 60% with revenue bonds. The FY 2020 Budget includes a 3.2% water and sewer rate increase as part of this financial plan.

Capacity fees and other construction related fees will be increased on July 1, 2019 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 replace the chlorine scales, increase the storage area for dry chemicals and add a redundant carbon feed source to help improve taste and odor.

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

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.

ELECTRIC FUND

The proposed budget for the Electric Fund for FY 2020 is \$66,616,234. Electric rates for the FY 2020 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 funding to relocate lines for NC Department of Transportation roadway improvements projects including Highway 74 widening and the Skyway/Hwy 74 bridge. The budget also includes funding for external firms to provide a contract employee to fill the vacant Design Engineering Manager position and the purchase of an additional storage facility.

NATURAL GAS FUND

The proposed budget for the Natural Gas Fund for FY 2020 is \$20,958,115. 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 2020. The natural gas system continues to expand to serve new commercial and residential customers resulting in increased sales volume which may offset future rate increases. The Natural Gas System is preparing to expand into Marshville, NC in the fall of 2019. In order to maintain system integrity and provide reliable customer service as growth increases, the proposed budget includes the addition of two positions – an Energy Services Locator and Gas Technician I.

Proposed capital improvements include continued funding of system reinforcement projects to resolve weak portions of the natural gas system and increase the operating pressures in the lines as required by federal regulations. Funding for natural gas line relocation projects due to road widening and improvement projects has been included. 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 2020 is \$2,352,571. 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. In an effort to increase these educational efforts, a new Environmental Educator position has been added. This position is shared with the Solid Waste Fund and will focus on the effect of stormwater pollution and provide education about proper recycling and the benefits of recycling for our environment. A topo box sand model is to be purchased in cooperation with the Science Center as an educational tool to teach the various properties of topography, hydrology, geomorphology and land management. A system to track drainage requests and prioritize them is planned to be purchased as well. There are no stormwater rate increases proposed in this Budget.

AIRPORT FUND

The proposed budget for the Airport Fund for FY 2020 is \$3,748,875. The continued focus is to expand operations of the Airport and reduce the operating deficit by increasing efficiency in the operations and attracting more aircraft traffic, both based and transient. Construction has begun on the second of two hangar projects at the City's airport, which supports the Airport's focus. The first hangar, which was completed in early 2019, is a bulk storage hangar that has been entirely leased out. The second hangar is designed to store larger corporate jet aircraft with office space for the aircraft's flight crew, and is currently in negotiations to be leased. These new activities demonstrate the potential in boosting operating revenue through new leases and fuel sales. Additionally, the Airport will continue with further airfield enhancements such as an apron rehabilitation project that is currently approved and will be grant funded.

SOLID WASTE FUND

The proposed budget for the Solid Waste Fund for FY 2020 is \$2,477,511. The Solid Waste Fund covers the cost of recycling and residential/business collection services within the corporate limits as well as trash pickup along the City's right-of-ways. A community maintenance crew is also provided to address problem areas within the City associated with yard waste, trash and bulky items. A request for proposals for solid waste collection was recently sent out and is currently being reviewed. A recommendation for the contract award for collection services will be presented to City Council in June, 2019. In an effort to increase recycling education, a new Environmental Educator position has been added. This position is shared with the Stormwater Fund and, as mentioned above, will focus on the effect of stormwater pollution and provide education about proper recycling and the benefits of recycling for our environment.

SELF-INSURANCE FUNDS

The City maintains three self-insurance funds: Workers' Compensation, Property and Casualty and Health and Dental. The proposed annual financial plan for the Health and Dental Insurance Fund recommended a 5% increase to the employer premium contributions for the upcoming year. No increase was recommended for employee premiums. The FY 2020 budget also includes contributions from all departments totaling \$241,762 for the wellness program.

The proposed annual financial plan for the Workers' Compensation Fund for FY 2020 includes funding contributions of \$300,000, an increase of \$100,000 over FY 2019, that has been allocated to all departments. Funding for the Property and Casualty Fund totals \$767,150 that has been allocated to all departments. This amount is 7.2% higher the prior fiscal year.

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

CONCLUSION

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

Respectfully,



E.L. Faison, City Manager

**CITY OF MONROE
SUMMARY OF FY 2020 RECOMMENDED BUDGET
BY FUND**

FUND	FY19	FY20	INC / (DEC)
General	\$ 33,036,023	\$ 35,018,124	\$ 1,982,101
Center Theatre	-	918,895	918,895
Parks & Recreation	3,619,108	3,798,271	179,163
Golf Course	1,141,357	1,282,562	141,205
GF Capital Reserve	100,000	3,763	(96,237)
GF Capital Projects	18,900,000	956,776	(17,943,224)
Subtotal General Fund	56,796,488	41,978,391	(14,818,097)
Aquatics Center	4,212,340	4,231,263	18,923
Occupancy Tax Projects	3,210,100	296,084	(2,914,016)
Downtown Monroe	165,684	169,006	3,322
Monroe-Union Co. Econ. Dev.	740,161	817,145	76,984
Water & Sewer	16,557,502	17,140,531	583,029
Water & Sewer Cap Projects	1,600,000	2,850,000	1,250,000
Water & Sewer Reserve	610,331	445,297	(165,034)
Subtotal Water & Sewer	18,767,833	20,435,828	1,667,995
Stormwater	2,306,606	2,352,571	45,965
Stormwater Capital Projects	-	-	-
Subtotal Stormwater	2,306,606	2,352,571	45,965
Electric	64,706,847	64,341,234	(365,613)
Electric Capital Projects	1,455,000	2,275,000	820,000
Subtotal Electric	66,161,847	66,616,234	454,387
Natural Gas	19,233,300	19,148,115	(85,185)
Natural Gas Capital Projects	1,555,000	1,810,000	255,000
Subtotal Natural Gas	20,788,300	20,958,115	169,815
Airport	3,551,938	3,748,875	196,937
Solid Waste	2,472,978	2,477,511	4,533
Total	\$ 179,174,275	\$ 164,081,023	\$ (15,093,252)

SUMMARY OF FY 2020 INTERNAL SERVICE FUNDS FINANCIAL PLANS

Health and Dental	\$ 7,966,928	\$ 8,419,566	\$ 452,638
Worker's Compensation	545,984	397,844	(148,140)
Property & Casualty	784,287	797,555	13,268
Total	\$ 9,297,199	\$ 9,614,965	\$ 317,766

Notes: Excludes internal transfers out to other funds.

**CITY OF MONROE
SUMMARY OF FY 2020 RECOMMENDED BUDGET
GENERAL FUND BY DEPARTMENT**

DEPARTMENT	FY19	FY20	INC / (DEC)
Legislative	\$ 438,709	\$ 499,097	\$ 60,388
City Administrative	1,601,037	1,639,729	38,692
Facilities Maintenance ⁽¹⁾	781,876	1,462,189	680,313
Finance	2,033,107	2,751,427	718,320
Human Resources	249,647	258,587	8,940
Engineering & Streets	4,332,144	4,476,597	144,453
Building Standards	840,212	820,091	(20,121)
Planning	876,798	928,220	51,422
Police	11,205,185	11,733,795	528,610
Fire	9,575,262	9,528,911	(46,351)
Info Technology	1,102,046	919,481	(182,565)
Total	\$ 33,036,023	\$ 35,018,124	\$ 1,982,101

Notes:

⁽¹⁾ In FY19, Facilities Maintenance was a division in the Parks & Recreation fund. This function was moved to a new department in the General Fund beginning in FY20.

LEGISLATIVE
City Council, Boards, & Commissions

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 151,663	\$ 156,179	\$ 158,558
Operations	131,377	174,860	190,435
Capital	-	-	-
Outside Agencies Appropriations	251,719	292,399	349,450
Subtotal	\$ 534,759	\$ 623,438	\$ 698,443
Allocations	(190,418)	(184,729)	(199,346)
Total Budget	\$ 344,341	\$ 438,709	\$ 499,097

ELECTED PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	7	7	7

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

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 606,074	\$ 635,874	\$ 652,850
Operations	785,410	669,372	535,930
Capital	-	-	-
Subtotal	\$ 1,391,484	\$ 1,305,246	\$ 1,188,780
Allocations	(401,830)	(374,351)	(390,151)
Total Budget	\$ 989,654	\$ 930,895	\$ 798,629

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	4	4	4

City Attorney Division

Mujeeb Shah-Khan., City Attorney

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 308,455	\$ 316,413	\$ 328,926
Operations	66,719	82,320	83,315
Capital	-	-	-
Subtotal	\$ 375,174	\$ 398,733	\$ 412,241
Allocations	(261,139)	(253,087)	(261,446)
Total Budget	\$ 114,035	\$ 145,646	\$ 150,795

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	2	2	2

Public Information Division

E.L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 31,299	\$ 33,177	\$ 100,020
Operations	231,084	254,150	256,498
Subtotal	262,383	287,327	356,518
Allocations	(44,708)	(44,524)	(46,458)
Total Budget	\$ 217,675	\$ 242,803	\$ 310,060

Notes:

FY20 Personnel includes a New Communications Specialist position, \$61K.

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

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	1	1	2

Economic Development Division

Chris Platé, Executive Director of Economic Development

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 13,983	\$ -	\$ -
Operations	50,801	27,687	28,687
Economic Incentives	117,161	537,212	615,600
Capital Projects	-	-	-
Subtotal	\$ 181,945	\$ 564,899	\$ 644,287
Allocations	(367,625)	(283,206)	(264,042)
Total Budget	\$ (185,680)	\$ 281,693	\$ 380,245

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	1	0	0

PARKS & RECREATION

Facilities Maintenance

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

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 181,420	\$ 187,031	\$ 543,427
Operations	529,139	548,373	749,805
Capital	89,916	145,000	263,000
Subtotal	\$ 800,475	\$ 880,404	\$ 1,556,232
Allocations	(98,378)	(98,528)	(94,043)
Total Expenditure Budget	\$ 702,097	\$ 781,876	\$ 1,462,189

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	3	8	8

⁽¹⁾ In FY19, Facilities Maintenance was a division in the Parks & Recreation fund. This function was moved to a new department in the General Fund beginning in FY20. Reorganization also included moving 5 staff members from the Parks Maintenance division.

⁽²⁾ FY20 Operations includes repairs/renovation to the Plaza Fountain, \$80K.

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Roof Replacement - Dickerson Gym	\$ 165,000	\$ 165,000	Fund Balance
Hvac Replacements/Hvac Inventory	\$ 50,000	\$ 50,000	Fund Balance
Addition To Facility Maintenance Shop	\$ 32,000	\$ 32,000	Fund Balance
Replace hot water circulation pump City Hall	\$ 16,000	\$ 16,000	Fund Balance
Total Capital	\$ 263,000	\$ 263,000	

FINANCE

Administration Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 330,169	\$ 339,107	\$ 346,577
Operations	13,286	22,574	19,383
Capital	-	-	\$ 139,698
Debt Service	1,071,900	1,876,872	2,244,822
Subtotal	\$ 1,415,355	\$ 2,238,553	\$ 2,750,480
Allocations	(233,131)	(227,884)	(237,096)
Total Budget	\$ 1,182,224	\$ 2,010,669	\$ 2,513,384

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY-FINANCE ADMIN

Item Description	Department Request	City Manager Recommendation	Funding Source
New budget software	109,692	109,692	Fund Balance
Replace '08 Highlander	30,000	30,000	Fund Balance
Total Capital	\$ 139,692	\$ 139,692	

Notes:

FY20 Debt Service includes estimates for new debt for the new Police Department Building, \$971.3K.

FINANCE

Accounting Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 378,886	\$ 395,760	\$ 404,626
Operations	92,259	101,782	117,201
Capital	-	-	-
Subtotal	\$ 471,145	\$ 497,542	\$ 521,827
Allocations	(259,669)	(252,239)	(277,031)
Total Budget	\$ 211,476	\$ 245,303	\$ 244,796

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	4	4	4

FINANCE

Utility Billing Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 491,032	\$ 530,063	\$ 565,589
Operations	144,955	171,575	194,238
Capital	-	-	70,000
Subtotal	\$ 635,987	\$ 701,638	\$ 829,827
Allocations	(919,600)	(841,338)	(860,646)
Total Budget	\$ (283,613)	\$ (139,700)	\$ (30,819)

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	8	8	8

CAPITAL IMPROVEMENT SUMMARY-UTILITY BILLING

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace MVRS Meter Reading Equip.(2)	\$ 40,000	\$ 40,000	Fund Balance
Replace truck #2588 '12 Nissan Frontier	\$ 30,000	\$ 30,000	Fund Balance
Total Capital	\$ 70,000	\$ 70,000	

FINANCE

Purchasing Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 153,753	\$ 168,946	\$ 171,604
Operations	20,224	22,341	22,946
Capital	-	-	-
Subtotal	\$ 173,977	\$ 191,287	\$ 194,550
Allocations	(109,427)	(108,710)	(108,142)
Total Budget	\$ 64,550	\$ 82,577	\$ 86,408

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	2	2	2

FINANCE

Fleet Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 212,708	\$ 266,106	\$ 275,054
Operations	36,979	43,565	45,738
Capital	7,250	-	10,840
Subtotal	\$ 256,937	\$ 309,671	\$ 331,632
Allocations	(272,318)	(214,292)	(193,347)
Total Budget	\$ (15,381)	\$ 95,379	\$ 138,285

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY-FLEET

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace R134A Refrigerant Machine in Garage	\$ 5,840	\$ 5,840	Fund Balance
Purchase R1234R Refrigerant Machine	\$ 5,000	\$ 5,000	Fund Balance
Total Capital	\$ 10,840	\$ 10,840	

FINANCE

Warehouse Division

Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 223,016	\$ 237,788	\$ 240,247
Operations	58,392	54,686	66,111
Capital	-	-	25,000
Subtotal	\$ 281,408	\$ 292,474	\$ 331,358
Allocations	(392,586)	(404,861)	(412,058)
Total Budget	\$ (111,178)	\$ (112,387)	\$ (80,700)

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY-WAREHOUSE

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace truck #1442	\$ 25,000	\$ 25,000	Fund Balance
Total Capital	\$ 25,000	\$ 25,000	

FINANCE

Payment Center Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 329,588	\$ 347,760	\$ 359,749
Operations	86,247	100,837	104,145
Capital		-	-
Subtotal	\$ 415,835	\$ 448,597	\$ 463,894
Allocations	(480,373)	(472,637)	(468,344)
Total Budget	\$ (64,538)	\$ (24,040)	\$ (4,450)

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	5	5	5

FINANCE

Customer Service Division
Lisa Strickland, Director of Finance

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 398,738	\$ 432,212	\$ 447,898
Operations	74,350	79,276	83,757
Capital	-	-	-
Subtotal	\$ 473,088	\$ 511,488	\$ 531,655
Allocations	(619,100)	(636,182)	(647,132)
Total Budget	\$ (146,012)	\$ (124,694)	\$ (115,477)

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	6	6	6

FINANCE DEPARTMENT

Accounting Division

FISCAL YEAR

	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$421,849	\$454,785	\$380,163	\$406,840	\$471,145	\$ 497,542
Employees	5	5	4	4	4	4
Output Measures						
# Checks issued to vendors	6,822	6,767	6,000	6,039	5,608	
# Vendor payments processed through Electronic Funds Transfer (EFT)	1,355	1,461	2,292	2,593	2,709	
# Pcard transactions	8,072	7,843	8,234	8,149	8,441	
# Purchasing card (P-Card) users	151-159	145-156	150-153	151-158	153-158	
\$ Amount of all vendor payments (checks, EFT & P-Card)	\$116,052,503	\$106,548,579	\$109,750,362	\$126,048,159	\$127,401,113	
# Employees paid through payroll	800	797	827	853	861	
# Payroll direct deposits processed	17,506	17,690	17,869	18,457	19,012	
# Journal entry transactions processed	147,430	147,902	144,843	147,051	145,124	
Effectiveness Measures						
\$ Rebate received P-Card purchases	\$17,171	\$18,105	\$15,876	\$19,401	\$19,422	
% Payroll direct deposits manually processed	0.03%	0.07%	0.17%	0.10%	0.15%	
% Payroll direct deposits voided	0.01%	0.03%	0.02%	0.06%	0.05%	
Parity debt ⁽²⁾ service coverage ratio (per bond covenants - no less than 125%)	291%	459%	275%	470%	424%	125% or >
Subordinated debt ⁽³⁾ service coverage ratio (per bond covenants - no less than 100%)	193%	317%	194%	321%	299%	100% or >
% Non-paper transactions ⁽¹⁾	58%	58%	64%	64%	67%	67%
Average # payments per week (check and EFT)	160	161	163	169	163	

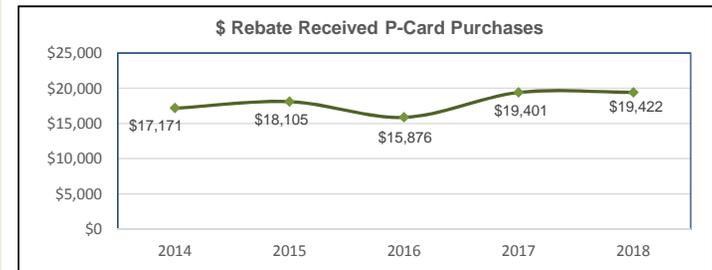
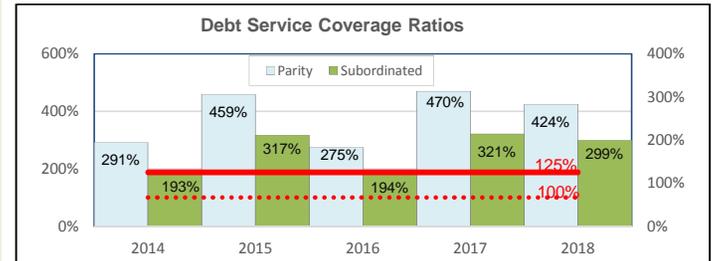
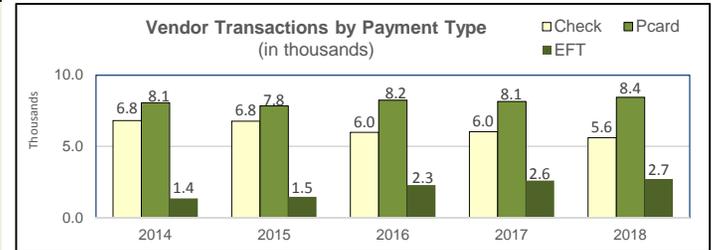
Efficiency Measures

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.



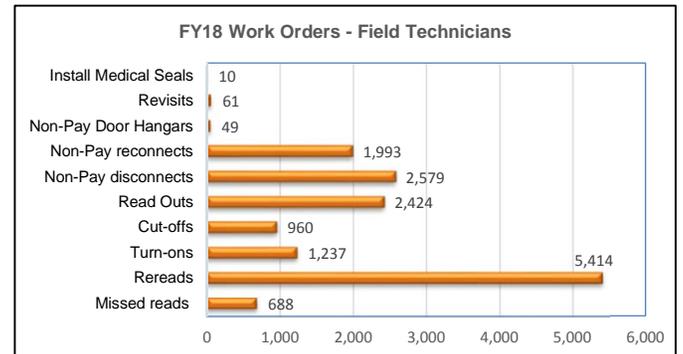
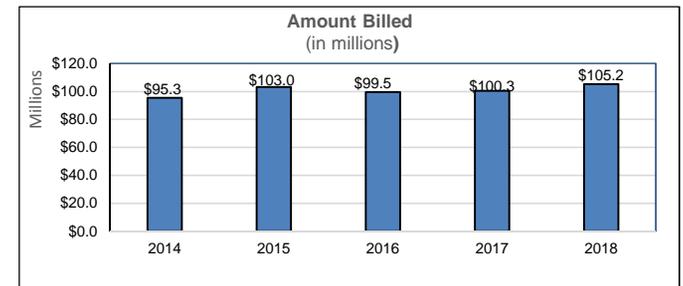
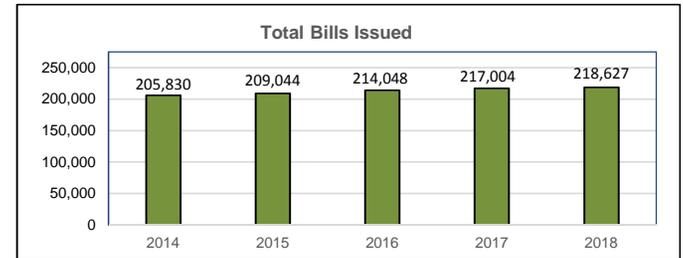
FINANCE DEPARTMENT

Utility Billing Division

	FISCAL YEAR					
	2014	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Actual	Actual	Target
Inputs						
Expenditures	\$599,604	\$693,731	\$691,996	\$668,963	\$635,987	\$701,638
Employees	7	8	8	8	8	8
Output Measures						
# Bills issued	205,830	209,044	214,048	217,004	218,627	
# Registers read	435,369	439,116	444,019	449,813	453,539	
# Work requests completed	21,662	23,384	20,282	17,020	15,415	
\$ Amount billed	\$95,346,200	\$103,012,627	\$99,488,940	\$100,274,277	\$105,242,869	
# Meter rereads	8,542	10,688	7,296	6,133	5,414	
Effectiveness Measures						
% Billing accuracy ⁽¹⁾	100.00%	99.99%	100.00%	100.00%	100.00%	100.00%
% Meter reading accuracy	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Work requests completed on scheduled date	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Meters billed within 3 days of established reading and billing schedule	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency Measures						
Average number utility bills processed per Utility Billing Specialist per workday	333	241	246	250	253	
\$ Cost per utility bill processed ⁽³⁾	\$1.47	\$1.63	\$1.62	\$1.47	\$1.37	
\$ Cost per work order processed ⁽²⁾	\$4.60	\$4.04	\$4.94	\$5.42	\$6.15	
Average # work orders processed per day per Field Technician	26	28	23	25	22	

Notes:

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

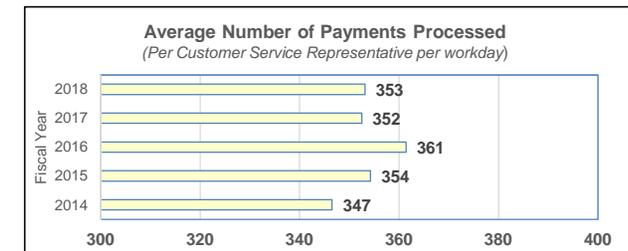
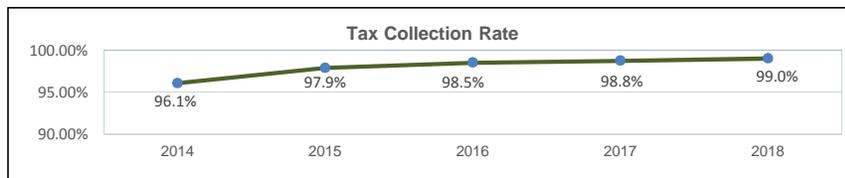
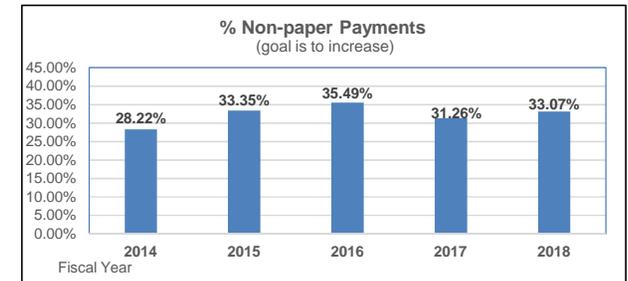
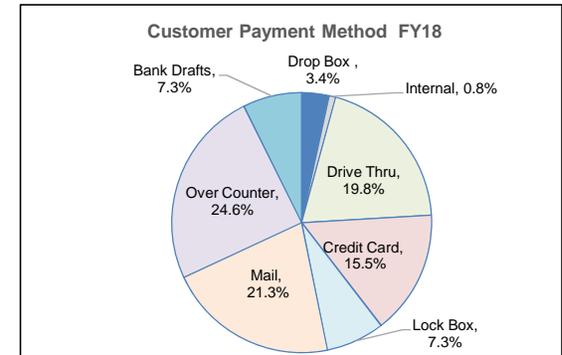


FINANCE DEPARTMENT

Payment Center

FISCAL YEAR

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$259,084	\$422,806	\$403,435	\$443,802	\$415,835	\$448,597
Number of Authorized Employees	4	5	5	5	5	5
Output Measures						
# Utility payments processed	187,714	190,153	193,621	194,247	193,735	
# Tax payments processed	20,069	23,457	24,626	18,612	18,573	
# Other payments processed	49,498	49,966	51,717	49,398	49,365	
# Payments - bank draft	-	16,463	16,622	18,619	20,749	
% Payments made via drop box	3.9%	3.5%	3.2%	3.4%	3.4%	
% Interdepartmental payments (internal)	0.9%	0.8%	0.8%	0.8%	0.8%	
% Payments made via drive thru	16.8%	14.4%	12.5%	18.9%	19.8%	
% Payments made via credit card	13.9%	16.1%	17.5%	14.3%	15.5%	
% Payments made via lock box	6.7%	6.7%	6.8%	7.4%	7.3%	
% Payments made via mail	24.4%	24.3%	24.6%	22.0%	21.3%	
% Payments made over counter	33.4%	28.4%	28.8%	26.5%	24.6%	
% Payments made via bank draft	-	5.8%	5.8%	6.6%	7.3%	6.5%
Effectiveness Measures						
% Non-paper payments (goal is to increase)	28.22%	33.35%	35.49%	31.26%	33.07%	35.49%
Tax Collection Rate	96.07%	97.91%	98.53%	98.76%	99.02%	100.00%
Efficiency Measures						
Average number of payments processed per Customer Service Representative per work day	347	354	361	352	353	



FINANCE DEPARTMENT

Customer Service Division

	FISCAL YEAR					Target
	2014	2015	2016	2017	2018	
	Actual	Actual	Actual	Actual	Actual	
Inputs						
Expenditures	\$454,847	\$476,661	\$462,178	\$483,934	\$473,088	\$511,488
Employees	6	6	6	6	6	6
Output Measures						
# Customer calls handled	42,157	42,087	40,478	40,705	32,791	
# Walk-ins assisted	14,859	14,867	14,207	13,230	12,481	
# Late notices sent	52,376	53,298	50,639	51,222	51,551	
# Service activations	-	4,238	4,263	4,185	3,960	
# Non-payment disconnections processed ⁽²⁾	2,610	2,492	3,235	2,897	2,920	
# Customers assisted by outside agencies	4,483	4,034	4,111	3,726	3,778	
# Payments made-City's Helping Hands program	137	123	7	86	220	
\$ Amount of assistance provided by agencies	\$839,264	\$816,657	\$805,071	\$741,397	\$728,303	
\$ Amount of assistance provided-City's Helping Hands program ⁽¹⁾	\$40,000	\$35,000	\$2,185	\$24,102	\$55,870	
Effectiveness Measures						
% Customer calls abandoned	8%	18%	32%	18%	11%	20%
% Calls answered in less than 2 minutes (industry standard 80%)	76%	71%	63%	70%	70%	80%
\$ Utility bill write-offs	\$314,560	\$338,088	\$353,916	\$311,669	\$281,519	
% Billed written off	0.3%	0.3%	0.4%	0.3%	0.3%	0.3%
Efficiency Measures						
Average # phone calls handled per Customer Service Rep per working day	38	38	36	33	27	
Average # walk-ins assisted per Customer Service Rep per working day	13	13	13	11	10	

Notes:

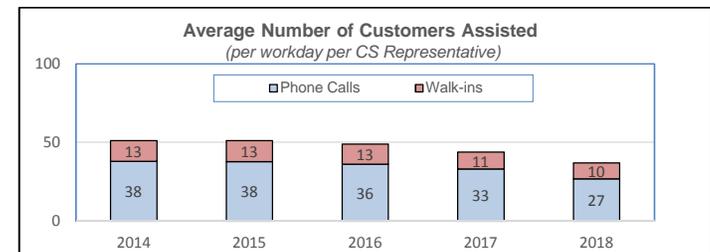
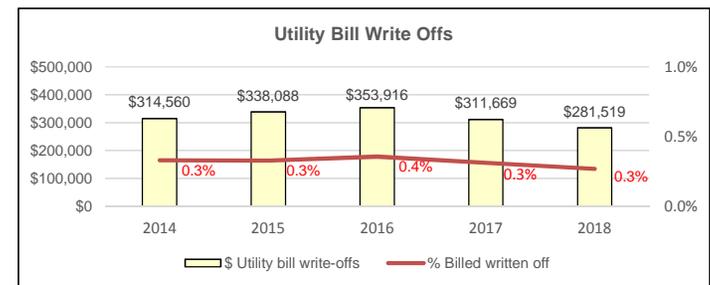
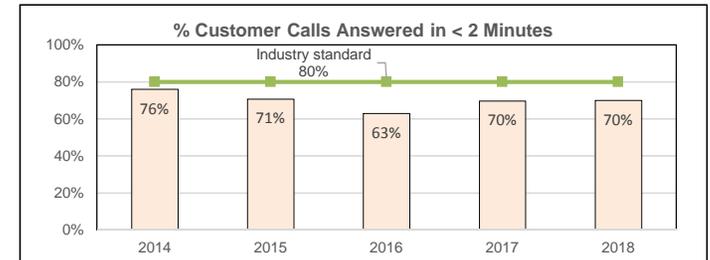
The FY17 budget includes a new part-time Customer Service Representative.

⁽¹⁾ In FY16, the Department of Social Services received a large amount of federal funding.

This source of funding is used, before the City's Helping Hands money.

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

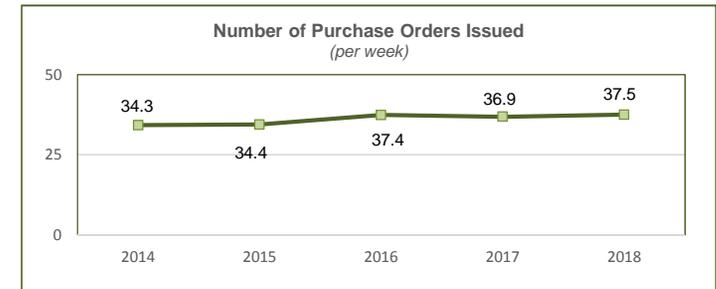
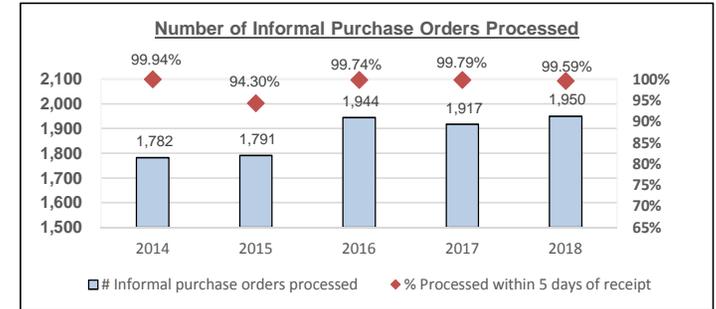
Actual utility service disconnections are handled by Utility Billing Field Technicians.



FINANCE DEPARTMENT

Purchasing Division

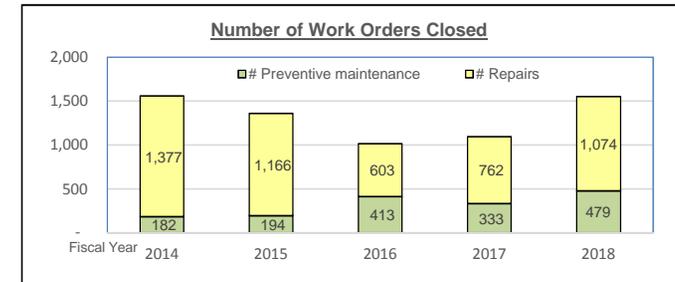
	FISCAL YEAR					2019 Target
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	
Inputs						
Expenditures	\$147,670	\$165,168	\$162,028	\$168,940	\$173,977	\$191,287
Employees	2	2	2	2	2	2
Output Measures						
# Informal purchase orders processed	1,782	1,791	1,944	1,917	1,950	
# Formal bids processed	1	2	4	3	4	
Effectiveness Measures						
% Informal PO's processed within 5 days of receipt	99.9%	94.3%	99.7%	99.8%	99.6%	0.0%
Efficiency Measures						
# PO's issued per week	34.3	34.4	37.4	36.9	37.5	



FINANCE DEPARTMENT

Fleet Maintenance

	FISCAL YEAR					2019 <u>Target</u>
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	
Inputs						
Expenditures	\$260,233	\$235,030	\$276,016	\$274,959	\$249,687	\$309,671
Authorized Employees	4	4	4	4	4	4
# Vehicles in fleet	317	321	347	358	335	
# Equipment in fleet	173	176	175	177	171	
Output Measures						
# Job orders	1,570	1,390	1,211	1,111	1,553	
Effectiveness Measures						
% Job orders closed	99.3%	97.8%	83.9%	98.6%	100.0%	
# Preventive maintenances work orders closed	182	194	413	333	479	
# Repair work orders closed	1,377	1,166	603	762	1,074	
% Work orders - preventative maintenance	12%	14%	41%	30%	31%	
Efficiency Measures						
Average number of work orders per Automotive/Equip. Mechanic per work day	1.8	2.2	1.2	1.3	1.8	
Average # Vehicles maintained / repaired per FTE	158.5	107.0	99.1	102.3	95.7	



HUMAN RESOURCES

Human Resources Division

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$403,148	\$461,582	\$491,776
Operations	36,168	48,601	55,529
Capital	-	-	-
Subtotal	\$439,316	\$510,183	\$547,305
Allocations	(309,186)	(306,524)	(335,321)
Total Budget	\$130,130	\$203,659	\$211,984

Notes:

Personnel includes an increase in Tuition Assistance due to greater interest in the program since the implementation on new Career Ladders, \$35K.

FULL-TIME PERSONNEL SUMMARY

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

CAPITAL IMPROVEMENT SUMMARY-HUMAN RESOURCES

Item Description	Department Request	City Manager Recommendation	Funding Source
Office expansion for new HR personnel	\$24,000	Delay	Fund Balance
Total Capital	\$24,000	\$0	

HUMAN RESOURCES

Risk Management Division

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$95,024	\$98,706	\$102,265
Operations	27,774	31,809	32,008
Capital	-	-	-
Subtotal	\$122,798	\$130,515	\$134,273
Allocations	(82,801)	(84,527)	(87,670)
Total Budget	\$39,997	\$45,988	\$46,603

FULL-TIME PERSONNEL SUMMARY

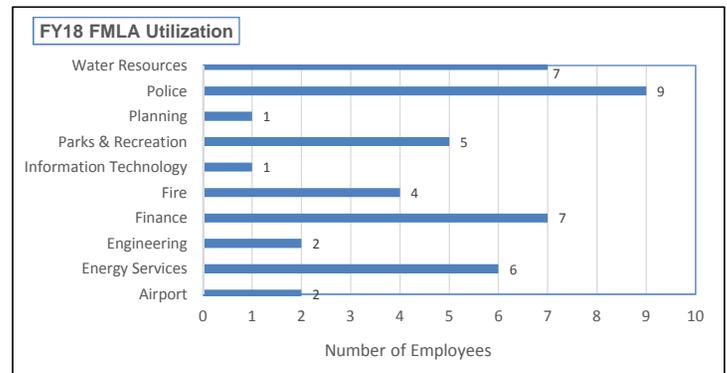
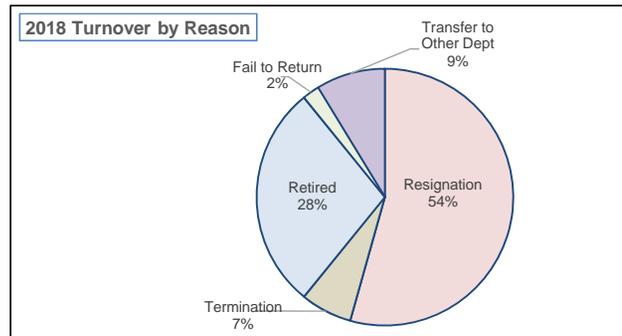
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Proposed
Positions	1	1	1

HUMAN RESOURCES DEPARTMENT

Human Resources

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$457,136	\$424,979	\$437,296	\$434,925	\$439,316	\$510,183
Employees	4	4	4	4	4	4
Total City Employees ⁽¹⁾	897	916	938	975	986	
Output Measures						
# Separations ⁽²⁾	-	23	24	48	46	
# Serviced by EAP ⁽³⁾	-	22	19	31	31	
# Tuition Reimbursement program participants	12	9	8	5	6	
\$ Tuition Reimbursement program	\$8,794	\$12,651	\$11,374	\$8,005	\$7,710	
# FMLA cases	56	47	44	41	29	
Effectiveness Measures						
Turnover rate of employees ⁽²⁾	-	9.8%	12.1%	10.67%	10.13%	
% Total clients serviced annualized utilization rate - EAP	-	10.43%	8.96%	14.7%	11.7%	
Efficiency Measures						
Ratio of HR staff to every 100 workers	1:225	1:229	1:235	1:244	1:246	1:100
Human Resources cost per city employee	\$577	\$531	\$535	\$496	\$495	
Average EAP cost per participant	-	\$413	\$478	\$305	\$316	
Average tuition reimbursement per participant	\$733	\$1,406	\$1,422	\$1,601	\$1,285	

2018 Turnover by Dept.			
Facilities	1	Planning	4
Econ. Dev	1	Police	4
Energy Svcs.	7	Water Res.	10
Engineering	8		
Finance	6		
Fire	1		
Parks & Rec	4		
Total			46



Notes:

- ⁽¹⁾ Includes all employees that worked during the calendar year and were issued a W2.
- ⁽²⁾ Measure is for calendar year. Includes employees transferring to another department, retiring, resignations, and terminations.

ENGINEERING
Engineering Division
Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 861,681	\$ 974,294	\$ 908,218
Operations	59,059	51,231	58,694
Capital	-	-	-
Capital Project	-	-	23,667
Subtotal	\$ 920,740	\$ 1,025,525	\$ 990,579
Allocations	(379,923)	(399,226)	(458,187)
Total Budget	\$ 540,817	\$ 626,299	\$ 532,392

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized Authorized	FY 2019 Authorized Authorized	FY 2020 Proposed Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY – ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
New parking Lot (Old Scott Lot)	\$1,550,000	Delay	
Sidewalk maintenance	\$200,000	Delay	
Parking lot resurfacing (Church St at RR Depot)	\$170,000	Delay	
Resurfacing Cemetery Streets- Hillcrest	\$72,000	\$72,000	Fund Balance
Ops Center Parking Lot	\$23,667	\$23,667	Fund Balance
Restriping Parking Lots & On- street parking	\$10,000	\$10,000	Fund Balance
Parking Lot Resurfacing (Dickerson Park)	\$10,000	\$10,000	Fund Balance
Total Capital	\$2,035,667	\$115,667	

ENGINEERING

Street Division/Powell Bill

Jim Loyd, Engineering Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,049,040	\$ 1,174,401	\$ 1,267,103
Operations	1,198,789	1,599,944	1,611,907
Capital	197,821	200,000	275,500
Construction	1,125,284	1,135,770	1,227,770
Subtotal	\$ 3,570,934	\$ 4,110,115	\$ 4,382,280
Allocations	(621,015)	(404,270)	(414,408)
Total Budget	\$ 2,949,919	\$ 3,705,845	\$ 3,967,872

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized Authorized	FY 2019 Authorized Authorized	FY 2020 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
Salt/Sand Storage Shed	\$ 100,000	\$ 100,000	Fund Balance
Vehicle for new Construction Inspector I	\$ 33,900	Delay	
New Sheds for Leaf Collection Equipment	\$ 23,000	Delay	
2- Tall Equipment Shelters	\$ 18,000	Delay	
Work Shed For Concrete Crew	\$ 6,000	\$ 6,000	Fund Balance
Total Capital	\$ 480,900	\$ 406,000	

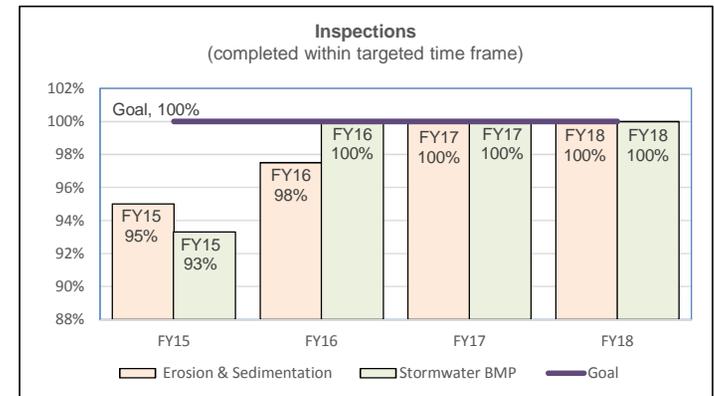
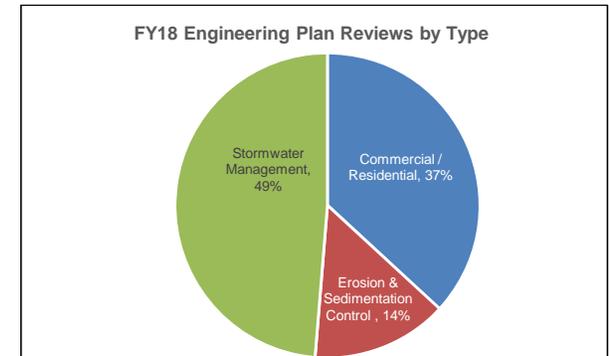
CAPITAL IMPROVEMENT SUMMARY – POWELL BILL

Item Description	Department Request	City Manager Recommendation	Funding Source
Tandem Dump Truck To Replace #2185 (2004)	\$ 169,500	\$ 169,500	Grants
Hydraulic X-Change Kit, For Mini Excavator	\$ 5,000	\$ 5,000	Grants
Total Capital	\$ 174,500	\$ 174,500	

ENGINEERING DEPARTMENT

Engineering

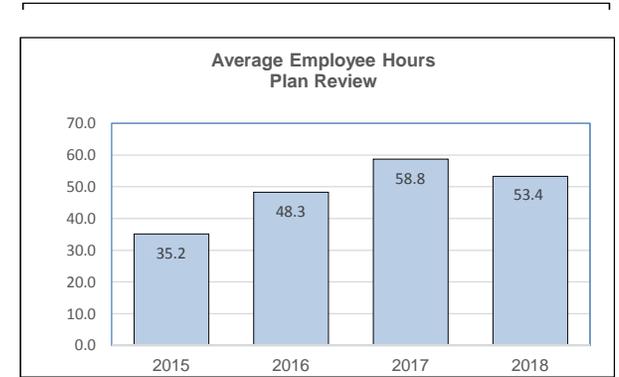
	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$812,789	\$878,116	\$894,272	\$925,634	\$920,740	\$1,025,525
Employees	9	9	9	9	9	9
Output Measures						
Commercial / residential plan reviews completed	-	70	32	53	28	
Erosion & sedimentation control plan reviews completed	-	35	20	13	11	
Erosion & sedimentation control inspections completed	-	459	606	468	475	
Stormwater management plan reviews completed	-	17	22	26	37	
Stormwater BMP ⁽¹⁾ inspections completed	-	30	32	39	38	
Storm drainage requests investigated	-	163	183	168	176	
Mapping projects completed	-	26	31	8	8	
Record plat reviews completed	-	76	30	60	85	
Effectiveness Measures						
% Commercial / residential plan reviews completed within 10 days	-	100.0%	100.0%	100.0%	100.0%	100.0%
% Erosion & sedimentation control plan reviews completed within 10 days	-	100.0%	100.0%	100.0%	100.0%	100.0%
% Erosion & sedimentation inspections completed within 1 day	-	95.0%	97.5%	100.0%	100.0%	100.0%
% Stormwater management plan reviews completed within 10 days	-	100.0%	100.0%	100.0%	98.0%	100.0%
% Stormwater BMP ⁽¹⁾ inspections completed within 10 days	-	93%	100.0%	100.0%	100.0%	100.0%
% Storm drainage requests investigated within 2 days	-	98%	100.0%	100.0%	100.0%	100.0%
% Mapping projects completed within targeted timeframe (varies by project)	-	100.0%	100.0%	100.0%	100.0%	100.0%
% Record plat reviews completed within 30 minutes per plat	-	82.8%	97.73%	100.0%	100.0%	100.0%



ENGINEERING DEPARTMENT

Engineering

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Efficiency Measures						
Employee hours per commercial / residential plan review	-	2.0	1.0	3.3	1.6	
Employee hours per erosion & sedimentation control plan	-	29	35.8	40.5	38.9	
Employee hours per erosion & sedimentation control inspection	-	1.0	1.1	1.0	1.0	1.0
Employee hours per stormwater management plan review	-	4.2	11.5	15.0	12.9	
Employee hours per stormwater BMP ¹ inspection	-	3.0	3.8	5.2	4.1	3.0
Employee hours per completed drainage investigation	-	4.4	5.3	4.3	4.9	4.5
Employee hours per mapping project	-	4.5	3.5	4.2	2.3	
Employee hours per record plat review	-	2.1	0.8	3.1	0.4	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.

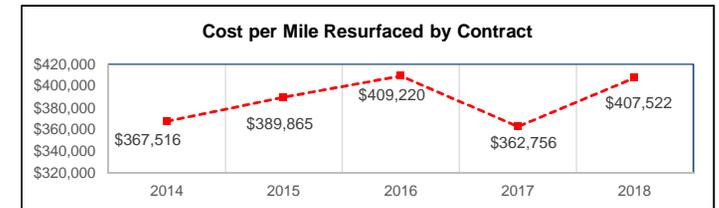
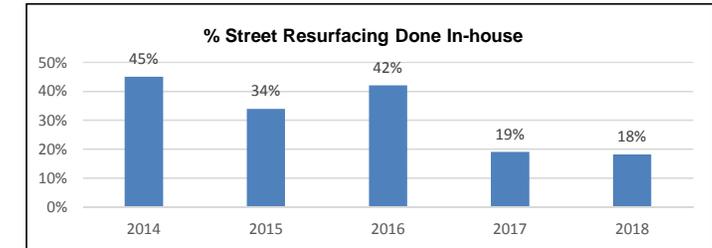
⁽¹⁾ BMP - Best Management Practice

ENGINEERING DEPARTMENT

Street Division

FISCAL YEAR

	2014	2015	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Target</u>
Inputs						
Expenditures	\$2,958,086	\$2,841,504	\$3,200,963	\$3,421,269	\$3,373,112	\$3,910,115
Employees	19	19	19	19	19	19
Street Miles	170	170	170	170	170	170
Output Measures						
Sidewalk completed (LF)	-	2,119	2,096	2,046	1,110	2,100
Curb & gutter completed (LF)	-	1,501	1,938	1,891	1,511	1,500
Streets resurfaced (miles)	2.85	2.24	2.42	4.47	3.86	8.81
Street resurfacing (asphalt tons)	-	1,446.8	2,138.7	1,210.1	1,023.1	1,970.0
Street reclamation (SY)	-	13,838.2	18,108.6	12,604.9	2,994.4	17,600.0
Utility cut repairs (asphalt tons)	-	314.21	353.07	420.6	928.0	
Full depth patching (asphalt tons)	-	190.5	416.6	172.0	351.0	
Pothole patching (asphalt tons)	-	85.32	58.34	31.8	46.6	
# Street signs installed	-	611	405	280	176	
# Speed cushions installed	-	9	12	20	5	
Effectiveness Measures						
% Priority street miles resurfaced per recommended resurfacing cycle	72%	77%	73%	82%	89%	
% Local streets miles resurfaced per recommended resurfacing cycle	24%	15%	18%	44%	35%	
% Street resurfacing done in-house (miles) ⁽¹⁾	45%	34%	42%	19%	18%	
Efficiency Measures						
Sidewalk completed per man-hour (CY)	-	0.20	0.16	0.15	0.09	0.20
Curb & gutter completed per man-hour (CY)	-	0.09	0.10	0.10	0.09	0.10
Street resurfaced per man-hour (SY)	-	12.09	19.90	16.84	18.60	16.00
Street reclaimed per man-hour (SY)	-	11.20	14.58	11.50	8.27	13.00
Utility cuts repaired per man-hour (SY)	-	1.50	1.54	1.47	1.53	1.50
Full depth patching per man-hour (SY)	-	1.91	2.67	1.17	2.04	2.30
Pothole repairs per man-hour	-	0.06	0.10	0.09	0.09	0.10
Man-hour per street sign installed	-	0.50	0.50	0.50	0.50	0.50
Man-hour per speed cushion installed	-	26.0	17.25	25.65	24.00	21.00
Resurfacing outside contractor cost/mile	\$367,516	\$389,865	\$409,220	\$362,756	\$407,522	



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 of Planning & Development

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 161,244	\$ 182,816	\$ 185,398
Operations	59,376	101,944	103,376
Capital	-	-	-
Total Expenditure Budget	\$ 220,620	\$ 284,760	\$ 288,774
Program Revenue	71,781	19,200	19,200
General Fund Revenues	148,839	265,560	269,574
Total Revenue Budget	\$ 220,620	\$ 284,760	\$ 288,774

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	3	3	3

CAPITAL IMPROVEMENT SUMMARY – CODE ENFORCEMENT

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

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

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$437,827	\$484,291	\$454,042
Operations	29,532	71,161	77,275
Capital	135,000	-	-
Total Expenditure Budget	\$602,359	\$555,452	\$531,317
Department Revenue	476,194	433,700	436,559
Funding From General Fund	126,165	121,752	94,758
Restricted GF Fund Balance	-	-	-
Total Revenue Budget	\$ 602,359	\$ 555,452	\$ 531,317
Restricted	\$ -	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	5	5	5

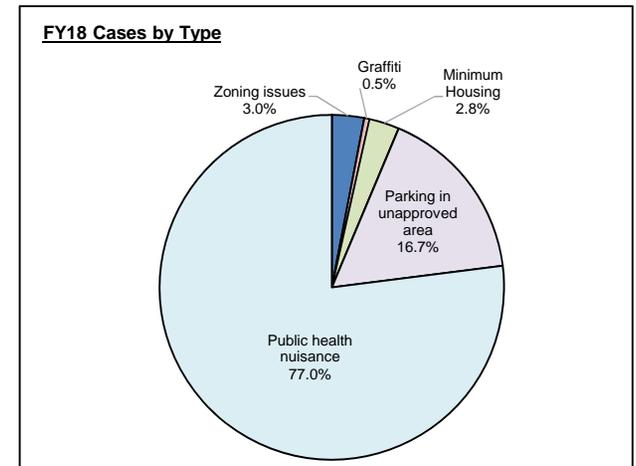
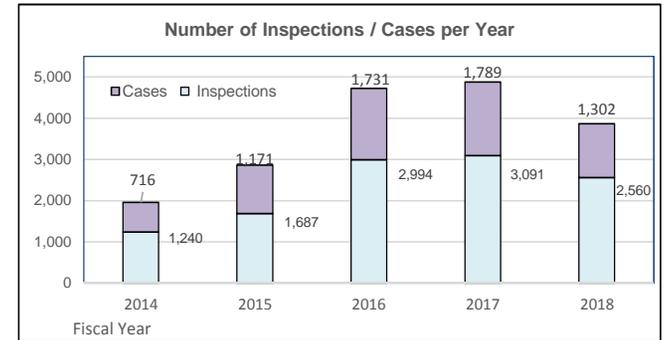
CAPITAL IMPROVEMENT SUMMARY – POWELL BILL

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

BUILDING STANDARDS DEPARTMENT

Code Enforcement

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$178,857	\$259,292	\$246,796	\$236,358	\$220,620	\$281,119
Total Employees	2	3	3	3	3	3
Output Measures						
# Inspections	1,240	1,687	2,994	3,091	2,560	
# Total cases	716	1,171	1,731	1,789	1,302	
# Zoning complaints and inspections	6	70	36	23	31	
# Graffiti cases	12	6	12	3	5	
# Minimum housing cases	23	40	25	32	29	
# Parking in unapproved area cases	151	448	390	570	171	
# Public health nuisance cases	507	677	1,303	1,181	790	
# Phone calls from citizens	2,505	2,971	4,661	5,591	3,917	
# Public health nuisance abatements	44	25	24	78	95	
# Public health nuisance door hangers	241	590	786	929	240	
# Public health nuisance courtesy/notice letters	16	27	70	85	46	
# Public health nuisance verbal notices	332	510	747	524	445	
# Solid Waste Citations	-	-	809	1,617	58	
Effectiveness Measures						
% Cases closed	71.5%	73.2%	74.9%	91.0%	93.7%	
Efficiency Measures						
Average # inspections per CE Officer per workday	2.5	2.3	4.0	4.2	3.5	
Average # cases per CE Officer per workday	1.4	1.6	2.3	2.4	1.8	
Average # phone calls per CE Officer per workday	5.1	4.0	6.2	7.5	5.3	



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

BUILDING STANDARDS DEPARTMENT

Building Inspections

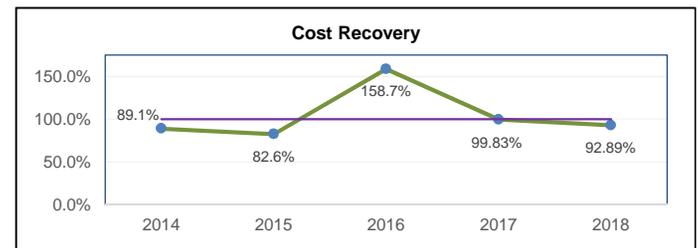
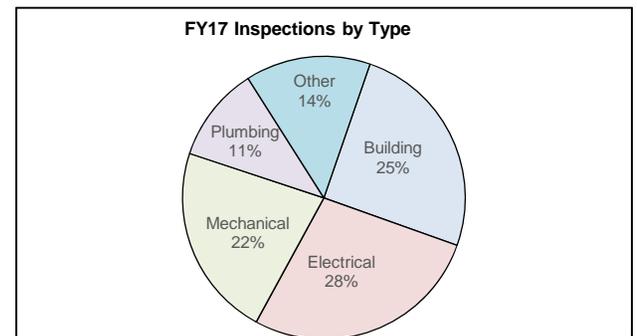
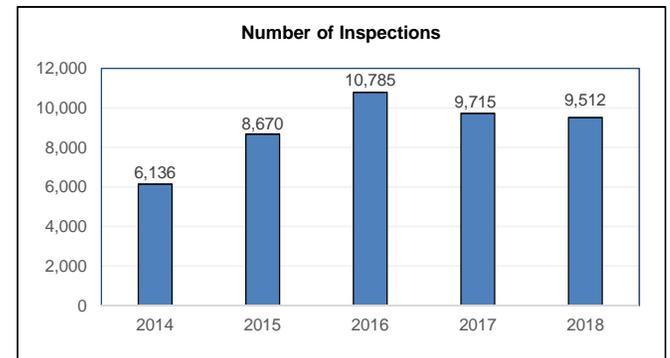
	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$378,217	\$398,585	\$413,466	\$460,636	\$467,359	\$433,700
Total Employees	4	4	4	5	3	3
Building Permit Revenue	\$336,922	\$329,083	\$656,354	\$459,840	\$434,143	\$433,700
Fund Balance Reserved for Building Inspections ⁽²⁾	NA	NA	\$215,669	\$187,349	\$19,133	\$19,133
Output Measures						
# Inspections ⁽¹⁾	6,136	8,670	10,785	9,715	9,512	
# Plans reviewed	-	-	298	255	263	< 7410
# Employee hours spent reviewing plans	-	617.5	1,813.0	1,611.0	1,612.0	
% Inspections - building	24.9%	26.2%	27.0%	27.3%	25.2%	
% Inspections - electrical	32.2%	31.9%	28.0%	29.4%	27.5%	
% Inspections - mechanical	23.0%	23.0%	23.8%	24.2%	22.1%	
% Inspections - plumbing	13.5%	14.7%	17.5%	13.4%	13.9%	
% Inspections - other	6.4%	4.2%	3.7%	5.6%	14.3%	
Effectiveness Measures						
Efficiency Measures						
Cost recovery	89.1%	82.6%	158.7%	99.83%	92.89%	100%
Average # inspections per workday	-	33.2	41.2	39.2	38.5	
Employee hours per plan review	-	-	6.1	6.3	6.1	

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 of Planning and Development

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 582,000	\$ 614,376	\$ 618,097
Operations	41,555	45,168	48,571
Capital	-	-	-
Capital Projects	-	150,000	250,000
Subtotal	\$ 623,555	\$ 809,544	\$ 916,668
Allocations	(36,862)	(38,552)	-
Total Expenditure Budget	\$ 586,693	\$ 770,992	\$ 916,668
Department Revenue	58,820	43,400	59,550
Funding From General Fund	527,873	727,592	857,118
Total Revenue Budget	\$ 586,693	\$ 770,992	\$ 916,668

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	7	7	7

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Implementation Concord Ave Master Plan	\$ 500,000	\$ 250,000	Fund Balance
Total Capital	\$ 500,000	\$ 250,000	

PLANNING

Community Development Division

Lisa Stiwinter, Director of Planning and Development

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 94,169	\$ 97,156	\$ 102,404
Operations	1,356	8,650	9,148
Community Assistance	79,004	150,000	150,000
Capital Projects	-	-	150,000
Subtotal	\$ 174,529	\$ 255,806	\$ 411,552
Allocations	-	-	-
Total Expenditure Budget	\$ 174,529	\$ 255,806	\$ 411,552
Department Revenue	-	-	-
Funding From General Fund	174,529	255,806	411,552
Total Revenue Budget	\$ 174,529	\$ 255,806	\$ 411,552

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	1	1	1

CAPITAL IMPROVEMENT SUMMARY

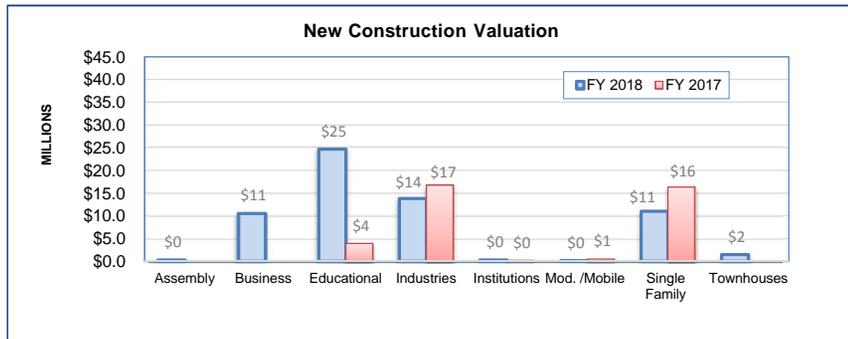
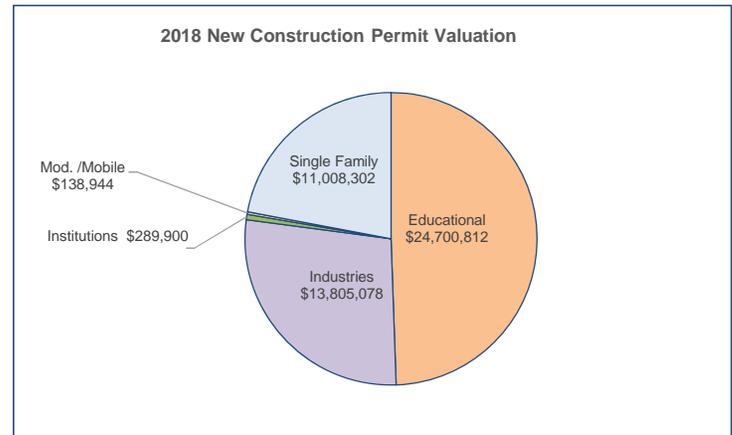
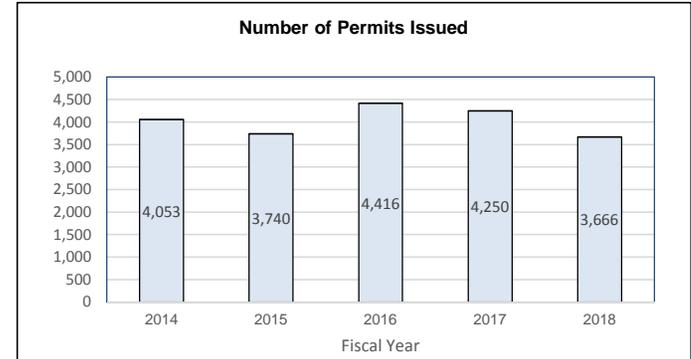
Item Description	Department Request	City Manager Recommendation	Funding Source
Winchester Neighborhood Revitalization	\$ 300,000	\$ 150,000	Fund Balance
Total Capital	\$ 300,000	\$ 150,000	

PLANNING DEPARTMENT

Planning / Permit Center

FISCAL YEAR

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$610,084	\$734,683	\$668,455	\$687,740	\$623,555	\$659,544
Total Employees	7	7	7	7	7	7
Output Measures						
# Permits issued	4,053	3,740	4,416	4,250	3,666	
\$ Value of permits	\$47,602,998	\$44,443,343	\$136,509,393	\$104,504,360	\$140,313,715	
# Permits for new construction	134	121	196	127	106	
\$ Value of permits new construction	\$18,417,663	\$21,581,919	\$72,953,322	\$37,840,985	\$62,278,036	
\$ Value permits new construction (Commercial) (1)	\$5,709,258	\$8,686,380	\$48,638,468	\$20,985,243	\$49,340,890	
\$ Value permits new construction (Residential)	\$12,708,405	\$11,095,539	\$24,314,854	\$16,855,742	\$12,937,146	
# Permits for additions & alterations	2,154	2,104	2,512	3,104	2,029	
\$ Value of permits for additions & alterations	\$23,504,006	\$25,404,606	\$66,887,157	\$66,663,375	\$78,035,679	
# Phone calls handled by permit technicians	21,003	19,412	20,871	18,140	9,051	
# Walk-in customers assisted	3,851	4,180	3,866	3,509	3,668	
Effectiveness Measures						
Efficiency Measures						
Average daily phone calls handled per Permit Technician	28	26	26	24	12	
Average daily walk-in customers assisted per Permit Technician	5	6	5	5	5	



Notes:

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

In FY18 a new phone system was installed. The new system only tracks external calls received. Prior year totals include internal calls.

POLICE DEPARTMENT

Bryan Gilliard, Police Chief

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 8,590,174	\$ 9,270,726	\$ 9,629,353
Operations	1,292,951	1,358,459	1,528,442
Capital	504,272	576,000	576,000
Capital Projects	-	11,920,000	-
Total Expenditure Budget	\$ 10,387,397	\$ 23,125,185	\$ 11,733,795
Department Revenue	40,366	35,522	39,592
Restricted Intergovernmental	448,369	445,910	420,557
Installment Financing	-	10,863,357	-
Funding From General Fund	9,898,661.11	11,780,396	11,273,646
Total Revenue Budget	\$ 10,387,397	\$ 23,125,185	\$ 11,733,795

Notes:

FY20 Personnel includes an increase in Separation Allowance due to number of retirees, \$106K.

FY20 Operations include increases for fuel, \$34K, property insurance, \$34K and PC equip., \$44K.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	103	104	104

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace 12 Pursuit Vehicles	\$ 576,000	\$ 576,000	Operating Revenue
Vehicles for 2 new officers	\$ 104,000	Delay	
Vehicle for new Crime Scene Tech	\$ 50,000	Delay	
Total Capital	\$ 730,000	\$ 576,000	

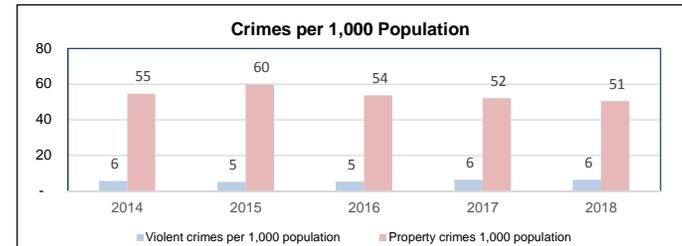
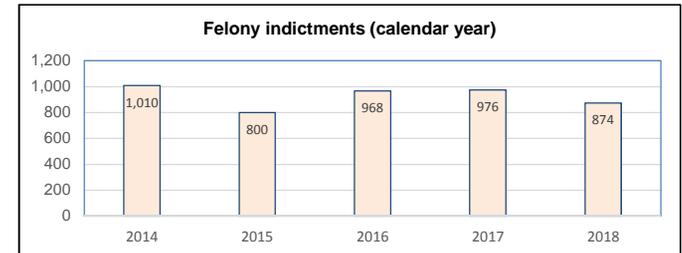
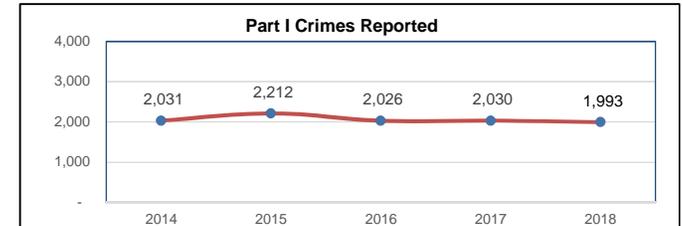
POLICE DEPARTMENT

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Projected</u>
Inputs						
Expenditures	\$8,461,947	\$8,841,186	\$9,205,184	\$9,503,963	\$9,883,125	\$10,629,185
Total Employees	98	99	99	103	97	104
Sworn Officers	87	88	88	92	86	92
Population ⁽¹⁾	33,708	34,032	34,323	34,725	35,034	35,057
Sworn personnel per 1,000 population	2.6	2.6	2.6	2.6	2.5	2.6
Median Household Income ⁽²⁾	\$43,328	\$42,186	\$44,267	-	-	-
% Housing units - renter occupied ⁽²⁾	41.9%	42.6%	44.1%	-	-	-
Output Measures						
Violent crimes reported (fiscal year) ⁽³⁾	192	175	182	221	222	200
Property crimes reported (fiscal year) ⁽⁴⁾	1,839	2,037	1,844	1,809	1,771	2,000
Calls for service (calendar year)	61,637	64,538	62,945	61,526	70,216	65,000
Incidents (calendar year)	4,873	5,481	5,639	7,781	8,296	5,900
Arrests made (calendar year)	2,662	2,336	2,155	2,203	2,538	2,000
Accidents investigated (calendar year)	2,257	2,511	2,566	2,575	2,446	2,600
Citations (calendar year)	4,806	4,771	5,052	5,028	5,406	5,200
Traffic Warnings (calendar year)	710	609	925	1,060	1,274	1,000
Cases assigned (calendar year)	844	1,416	1,625	1,608	1,467	1,700
Evidence/property collected (calendar year)	2,857	2,943	3,149	3,183	3,736	3,300
Felony indictments (calendar year)	1,010	800	968	976	874	1,000
Effectiveness Measures						
Violent crimes reported per 1,000 population (fiscal year)	5.7	5.1	5.3	6.4	6.3	8
Property crimes reported 1,000 population (fiscal year)	54.6	59.9	53.8	52.1	50.6	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 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 6,587,667	\$ 7,106,139	\$ 7,460,024
Operations	877,473	1,009,123	1,024,387
Capital	2,430,396	1,460,000	1,044,500
Capital Projects	-	280,000	-
Total Expenditure Budget	\$ 9,895,536	\$ 9,855,262	\$ 9,528,911
Department Revenue	56,118	46,500	52,500
Restricted Intergovernmental	73,649	128,034	60,385
Installment Financing	1,614,000	625,000	850,000
Funding From General Fund	8,151,769	9,055,728	8,566,026
Total Revenue Budget	\$ 9,895,536	\$ 9,855,262	\$ 9,528,911

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized Authorized	FY 2019 Authorized Authorized	FY 2020 Proposed Proposed
Positions	84	84	84

Notes:

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Fire Administration Renovation	\$ 5,360,383	Delay	
Replace # 2539 - Oshkosh Airport Blaze Unit (Blaze 4)	\$ 850,000	\$ 850,000	Installment Financing
4 Door 3/4 Ton Pickup Truck (Surplus Utility 5 1787) Medic 6	\$ 55,000	Delay	
Replace # 2350 - 2008 Chevy Tahoe -Chief 1	\$ 50,000	Delay	
Replacement Rescue Boat And Twin Stack Trailer	\$ 44,500	\$ 44,500	Fund Balance
Breathing Apparatus-New Staff Station 6 (4)	\$ 40,000	\$ 40,000	Fund Balance
Replace 6 Of 12 2500 Radios (\$6,000 Each)	\$ 36,000	\$ 36,000	Fund Balance
Dumpster Enclosure at Fire Station # 4	\$ 30,000	\$ 30,000	Fund Balance
Fencing For Training Grounds	\$ 25,000	Delay	
Storage Buildings For Fire Dept. Trailers	\$ 25,000	Delay	
Replace ATV #2262 and Trailer #2191 (Station 1)	\$ 23,000	Delay	
Replace Thermal Imaging Cameras (2 Per Year At \$10,000 Each)	\$ 20,000	\$ 20,000	Fund Balance
Replace sign at Fire Station # 2	\$ 14,000	Delay	
Replace Portable Fire Extinguisher Training Simulator	\$ 12,000	Delay	
Replace Animated Fire Prevention Robot	\$ 10,400	Delay	
Replace Fire Alarm System Fire Station 2	\$ 10,000	\$ 10,000	Fund Balance
Training Ground Electrical System Upgrade (Cost Share)	\$ 8,000	\$ 8,000	Fund Balance
Hazmat Air Monitoring Docking Station	\$ 6,000	\$ 6,000	Fund Balance
Total Capital	\$ 6,619,283	\$ 1,044,500	

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Live fire training, burn building	\$ 1,000,000	Delay	
Station 3 renovations	\$ 650,000	Delay	
Fire Station Renovations (Station 2)	\$ 200,000	Delay	
Total Capital	\$ 850,000	\$0	

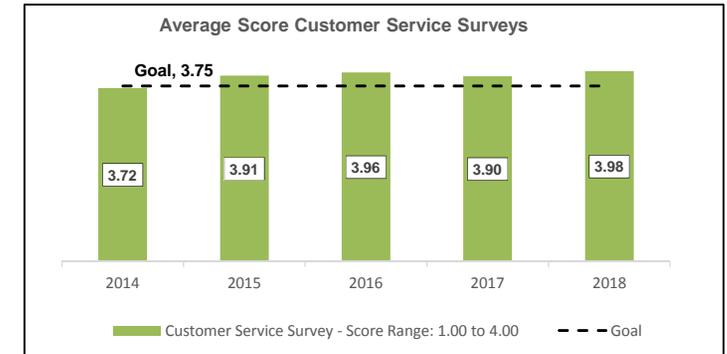
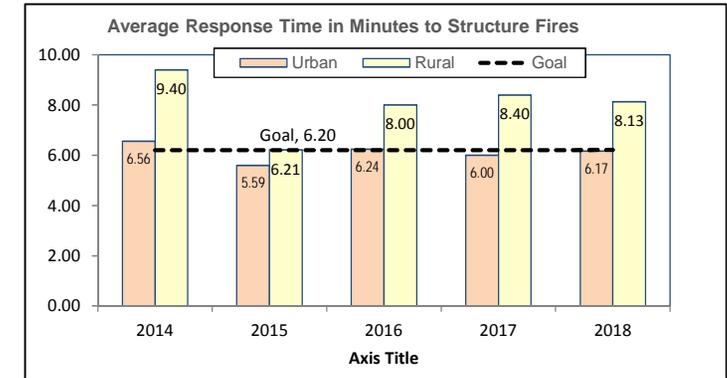
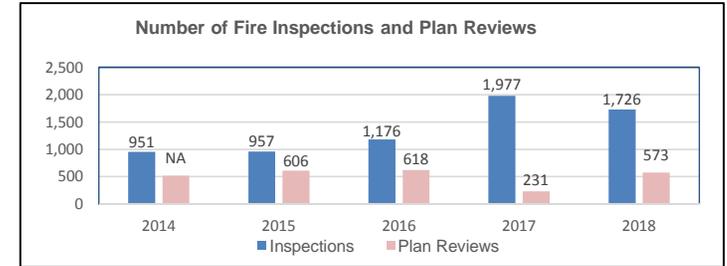
FIRE DEPARTMENT

	FISCAL YEAR					2019 Target
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	
Inputs						
Operating Expenditures	\$6,326,948	\$6,750,967	\$6,834,485	\$7,203,241	\$7,465,139	\$7,832,717
Employees	79	80	80	80	84	84
\$ Property value prior to fire incident	\$13,231,593	\$12,926,502	\$50,556,135	\$14,716,282	\$14,221,055	
\$ Value of property loss due to fire ⁽⁴⁾	\$1,430,862	\$619,424	\$718,409	\$5,051,275	\$1,190,495	
Output Measures						
# Incidents	5,746	6,051	6,176	6,757	6,919	
# Fire inspections completed ⁽²⁾	951	957	1,176	1,977	1,726	100% Due
# Plans reviewed	515	606	618	231	573	
# Customer service surveys mailed ⁽¹⁾	352	406	417	414	433	300
# Public education events	49	64	63	237	340	100% Requested
Effectiveness Measures						
% Plan reviews completed within 10 working days ⁽²⁾	-	78.2%	86.0%	90.0%	85.0%	90% or >
% Companies met monthly training goal ⁽³⁾	-	82%	incomplete	87.1%	100.0%	100%
Total response time 1st company to urban structure fires	6:56	5:59	6:24	6:00	6:17	6:20
Total response time 1st company to rural structure fires	9:40	6:21	8:01	8:40	8:13	6:20
Total response time 1st company to urban medical call	7:23	6:36	6:43	7:06	7:06	6:00
Total response time 1st company to rural medical call	9:30	8:37	9:03	8:51	7:41	6:00
Total response time 1st company to all emergencies in proposed station 6 district.					11:00	
% Completed customer service surveys returned	31.5%	17.7%	24.0%	23%	28%	
Average score - customer service surveys (score range: 1.00 to 4.00)	3.72	3.91	3.96	3.9	3.98	3.75
# Public education event participants	2,687	3,330	3,123	5,743	4,870	
% Property value saved rate	89.0%	95.0%	99.0%	66%	92%	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 of Info Technology

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 433,712	\$ 456,969	\$ 476,811
Operations	506,199	573,847	605,477
Capital	298,451	304,000	110,000
Capital Projects	-	-	100,000
Subtotal	\$ 1,238,362	\$ 1,334,816	\$ 1,292,288
Allocations	(418,353)	(394,277)	(425,674)
Total Budget	\$ 820,009	\$ 940,539	\$ 866,614

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized Authorized	FY 2019 Authorized Authorized	FY 2020 Proposed Proposed
Positions	4	4	4

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Intrusion Detection And Prevention System (Network Security)	\$ 250,000	\$ 100,000	Fund Balance
Multi-Channel Fiber Conversion	\$ 75,000	\$ 75,000	Fund Balance
Mail Server Refresh	\$ 30,000	\$ 30,000	Fund Balance
Radio Replacement	\$ 5,000	\$ 5,000	Fund Balance
Total	\$ 360,000	\$ 210,000	

INFORMATION TECHNOLOGY GIS

Bruce Bounds, Director of Info Technology

FISCAL SUMMARY

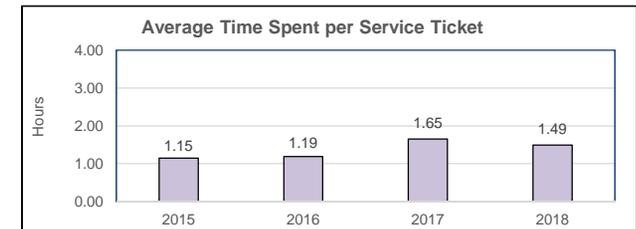
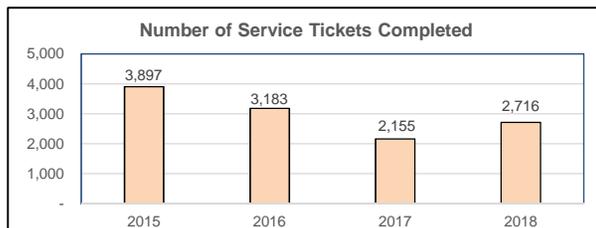
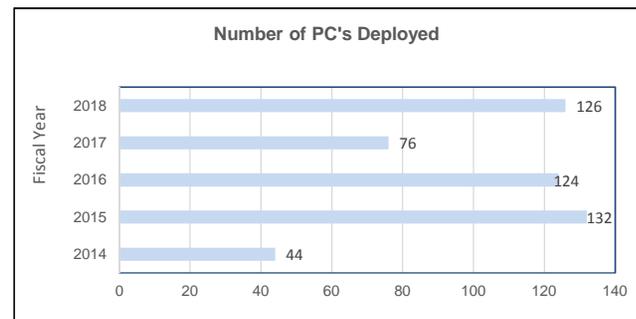
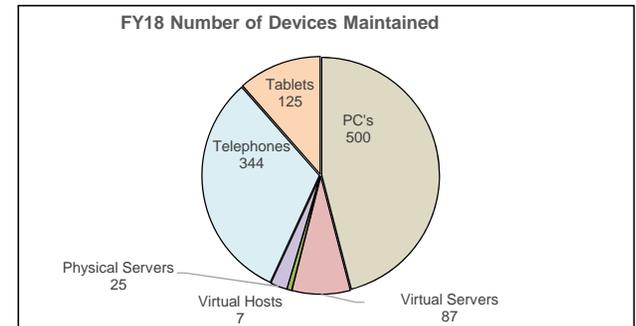
Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 104,905	\$ 111,674	\$ 114,414
Operations	49,172	68,980	57,778
Capital	-	-	-
Subtotal	\$ 154,077	\$ 180,654	\$ 172,192
Allocations	(18,818)	(19,147)	(19,325)
Total Budget	\$ 135,259	\$ 161,507	\$ 152,867

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	1	1	1

INFORMATION TECHNOLOGY

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$ 815,471	\$ 828,851	\$ 849,032	\$ 1,076,603	\$ 1,093,987	\$ 1,166,470
Employees	5	5	5	5	5	5
Output Measures						
# PCs supported	474	472	500	499	500	
# Virtual servers maintained	-	52	66	70	87	
# Virtual hosts maintained	-	4	8	8	7	
# Physical servers maintained	-	25	26	26	25	
# Telephones supported	323	335	338	340	344	
# Tablets supported	-	38	45	106	125	169
# Service tickets completed	3,983	3,897	3,183	2,155	2,716	
# PC's deployed	44	132	124	76	126	
# Switches					69	
# Routers					20	
Effectiveness Measures						
% VM - Servers uptime	99.99	99.99	99.99	99.99	99.99	99.99
% Email System uptime	99.99	99.97	99.99	99.99	99.99	99.99
Efficiency Measures						
Average time spent per service ticket in hours	1.20	1.15	1.19	1.65	1.49	



Notes:
Performance measures not available for all years.

Center Theatre

Pete Hovanec, Communications & Tourism Officer

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ -	\$ -	\$ 238,860
Operations	-	-	291,874
Capital	-	-	-
Capital Projects		3,000,000	
Debt Service	-	-	388,161
Subtotal	\$ -	\$ 3,000,000	\$ 918,895
Allocations	-	-	-
Total Expenditure Budget	\$ -	\$ 3,000,000	\$ 918,895
Sales & Services	\$ -	\$ -	\$ 385,246
Donations / Sponsorships	-	-	161,000
Other Revenue	-	-	121,220
Installment Financing		3,000,000	
Funding From General Fund	-	-	251,429
Total Revenue Budget	\$ -	\$ 3,000,000	\$ 918,895

	FY 2018 Authorized Authorized	FY 2019 Authorized Authorized	FY 2020 Proposed Proposed
Positions	0	0	3

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

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 217,544	\$ 211,400	\$ 208,046
Operations	17,077	14,885	28,325
Debt Service	327,166	183,927	470,309
Subtotal	\$ 561,787	\$ 410,212	\$ 706,680
Allocations	(68,878)	(89,393)	(72,490)
Total Expenditure Budget	\$ 492,909	\$ 320,819	\$ 634,190

Note :

FY20 Debt Service includes payments for Senior Center renovation project.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	2	2	2

PARKS & RECREATION

Recreation

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 868,092	\$ 1,061,566	\$ 1,028,146
Operations	438,821	544,742	582,578
Capital	-	-	35,000
Capital Reserves	100,000	100,000	-
Capital Projects	-	3,000,000	100,000
Total Expenditure Budget	\$ 1,406,913	\$ 4,706,308	\$ 1,745,724
Program Revenue	203,367	201,825	221,211
Installment Financing	-	3,000,000	-
Other Division Revenue	6,815	3,175	7,800
Funding From General Fund Revenues	1,196,731	1,501,308	1,516,713
Total Revenue Budget	\$ 1,406,913	\$ 4,706,308	\$ 1,745,724

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Replace #2276 2006 Ford Escape (w/ larger used SUV)	\$ 35,000	\$ 35,000	Fund Balance
Total Capital	\$ 35,000	\$ 35,000	

CAPITAL PROJECT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Belk Tonawanda Park Renovation New Entry (PARTF Match)	\$ 350,000	Delay	
Greenway Design/Easement Acquisition/Construction	\$ 100,000	\$ 100,000	Fund Balance
Total Capital	\$ 450,000	\$ 100,000	

PARKS & RECREATION

Parks Maintenance

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,077,542	\$ 1,192,755	\$ 867,815
Operations	362,796	444,899	318,380
Capital	447,685	121,000	402,720
Subtotal	\$ 1,888,023	\$ 1,758,654	\$ 1,588,915
Allocations	(66,516)	(66,673)	(70,558)
Total Expenditure Budget	\$ 1,821,507	\$ 1,691,981	\$ 1,518,357
Program Revenue	19,518	13,000	13,000
Other Division Revenue	19,364	17,512	11,437
Funding From General Fund	1,782,625	1,661,469	1,493,920
Total Revenue Budget	\$ 1,821,507	\$ 1,691,981	\$ 1,518,357

Notes:

In fiscal year 2020, a separate Facility Maintenance department was added in the General Fund.

Five staff members and operating budget were transferred out of Parks Maintenance to the new department.

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 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	17	12	12

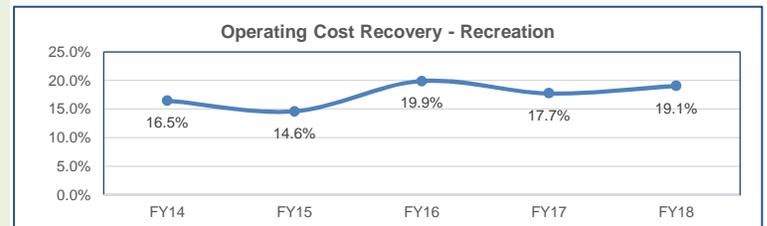
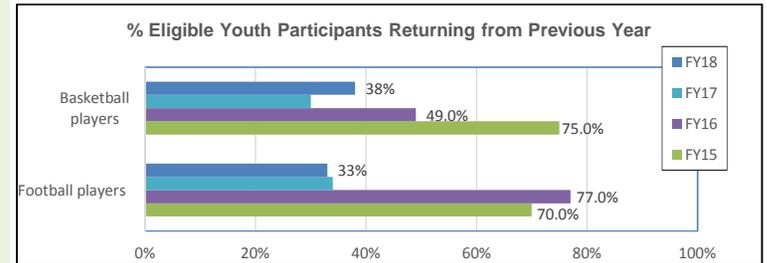
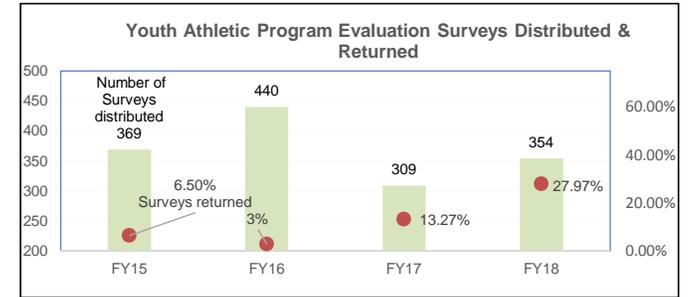
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Fund Source
Replace 2004 Freightliner Leaf Truck #2180 And Body #2182	\$ 170,000	\$ 170,000	Fund Balance
Old Armory Picnic Shelter	\$ 68,500	\$ 68,500	Fund Balance
Fencing Replacements- Parks & Cemeteries	\$ 65,000	\$ 65,000	Fund Balance
New Truck For Parks Maint. Supt.	\$ 45,000	\$ 45,000	Fund Balance
Dickerson Park Parking Lot Tennis Courts	\$ 33,720	\$ 33,720	Fund Balance
Replace Mowers #1921 & #1922	\$ 20,500	\$ 20,500	Fund Balance
Total Capital	\$ 402,720	\$ 402,720	

PARKS AND RECREATION

Recreation

	FISCAL YEAR					
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target
Inputs						
Expenditures	\$1,241,097	\$1,370,579	\$1,212,285	\$1,262,793	\$1,306,914	\$1,606,308
Employees	10	10	10	10	9	9
Output Measures						
# Marketing program guides placed in schools and direct mailed ⁽²⁾	-	23,400	17,500	19,000	19,000	19,000
# Marketing posters distributed	-	200	310	160	155	225
# Marketing fliers placed in schools	-	33,728	61,200	57,150	54,470	60,000
# Youth Athletic Program evaluation surveys distributed	-	369	440	309	354	400
# Youth Tackle Football participants ⁽⁴⁾	-	70	70	70	45	-
# Youth Basketball participants	-	193	193	193	189	200
Effectiveness Measures						
% Advertised programs executed	-	67.0%	80.0%	92.0%	94.0%	85.0%
# Youth Athletic Program evaluation surveys returned	-	24	13	41	99	10.0%
% Youth Athletic Program surveys rating program as satisfactory	-	100.0%	93.0%	97.0%	90.0%	100.0%
% Eligible Youth Tackle Football players returning from previous year	-	70.0%	77.0%	34.0%	33.0%	75.0%
% Eligible Youth Basketball players returning from previous year ⁽¹⁾	-	75.0%	49.0%	30.0%	38.0%	75.0%
Efficiency Measures						
Cost of marketing per # participants served	-	\$0.17	\$0.24	\$0.26	\$0.14	\$0.37
% Receptions operating cost recovery	16.5%	14.6%	19.9%	17.7%	19.1%	15.0%
% Operating cost recovery - Winchester Ctr.	2.4%	2.1%	3.3%	2.8%	2.3%	2.7%
% Operating cost recovery - Senior Center	6.0%	6.6%	8.5%	6.3%	7.8%	8.5%
% Operating cost recovery - J Ray Shute	3.7%	3.5%	4.4%	3.9%	5.3%	4.0%
% Operating cost recovery - Sutton Park	4.1%	5.4%	5.4%	5.8%	6.4%	5.2%
% Operating cost recovery - Dickerson ⁽³⁾	51.5%	51.8%	59.1%	57.5%	63.1%	60.0%
% Operating cost recovery - Old Armory	10.7%	6.1%	10.6%	14.0%	11.5%	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.

⁽⁴⁾ Program is no longer being offered.

PARKS AND RECREATION

Park Maintenance

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$2,018,952	\$1,448,227	\$1,466,263	\$1,424,922	\$1,440,338	\$1,614,315
Employees	20	18	18	18	17	17
Reimbursement NCDOT ⁽¹⁾	\$8,640	\$8,872	\$9,000	\$9,000	\$9,045	\$17,512
Output Measures						
Leaves collected (cubic yards)	11,550	11,800	10,163	13,674	16,138	11,171
Park mowing (acres)	161	161	161	161	161	162
Street right-of-ways mowed (miles)	1,074	1,074	1,190	792	792	1,190
Highway 74 mowed each season (miles)	63	221	126	TBD	324	126
Effectiveness Measures						
Leaf collections cycles completed	10	11	19	19	18	23
Efficiency Measures						
Cost per cubic yard of leaves collected ⁽²⁾	\$4.73	\$4.76	\$6.37	\$3.21	\$2.11	\$4.80
Cubic yard of leaves collected per man-hour (automated) ⁽²⁾⁽⁴⁾	25	50	23	6	15	25
Average cost per acre of mowing parks ⁽⁵⁾	-	\$12.03	\$12.72	\$12.72	\$8.88	< \$13.00
Cost per mile of mowing street right-of-way	\$28.00	\$28.44	\$9.64	\$7.67	\$7.34	\$9.64
Cost per mile of mowing Highway 74	\$84.61	\$72.13	\$69.84	\$59.71	\$21.49	\$32.00
% Cost recovery - mowing agreement with NCDOT ⁽⁵⁾	56.7%	68.3%	71.6%	83.7%	129.9%	TBD

Notes:

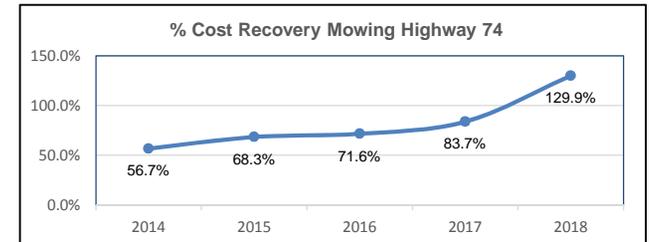
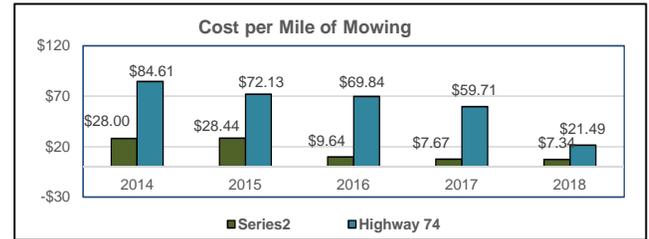
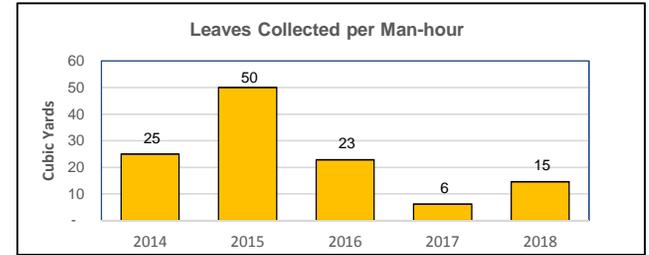
In fiscal year 2015, a new Facilities Maintenance division was created. Two full time employees and funding for building maintenance were moved into this new division.

⁽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.

⁽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 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 493,580	\$ 536,853	\$ 545,992
Operations	615,801	405,799	391,888
Capital	11,958	98,000	254,000
Capital Projects			50,000
Debt Service	13,512	-	-
Total Expenditure Budget	\$ 1,134,851	\$ 1,040,652	\$ 1,241,880
Sales & Services	740,290	669,950	767,400
Other Revenue	142,292	140,860	-
Funding From General Fund	252,269	229,842	474,480
Total Revenue Budget	\$ 1,134,851	\$ 1,040,652	\$ 1,241,880

Notes:

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

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	6	6	6

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
New Pump Station for irrigation system	\$ 240,000	\$ 240,000	GF Fund Balance
Replace Buffalo Twin Turbine Blower #1725	\$ 14,000	\$ 14,000	GF Fund Balance
Total Capital	\$ 254,000	\$ 254,000	

CAPITAL PROJECT SUMMARY

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

PARKS & RECREATION

Ballroom

Tonya Edwards, Director of Parks & Recreation

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 28,539	\$ 50,513	\$ 51,489
Operations	36,853	50,192	39,193
Total Expenditure Budget	\$ 65,392	\$ 100,705	\$ 90,682
Program Revenue	63,825	45,000	45,000
Rental Discounts	(14,475)	(16,450)	(16,450)
Funding From General Fund	16,042	72,155	62,132
Total Revenue Budget	\$ 65,392	\$ 100,705	\$ 90,682

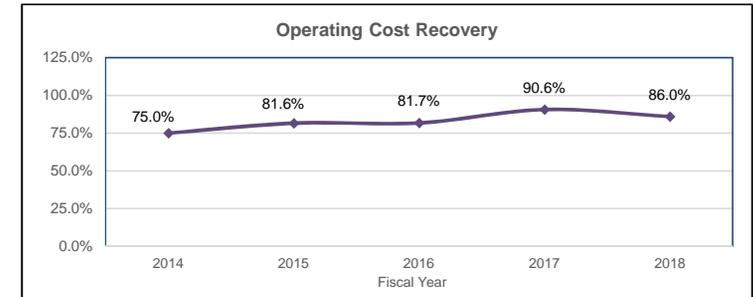
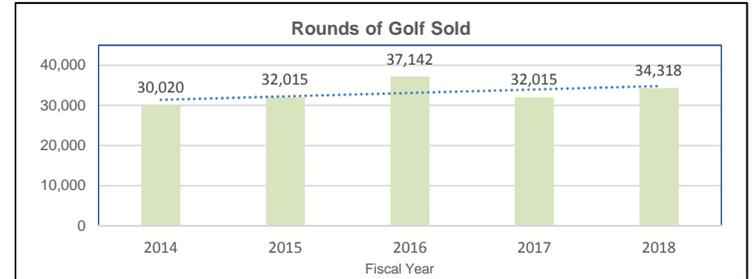
Notes:

Staff is part-time.

MONROE COUNTRY CLUB

Golf Course

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures ⁽¹⁾	\$833,389	\$866,122	\$841,896	\$881,113	\$830,265	\$933,512
Employees	8	6	6	6	6	6
Sales & Service Revenues ⁽¹⁾	\$680,010	\$708,003	\$728,390	\$757,389	\$740,605	\$669,950
Output Measures						
# Outings / tournaments booked		13	14	13	29	15
# Tournaments offered (golf course sponsored)	-	8	6	8	8	8
# Times greens mowed		134	134	180	196	180
# Rounds of golf sold	30,020	32,015	37,142	32,015	34,318	38,000
# Acres fertilized	-	90	90	90	90	90
Effectiveness Measures						
% Increase/(decrease) in rounds of golf sold		6.6%	16.0%	-13.8%	7.2%	2.3%
# Players per outings / tournaments (average)	-	75	72	75	71	80
# Players per golf course sponsored tournament (average)	-	36	35	36	48	40
% Time greens mowed within 3 hours (goal)	-	61.5%	74.8%	69%	64%	80%
% Total rounds sold at rack rates (full price)	-	51.5%	51.3%	52.0%	67.9%	52.5%
% Cost savings-golf cart repairs/ maint. done in house	-	78.2%	54.2%	78.2%	0.0%	50.00%
% Equip. repairs/ maintenance done in house	-	80.0%	99.0%	96.5%	100.0%	75.00%
Gross margin ⁽²⁾ snack bar sales	45.9%	48.1%	49.4%	39.4%	41.1%	50.00%
Gross margin ⁽²⁾ pro shop sales	16.54%	10.80%	19.09%	16.68%	9.12%	20.00%
Efficiency Measures						
Average net revenue per tournament	-	\$1,560	\$1,150	\$1,440	\$1,451	\$1,150
# Greens mowed per hour	-	6.3	6.3	6.1	6.7	7
% Operating cost recovery - golf course ⁽³⁾	81.6%	81.7%	90.6%	86.0%	89.2%	100.0%
Greens mowing (man-hours)	-	212.50	225.50	205.50	134.63	140



Notes:

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

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

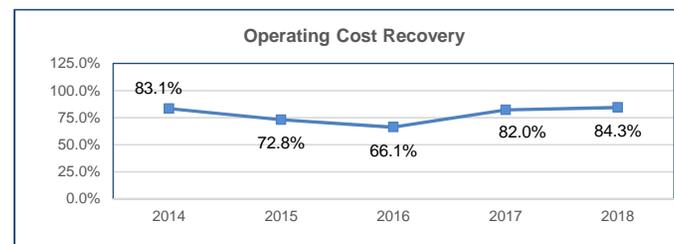
⁽²⁾ Gross Margin represents the percent of total sales revenue that is retained after incurring the cost of goods sold. It serves as a source of revenue for paying additional operating expenditures.

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

MONROE COUNTRY CLUB

Ballroom

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$48,772	\$53,386	\$52,195	\$58,877	\$58,517	\$87,955
Employees ⁽¹⁾	0	0	0	0	0	0
Rental Revenues	\$ 40,525	\$ 38,877	\$ 51,896	\$ 66,398	\$ 63,825	\$ 45,000
Rental Discounts	\$ -	\$ -	\$ (17,370)	\$ (18,100)	\$ (14,475)	\$ (16,450)
Output Measures						
# Ballroom rentals	-	84	71	83	82	80
Effectiveness Measures						
# Ballroom rentals at full price	-	50	40	46	56	45
Loss of revenue due to discounted ballroom rentals (goal is to reduce)	-	\$19,950	\$15,720	\$20,475	\$14,450	\$12,250
Efficiency Measures						
% Operating cost recovery - ballroom ⁽²⁾	83.1%	72.8%	66.1%	82.0%	84.3%	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 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 2,062,280	\$ 2,184,693	\$ 2,276,972
Operations	1,289,046	1,559,605	1,486,229
Capital	194,254	158,517	164,500
Subtotal	\$ 3,545,580	\$ 3,902,815	\$ 3,927,701
Allocations	297,823	309,525	303,562
Total Expenditure Budget	\$ 3,843,403	\$ 4,212,340	\$ 4,231,263
Sales and services	4,084,551	\$ 4,120,750	4,099,575
Investment Earnings	(41,371)	33,000	59,688
Appropriation from Fund Bal.	-	58,590	72,000
Total Revenue Budget	\$ 4,043,180	\$ 4,212,340	\$ 4,231,263
Net Revenue/(Expenditure)	\$ 199,777	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	11	11	11

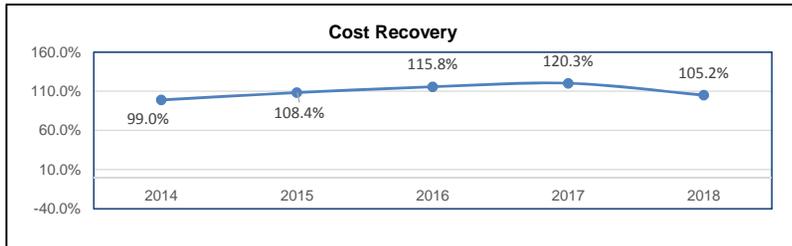
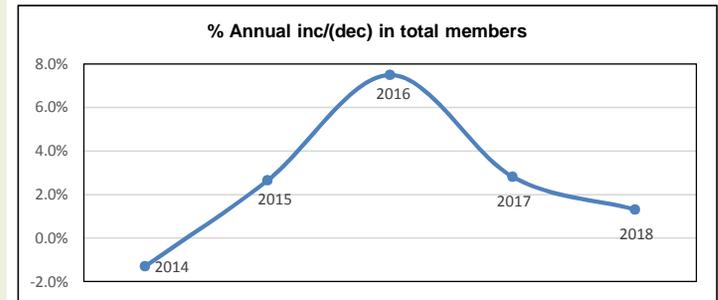
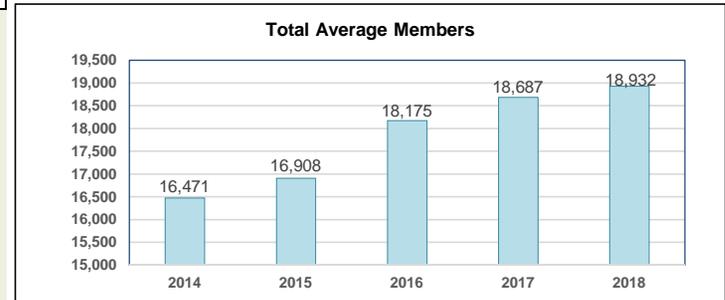
CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager	Fund Source
Fitness Room Floor (Weight Room)	\$ 50,000	\$ 50,000	Fund Balance
Treadmill Replacements	\$ 42,000	\$ 42,000	Operating Rev.
Hvac Replacements	\$ 22,000	\$ 22,000	Fund Balance
Waterpark Locker Room Floors	\$ 15,500	\$ 15,500	Operating Rev.
Hot Water Boiler	\$ 13,500	\$ 13,500	Operating Rev.
Renovate Waterpark Slides	\$ 10,000	\$ 10,000	Operating Rev.
Pool Chairlift Replacement	\$ 6,500	\$ 6,500	Operating Rev.
Industrial Dryer	\$ 5,000	\$ 5,000	Operating Rev.
Total Capital	\$ 164,500	\$ 164,500	

MONROE AQUATICS & FITNESS CENTER

MAFC

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$2,947,659	\$2,951,785	\$3,188,496	\$3,190,240	\$3,351,326	\$3,636,541
Employees	11	11	11	11	11	11
Sales & Service Revenues	\$3,613,836	\$3,745,213	\$3,978,984	\$4,088,032	\$4,084,671	\$4,120,750
Fund Balance Reserves	\$1,544,185	\$1,834,140	\$2,392,564	\$2,761,485	\$2,961,262	\$3,010,429
Output Measures						
Total membership packages (average)	6,390	6,439	6,802	6,874	6,919	
Total members (average)	16,471	16,908	18,175	18,687	18,932	
Total member visits	413,416	480,271	523,338	534,632	506,926	
Effectiveness Measures						
% Annual increase/decrease in membership packages	-3.5%	0.8%	5.6%	1.1%	0.7%	2.5%
% Annual increase/decrease in total members	-1.3%	2.7%	7.5%	2.8%	1.3%	3.0%
% Annual increase/decrease in member visits	-	16.2%	9.0%	2.2%	-5.2%	5.0%
Efficiency Measures						
Total cost recovery ⁽¹⁾	99.0%	108.4%	115.8%	120.3%	105.2%	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 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 70,665	\$ 69,524	\$ 72,177
Operations	149,337	96,160	96,829
Capital	-	-	-
Capital Projects	-	550,000	235,776
Total Expenditure Budget	\$ 220,002	\$ 715,684	\$ 404,782
Tax Revenue	56,156	55,805	55,805
Other Division Revenue	-	-	-
Installment Financing	-	500,000	-
Funding From General Fund	163,846	159,879	348,977
Total Revenue Budget	\$ 220,002	\$ 715,684	\$ 404,782

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 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	
Wayfinding Signs	\$ 235,776	\$ 235,776	Fund Balance
Total Capital	\$ 4,527,216	\$ 235,776	

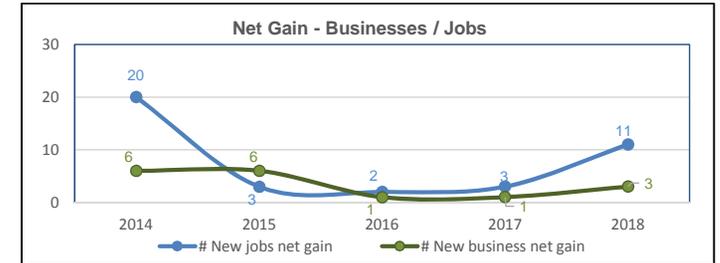
DOWNTOWN

	FISCAL YEAR					2019 Target
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	
Inputs						
Expenditures	\$376,745	\$361,178	\$204,478	\$130,490	\$220,002	\$165,684
Employees	2	2	1	1	1	1
Municipal Service District Tax (MSD)	\$54,735	\$57,542	\$54,460	\$54,780	\$52,979	\$53,104
Output Measures						
# Façade Improvements	3	3	3	3	6	
# Downtown buildings renovated/rehabilitated	2	0	4	7	1	
\$ Value of new investment (public)	\$625,000	\$153,584	\$1,084,930	\$842,400	\$1,440,841	
\$ Value of new investment (private)	\$594,800	\$824,372	\$1,427,000	\$736,200	\$217,698	
# Private improvement projects	3	2	0	0	0	
# Public improvement projects	2	0	2	9	4	
# Downtown housing units	51	51	51	52	54	
# Commercial spaces	-	165	205	205	200	
Downtown property (square feet)	-	805,000	723,711	1,079,206	1,079,206	
# Volunteer hours	1,507	1,500	1,870	1,051	1,051	
Effectiveness Measures						
# Business expansion	0	0	3	1	0	
# New jobs net gain	20	3	2	3	11	
# New business net gain	6	6	1	1	3	
% Vacant commercial space	-	25%	15.6%	15.1%	10.0%	
\$ Average rental rate (per square foot)	-	\$9.00	\$10.00	\$10.00	\$10.00	
% Operating expenditures funded by MSD tax	14.5%	15.9%	26.6%	42.0%	24.1%	
Efficiency Measures						
\$ Value of total volunteer hours		\$32,205	\$40,916	\$24,162	\$24,604	

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.



MONROE - UNION COUNTY ECONOMIC DEVELOPMENT

Chris Platé, Director

FISCAL SUMMARY

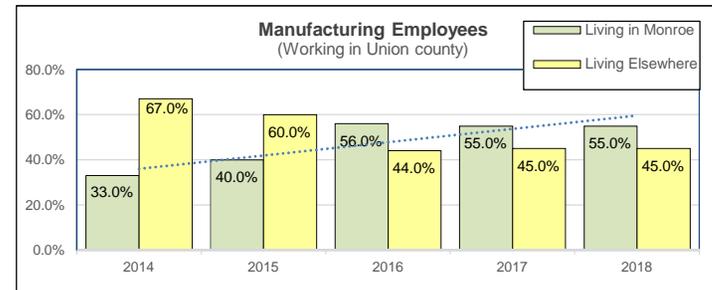
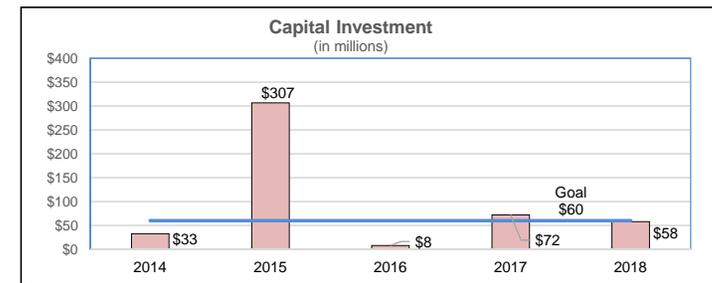
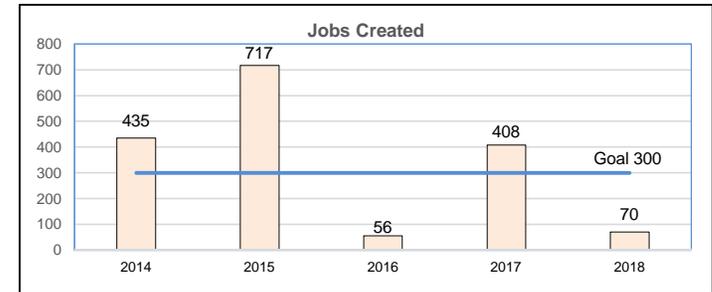
Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 403,191	\$ 428,794	\$ 502,313
Operations	275,584	311,367	314,832
Unreserved	-	-	-
Total Expenditure Budget	\$ 678,775	\$ 740,161	\$ 817,145
Restricted Revenues	408,000	412,000	450,000
Investment Earnings	4,196	-	7,145
Other Miscellaneous Revenue	35,435	10,000	10,000
Other Financing Sources	306,000	318,161	350,000
Total Revenue Budget	\$ 753,631	\$ 740,161	\$ 817,145
Net Revenue/(Expenditure)	\$ 74,856	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	4	4	4

MONROE-UNION CO. ECONOMIC DEVELOPMENT

	FISCAL YEAR					2019 Target
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	
Inputs						
Expenditures	\$584,229	\$685,239	\$748,421	\$768,864	\$678,777	\$740,161
Employees	5	5	5	4	4	4
Contributions Union County	\$400,000	\$400,000	\$400,000	\$404,000	\$408,000	\$412,000
Contributions City of Monroe	\$300,000	\$300,000	\$300,000	\$303,000	\$306,000	\$309,000
Fund Balance	\$190,346	\$224,182	\$222,537	\$213,347	\$279,811	\$270,650
Output Measures						
Lead generation (goal = 114)	56	60	42	59	110	
Announced projects	16	22	3	12	8	
Project prospects	20	11	7	5	15	
Effectiveness Measures						
\$ Capital investment in millions (goal is \$60m)	\$33.1	\$306.5	\$8.0	\$72.2	\$57.7	\$60.0
# Jobs created (goal is 300)	435	717	56	408	70	300
Increase in industrial acres (goal is 300 acres)	214	65	47	0	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	\$55,000	
% Union County manufacturing employees living in Monroe	33%	40%	56%	55%	55%	100%
Efficiency Measures						



Notes:

OCCUPANCY TAX PROJECT FUND

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Capital	\$ -	\$ -	\$ -
Construction	336,804	3,000,000	-
Operating	24,164	-	-
Unreserved	-	-	-
Debt Service	-	210,100	296,084
Total Expenditure Budget	\$ 360,968	\$ 3,210,100	\$ 296,084
Occupancy Tax	201,978	206,933	206,933
Fund Balance Approp.	-	3,167	72,136
Investment Earnings	(12,816)	-	17,015
Installment Financings	-	3,000,000	-
Total Revenue Budget	\$ 189,162	\$ 3,210,100	\$ 296,084
Net Reserved	\$ (171,806)	\$ -	\$ -

Notes:

Debt Service is for the Science Center.

WATER RESOURCES
 Russ Colbath, Director
 Administration and Engineering Division

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 876,805	\$ 956,696	\$ 938,821
Operations	189,022	238,060	343,518
Capital	33,749	-	8,000
Capital Projects	-	-	23,667
Unreserved	-	25,169	358,107
Debt Service	2,174,818	2,661,128	2,529,456
Subtotal	\$ 3,274,394	\$ 3,881,053	\$ 4,201,569
Allocations	857,306	797,211	820,748
Total Budget	\$ 4,131,700	\$ 4,678,264	\$ 5,022,317

Notes:

FY20 includes repaving project at the Operations Center. The cost is being divided among the General Fund, Electric Fund and Water Resources.

FY20 Operations includes increase for property & liability insurance, \$64K.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY-ADMIN & ENGINEERING

Item Description	Department Request	City Manager Recommendation	Funding Source
Ops Center Parking Lot	\$ 23,667	\$ 23,667	Operating Rev.
Replace signage-Operations Ctr	\$ 8,000	\$ 8,000	Operating Rev.
Total Capital	\$ 31,667	\$ 31,667	

WATER RESOURCES
 Water/Sewer Maintenance Division
 Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,180,236	\$ 1,308,084	\$ 1,295,606
Operations	778,785	811,578	858,261
Capital	57,940	239,000	111,000
Construction	432,921	650,000	700,000
Subtotal	\$ 2,449,882	\$ 3,008,662	\$ 2,964,867
Allocations	378,552	353,923	368,270
Total Budget	\$ 2,828,434	\$ 3,362,585	\$ 3,333,137

Notes:

FY20 increases are for contract material and labor, \$50K and repairs to pump stations, \$30K.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	17	17	17

CAPITAL IMPROVEMENT SUMMARY-MAINTENANCE

Item Description	Department Request	City Manager	Funding Source
Replace CCTV Camera System & Software	\$ 75,000	\$ 75,000	Operating Rev.
Replace # 5249 Hustler Mower	\$ 10,500	\$ 10,500	Operating Rev.
New Ground Penetrating Radar	\$ 18,000	\$ 18,000	Operating Rev.
New Line Locator	\$ 7,500	\$ 7,500	Operating Rev.
Total Capital	\$ 111,000	\$ 111,000	

WATER RESOURCES
Water/Sewer Construction Division
Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 555,901	\$ 622,407	\$ 622,618
Operations	304,661	348,667	349,121
Capital	187,409	-	95,000
Construction	558,330	580,000	580,000
Capital Projects	30,000	1,600,000	1,050,000
Subtotal	\$ 1,636,301	\$ 3,151,074	\$ 2,696,739
Allocations	160,501	143,756	149,803
Total Budget	\$ 1,796,802	\$ 3,294,830	\$ 2,846,542

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	9	9	9

CAPITAL IMPROVEMENT SUMMARY-CONSTRUCTION

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Tandem Axle Dump Truck	\$ 95,000	\$ 95,000	Operating Rev.
Total Capital	\$ 95,000	\$ 95,000	

CAPITAL PROJECT SUMMARY-CONSTRUCTION

Item Description	Department Request	City Manager Recommendation	Funding Source
WWTP Future Expansion - Land Purchase	\$ 1,800,000	\$ 1,800,000	Water Resources Capital Reserve
NCDOT Skyway/74 Bridge Project	\$ 700,000	\$ 700,000	Fund Balance
Upgrade Carbon Feed System	\$ 350,000	\$ 350,000	Operating Rev.
Total Capital	\$ 2,850,000	\$ 2,850,000	

WATER RESOURCES

Russ Colbath, Director
Water Treatment Plant Division

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 735,264	\$ 871,747	\$ 865,942
Operations	2,236,483	2,203,046	2,316,505
Capital	59,845	115,000	203,000
Subtotal	\$ 3,031,592	\$ 3,189,793	\$ 3,385,447
Allocations	176,949	171,052	177,333
Total Budget	\$ 3,208,541	\$ 3,360,845	\$ 3,562,780

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	12	12	12

CAPITAL IMPROVEMENT SUMMARY-WATER TREATMENT PLANT

Item Description	Department Request	City Manager Recommendation	Funding Source
Dry Chemical Storage	\$ 100,000	\$ 100,000	Operating Rev.
Replace Dry Chemical Feeder	\$ 65,000	\$ 65,000	Operating Rev.
Replace Chlorine Scales	\$ 30,000	\$ 30,000	Operating Rev.
Replace Sign at WTP	\$ 8,000	\$ 8,000	Operating Rev.
Total Capital	\$ 203,000	\$ 203,000	

WATER RESOURCES
Wastewater Treatment Plant Division
Russ Colbath, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,006,231	\$ 1,088,719	\$ 1,127,538
Operations	1,192,267	1,547,233	1,590,688
Capital	1,599,435	560,900	458,000
Capital Projects	-	-	1,800,000
Capital Reserve (WWTP Expansion)	-	610,331	445,297
Subtotal	\$ 3,797,933	\$ 3,807,183	\$ 5,421,523
Allocations	247,241	264,126	273,196
Total Budget	\$ 4,045,174	\$ 4,071,309	\$ 5,694,719

Notes

Purchase of land for the future WWTP expansion is included in FY20, \$1.8 million. Funding is to come from the Water Resources Reserve Fund. The reserve funds are to be used specifically for this purpose.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	15	15	15

CAPITAL IMPROVEMENT SUMMARY-WWTP

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Belt Press	\$ 350,000	\$ 350,000	Operating Rev.
Repair Conduit Settlement At Ips #2	\$ 100,000	\$ 100,000	Operating Rev.
Replace Sign at WWTP	\$ 8,000	\$ 8,000	Operating Rev.
Total Capital	\$ 458,000	\$ 458,000	

WATER RESOURCES TOTALS

EXPENDITURES

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 4,354,437	\$ 4,847,653	\$ 4,850,525
Operations	4,701,218	5,148,584	5,458,093
Capital	1,938,378	914,900	875,000
Construction	991,250	1,230,000	1,280,000
Capital Projects	30,000	1,600,000	2,873,667
Unreserved	-	25,169	358,107
Reserved for WWTP Expansion	-	610,331	445,297
Debt Service	2,174,818	2,661,128	2,529,456
Subtotal	\$ 14,190,101	\$ 17,037,765	\$ 18,670,145
Allocations	1,820,549	1,730,068	1,789,350
Total Fund Expenditures	\$ 16,010,650	\$ 18,767,833	\$ 20,459,495

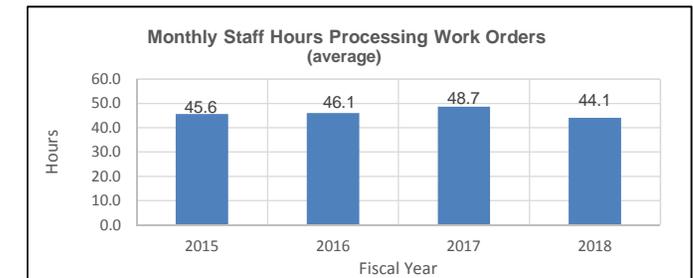
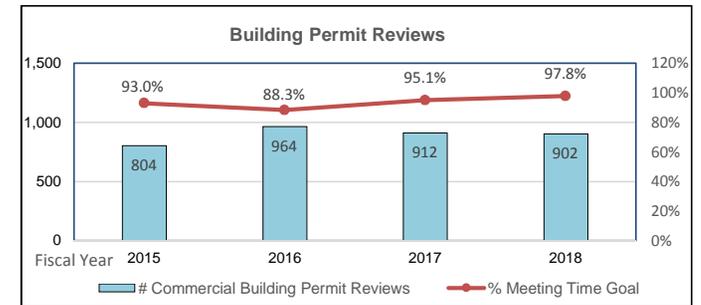
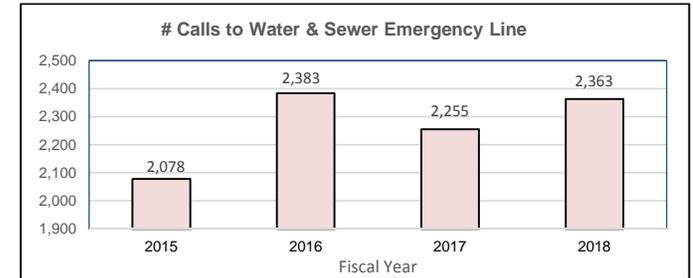
REVENUE

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Charges for Water	\$ 7,250,496	\$ 7,301,292	\$ 7,090,277
Charges for Sewer	8,944,214	9,674,519	9,290,875
Investment Earnings	(510,209)	456,434	717,153
Water and Sewer Taps	118,551	100,260	86,860
W&S Capacity Fees	618,114	610,331	445,297
Other Revenue	525,468	233,106	329,033
Revolving Loan Proceeds	-	-	-
Revenue Bond Proceeds	3,150,184	-	-
Fund Balance	-	391,891	700,000
Capital Reserve Fund Balance	-	-	1,800,000
Total Revenue Budget	\$ 20,096,819	\$ 18,767,833	\$ 20,459,495
Net Revenue/(Expenditure)	\$ 4,086,168	\$ -	\$ -

WATER RESOURCES

Administration & Engineering

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$ 901,714	\$ 908,978	\$ 1,017,124	\$ 1,019,558	\$ 1,065,827	\$ 1,194,756
Employees	7	7	9	9	9	9
Output Measures						
# Work orders entered in the system by administrative staff ⁽¹⁾	428	592	687	733	907	
# Work orders closed in the system by administrative staff	1,467	2,870	2,836	2,779	2,244	
Total Hours entering and closing work orders	294.4	547.4	302.1	296.3	528.8	
# Incoming calls to water and sewer emergency line ⁽²⁾	1,245	2,078	2,383	2,255	2,363	
# Commercial building permit reviews conducted by WR engineering staff	-	804	964	912	902	
# GIS mapping updates completed ⁽⁴⁾	-	37	61	214	247	
Effectiveness Measures						
% Work orders entered correctly and requiring no corrections	-	100%	100%	100%	100%	100%
Average time per call answered (minutes)	-	1.31	1.33	1.29	1.60	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%	97.8%	95.0%
% GIS mapping updates completed in < 30 days that require no corrections	-	65.25%	100%	83.8%	74.6%	100%
Efficiency Measures						
Average monthly staff hours (entering and closing work orders)	49.1	45.6	46.1	48.7	44.1	
Average labor cost per month (entering and closing work orders)	\$1,008	\$930	\$926	\$1,058	\$989	
Average staff hours per commercial building permit review ⁽³⁾	-	1.2	0.8	1.4	1.2	
Average staff hours per GIS mapping update	-	6.3	2.9	2.1	1.4	

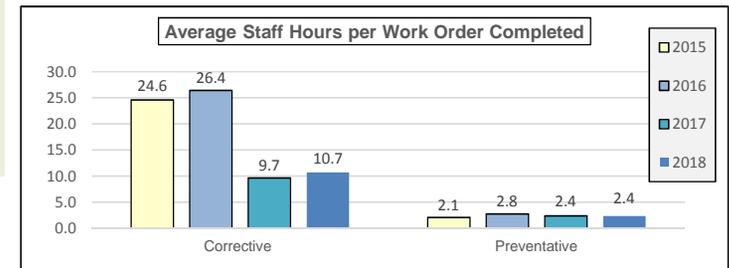
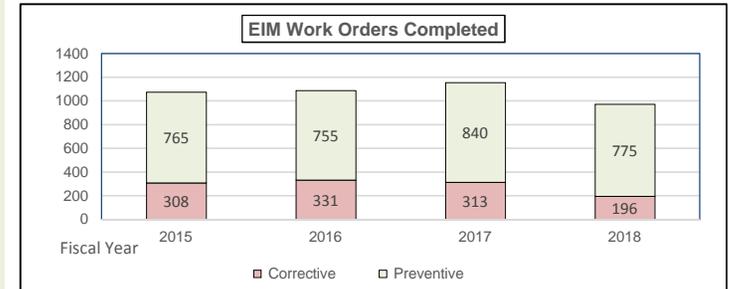


- Notes:
- Performance measures not available for all years.
 - ⁽¹⁾ Output Measures reported for FY14, reflect January through June 2014. Only includes 6 months of data. Volume for the last 6 months of FY15 lower than FY14.
 - ⁽²⁾ Calls to report water leaks, sewage backup and hydrant tampering.
 - ⁽³⁾ 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)

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
Employees	6	6	6	6	6	
Output Measures						
# Corrective EIM work orders completed	-	308	331	313	196	
# Preventive EIM work orders completed	-	765	755	840	775	
Effectiveness Measures						
% Preventative EIM work orders completed (goal is > than 95% of assigned)	-	100.0%	98.3%	99.8%	88.3%	>95%
Efficiency Measures						
Average staff hours per corrective work order completed ⁽¹⁾	-	24.6	26.4	9.7	10.7	
Average staff hours per preventative work order completed	-	2.1	2.8	2.4	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.

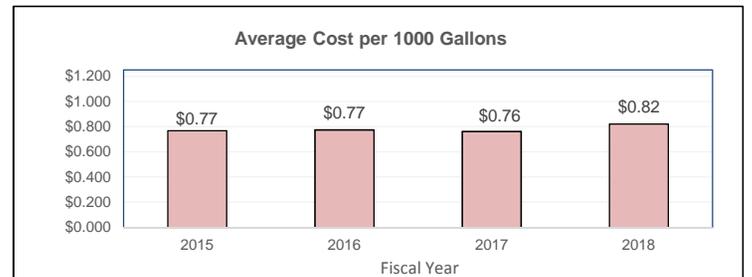
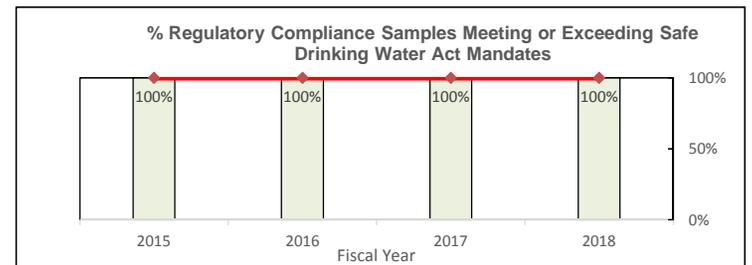
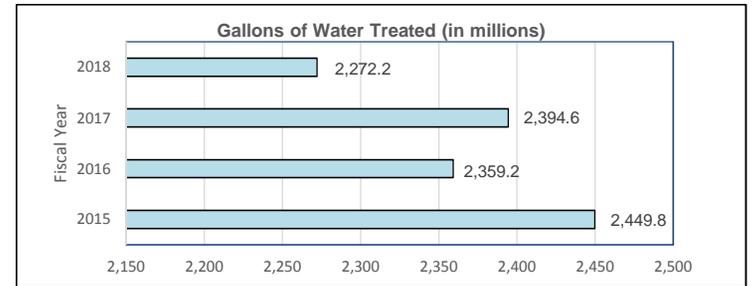
Corrective work orders result when equipment failures or breakdowns creates a needed repair.

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

WATER RESOURCES

Water Treatment Plant

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$2,706,420	\$2,488,436	\$2,608,720	\$ 2,621,467	\$ 2,971,747	\$ 3,074,793
Employees	12	12	12	12	12	12
Output Measures						
Gallons of water treated (in millions)	-	2,449.8	2,359.2	2,394.6	2,272.2	
# Regulatory compliance samples conducted	-	167,147	162,131	163,123	162,626	
# Non-EIM ⁽¹⁾ corrective work orders completed	-	43	53	79	89	70
Effectiveness Measures						
Maintain water rate per residential customer in the lower 50% of the NCLM benchmark survey.	Yes	Yes	Yes	Yes	Yes	Yes
% Regulatory compliance samples meeting or exceeding Safe Drinking Water Act mandates (goal is 100%)	-	100%	100%	100%	100%	100%
Efficiency Measures						
Average cost per 1000 gallons (East Zone)	-	\$0.77	\$0.77	\$0.76	\$0.82	
Total staff hours to collect and run all regulatory compliance samples	-	4,308.7	4,280.1	4,296.1	4,462.6	
Average staff hours per work order (non-EIM) ⁽¹⁾	-	8.6	6.8	4.4	5.2	5.0



Notes:

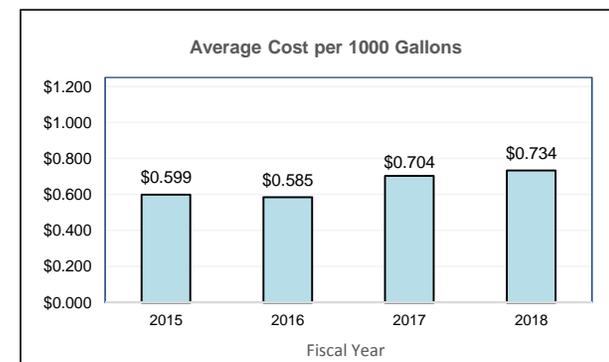
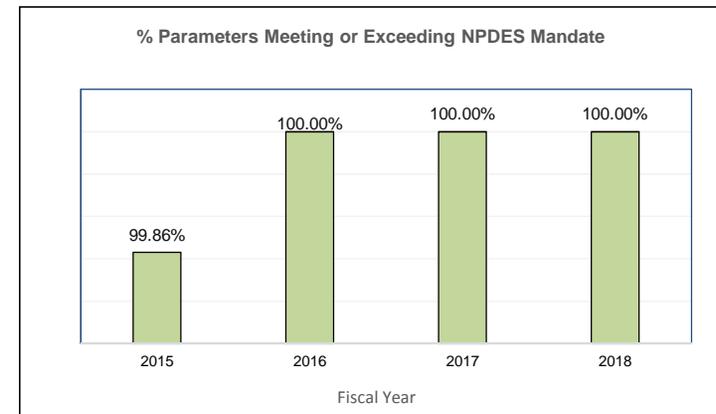
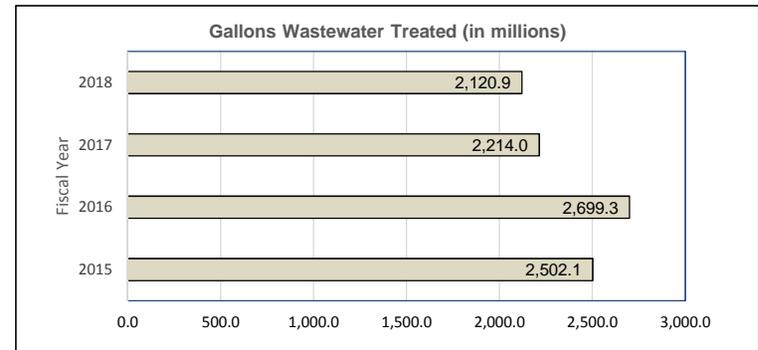
Performance measures not available for all years.

¹ EIM - Electrical Instrumentation Maintenance

WATER RESOURCES

Waste Water Treatment Plant

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2018 <u>Target</u>
Inputs						
Expenditures	\$2,282,293	\$2,238,066	\$2,129,126	\$ 2,227,516	\$ 2,198,498	\$ 2,635,952
Employees	15	15	15	16	16	16
Output Measures						
Gallons of wastewater treated (in millions)	-	2,502.1	2,699.3	2,214.0	2,120.9	
# NPDES ⁽¹⁾ regulatory compliance samples conducted	-	3,465	3,438	3,413	3,434	
# Non-EIM ⁽²⁾ corrective work orders completed	-	81	57	78	147	
# Industrial samples collected	-	1,112	1,085	1,070	1,139	
Effectiveness Measures						
Maintain wastewater rate per residential customer in the lower 50% of the NCLM benchmark survey.	Yes	Yes	Yes	Yes	Yes	Yes
% Scheduled pretreatment samples collected	-	99.45%	100.00%	100.00%	100.00%	100.00%
% Parameters meeting or exceeding NPDES mandate (goal is 100%)	-	99.86%	100.00%	100.00%	100.00%	100.00%
% Pretreatment samples collected and analyzed properly requiring no re-sample (goal is 100%)	-	99.91%	99.83%	99.67%	99.90%	100.00%
Efficiency Measures						
Average cost per 1000 gallons (includes chemicals, electric and labor)	-	\$0.60	\$0.59	\$0.70	\$0.73	
Total staff hours to collect and run all regulatory compliance samples	-	1,182.8	1,232.6	1,353.5	1,364.5	
Average staff hours per non-EIM work order	-	2.8	2.6	1.6	1.3	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 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 703,516	\$ 844,218	\$ 906,101
Operations	467,098	415,285	502,366
Capital	34,909	52,000	25,000
Capital Projects		-	-
Construction (Operating)	10,814	50,000	-
Debt Service	2,484	130,650	112,630
Unreserved	-	33,462	223
Subtotal	\$ 1,218,821	\$ 1,525,615	\$ 1,546,320
Allocations	790,107	780,991	806,251
Total Expenditure Budget	\$ 2,008,928	\$ 2,306,606	\$ 2,352,571
Permits and Fees	\$ 33,747	\$ 16,950	\$ 20,150
Sales & Services	2,234,344	2,185,186	2,185,186
Investment Earnings	22,585	10,470	32,235
Other Revenue	509,020	-	
Fund Balance	-	94,000	115,000
Total Revenue Budget	\$ 2,799,696	\$ 2,306,606	\$ 2,352,571
Net Revenue/(Expenditure)	\$ 790,769	\$ -	\$ -

Notes:

Personnel includes new Environmental Educator position. Cost of the position will be split between Stormwater and Solid Waste Funds.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	11	12	12.5

CAPITAL IMPROVEMENT SUMMARY - STORMWATER

Item Description	Department Request	City Manager Recommendation	Funding Source
Topobox Sand Model	\$ 25,000	\$ 25,000	Fund Balance
Total Capital	\$ 25,000	\$ 25,000	

STORMWATER Maintenance

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$956,884	\$994,676	\$1,002,567	\$ 1,033,281	\$ 1,170,614	\$ 1,259,503
Fund Balance Reserve	\$809,086	\$1,050,820	\$1,228,149	\$ 1,293,695	\$ 2,039,293	\$ 1,978,755
Employees	11	11	11	11	11	12
Output Measures						
Street Sweeping - lane miles swept ⁽²⁾	-	2,233.0	2,444.9	2,422.4	2,472.3	2,300
Ditches re-graded and stabilized with matting (linear ft.) ⁽³⁾	-	3,000	2,455	4,840	3,215	
12" to 18" pipe installed and backfilled (linear ft.)	-	541	672	982	2245	
24" to 36" pipe installed and backfilled (linear ft.)	-	361	472	392	492	
42" and above pipe installed and backfilled (linear ft.)	-	72	0	40	0	
Fallout ditches mowed (linear ft.)	-	48,841	36,795	21,574	30,852	
Effectiveness Measures						
Debris removed from lane miles swept (tons)	-	217.2	247.3	205.4	245.6	
Efficiency Measures						
Street sweeping total man-hours per work week	-	43.3	50.13	45.13	46.50	45.00
Ditch improvements total man-hours per fiscal year	-	1,112.5	833.5	2,033.0	619.0	
Pipe installation total man-hours per fiscal year	-	3,450.0	1,190.5	2,498.0	4,682.5	
Fallout ditches mowing total man-hours per fiscal year	-	679.5	180.0	110.00	56.24	
Total cost recovery ⁽¹⁾	111.2%	112.5%	108.8%	99.94%	113.04%	

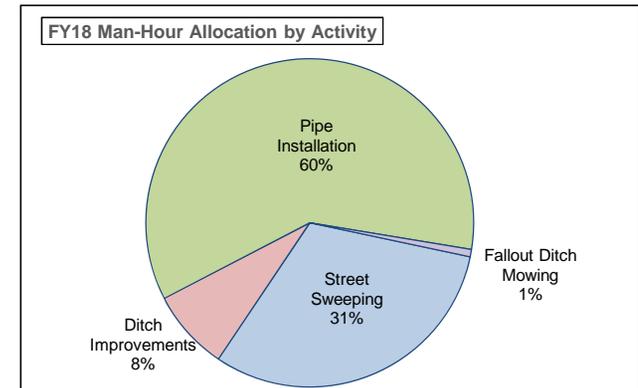
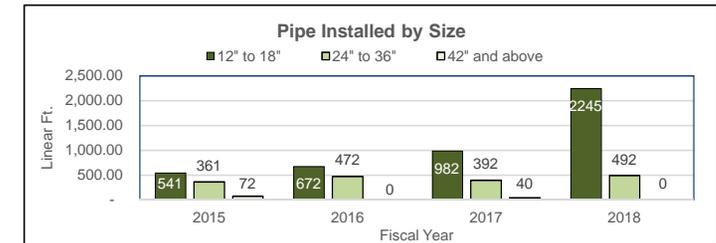
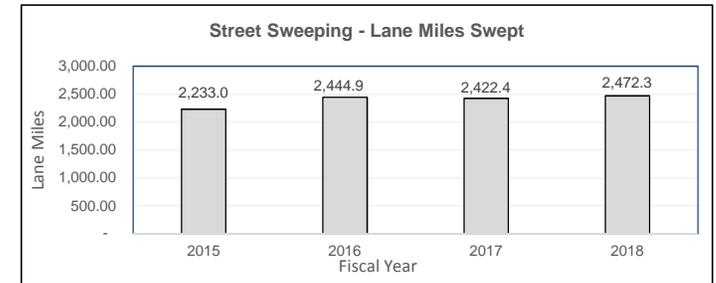
Notes:

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

David Lucore, Interim Director of Energy Services

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,179,444	\$ 1,563,404	\$ 1,655,088
Operations	640,731	800,163	803,542
Land	-	-	-
Capital Equipment	-	-	-
Subtotal	\$ 1,820,175	\$ 2,363,567	\$ 2,458,630
Allocations	590,932	515,276	532,345
Total Budget	\$ 2,411,107	\$ 2,878,843	\$ 2,990,975

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	13	14	14

ENERGY SERVICES

Electric Maintenance Divisions

David Lucore, Interim Director of Energy Services

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,702,558	\$ 2,321,637	\$ 2,521,008
Operations	1,885,623	2,136,810	2,131,970
Capital Equipment	306,258	389,000	768,000
Capital Projects	1,180,000	1,455,000	2,298,667
Energy Purchases	52,523,790	52,964,000	50,421,477
Debt Service	1,743,591	1,678,927	1,380,126
Construction (Operating)	938,926	1,320,000	1,320,000
Unreserved	-	643,014	2,424,849
Subtotal	\$ 60,280,746	\$ 62,908,388	\$ 63,266,097
Payment in Lieu of Taxes	\$ 516,309	\$ 525,000	\$ 550,000
Allocations	370,592	374,616	382,829
Total Budget	\$ 61,167,646	\$ 63,808,004	\$ 64,198,926

Notes:

FY20 includes repaving project at the Operations Center. The cost is being divided among the General Fund, Electric Fund and Water Resources.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	20	20	20

CAPITAL IMPROVEMENT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
Replace Bucket Truck	\$ 200,000	\$ 200,000	Operating Rev.
Replace Bucket truck #2454 (1)	\$ 200,000	\$ 200,000	Operating Rev.
Replace Bobcat mini excavator	\$ 100,000	\$ 100,000	Operating Rev.
Substation Transformer Bushings	\$ 72,000	\$ 72,000	Operating Rev.
Replace Chevy utility van	\$ 42,000	\$ 42,000	Operating Rev.
Replace SUV	\$ 42,000	\$ 42,000	Operating Rev.
Fiber Optic Splicing Trailer	\$ 40,000	\$ 40,000	Operating Rev.
Replace Locator, Fault 8-16-32 kV	\$ 30,000	\$ 30,000	Operating Rev.
Replace Portable Digital Cable Radar	\$ 20,000	\$ 20,000	Operating Rev.
Replace HV Coupler, Safety Interlock	\$ 12,000	\$ 12,000	Operating Rev.
Replace Locator, Line & Fault	\$ 10,000	\$ 10,000	Operating Rev.
Total Capital	\$ 768,000	\$ 768,000	

CAPITAL PROJECT SUMMARY-ELECTRIC

Item Description	Department Request	City Manager Recommendation	Funding Source
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	\$ 460,000	\$ 460,000	Operating Rev.
Subdivision Construction	\$ 340,000	\$ 340,000	Operating Rev.
Corporate Center Expansion	\$ 250,000	\$ 250,000	Operating Rev.
Extend 35 Kv Ckt From Stafford St To Camp Sutton	\$ 250,000	\$ 250,000	Operating Rev.
Purchase Additional Storage For Energy Services	\$ 200,000	\$ 200,000	Operating Rev.
Telecommunications	\$ 200,000	\$ 200,000	Operating Rev.
Extend 35 Kv Ckt From Airport Sub To Rocky River Rd	\$ 150,000	\$ 150,000	Operating Rev.
AMI Metering Solutions	\$ 100,000	\$ 100,000	Operating Rev.
Replace/Retire Uptown Vault Switches And Cables	\$ 100,000	\$ 100,000	Operating Rev.
NCDOT-U-5723-US 74/601N Intersection Improv.	\$ 65,000	\$ 65,000	Operating Rev.
Replace/Retire Old Underground Primary	\$ 60,000	\$ 60,000	Operating Rev.
Scada System Upgrade	\$ 50,000	\$ 50,000	Operating Rev.
Substation Wildlife Protection & Security	\$ 25,000	\$ 25,000	Operating Rev.
Add Additional Rock To Substation Yards	\$ 25,000	\$ 25,000	Operating Rev.
Ops Center Parking Lot	\$ 23,667	\$ 23,667	Operating Rev.
Total Capital Projects	\$ 2,298,667	\$ 2,298,667	

ELECTRIC FUND TOTALS

EXPENDITURES

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 2,882,002	\$ 3,885,041	\$ 4,176,096
Operations	2,526,354	2,936,973	2,935,512
Land	-	-	-
Capital	306,258	389,000	768,000
Construction	938,926	1,320,000	1,320,000
Capital Projects	1,180,000	1,455,000	2,322,334
Energy Purchases	52,523,790	52,964,000	50,421,477
Unreserved	-	643,014	2,424,849
Debt Service	1,743,591	1,678,927	1,380,126
Subtotal	\$ 62,100,921	\$ 65,271,955	\$ 65,748,394
Payment in Lieu of Taxes	\$ 516,309	\$ 525,000	\$ 550,000
Allocations	961,524	889,892	915,174
Total Fund Expenditures	\$ 63,578,753	\$ 66,686,847	\$ 67,213,568

REVENUE

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Sales & services	\$ 63,668,201	\$ 65,857,000	\$ 66,096,148
Investment Earnings	(600,349)	604,500	868,406
Other Revenue	406,976	157,000	157,000
Revenue Bonds	-	-	-
Other Financing Sources	75,082	68,347	68,347
Total Revenue Budget	\$ 63,549,910	\$ 66,686,847	\$ 67,189,901
Net Revenue/(Exp.)	\$ (28,844)	\$ -	\$ (23,667)

ENERGY SERVICES

Electric Maintenance/Construction

FISCAL YEAR

Inputs

	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Operating Expenditures	\$2,686,835	\$3,140,441	\$3,369,800	\$3,250,909	\$3,588,181	\$4,458,447
Electric Purchases	\$47,920,117	\$52,932,832	\$50,199,594	\$52,237,592	\$52,523,790	\$52,964,000
Employees	16	17	19	19	19	20

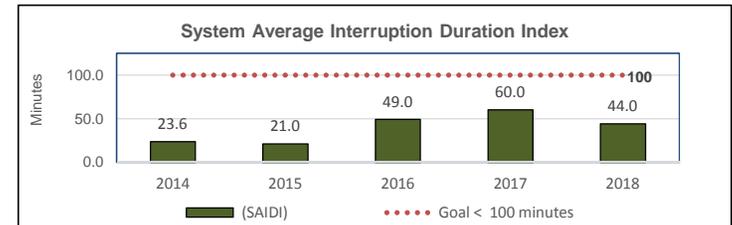
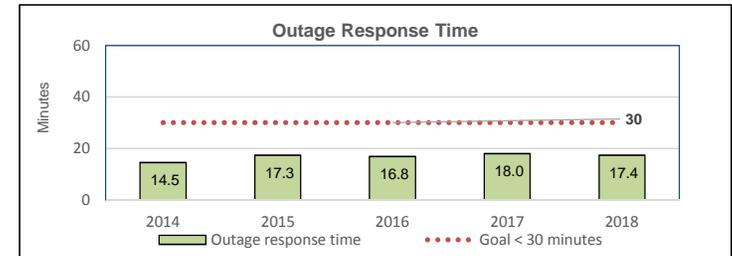
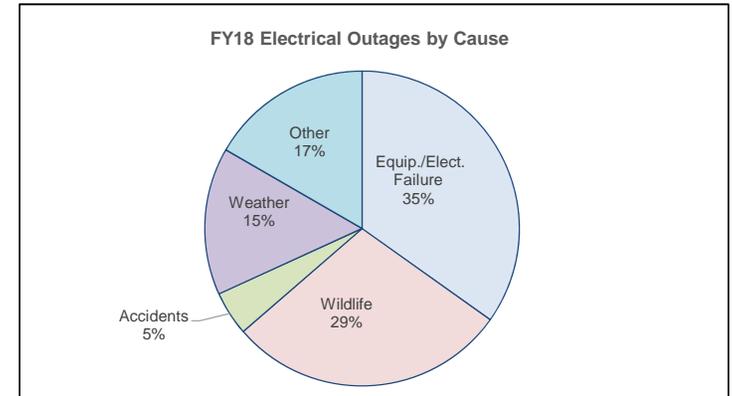
Output Measures

# Customers serviced	10,485	10,565	10,793	10,910	10,975	11,000
# Outages	119	140	153	155	175	150
# Customers affected by outages	1,890	3,507	4,350	6,939	12,907	4,300
Energy consumption (kWh) ⁽¹⁾	644,245,355	704,128,769	703,180,045	649,163,580	659,380,956	704,100,000

Effectiveness Measures

Safety: Incidence Rate (goal = 0)	0	1	1	1	1	0
Average Service Availability Index (ASAI) goal > 99.9995%	99.9954%	99.9959%	99.9907%	99.989%	99.992%	99.996%
Customer Average Interruption Duration Index (CAIDI) goal <120 minutes	94.98	64.57	121.61	94.09	37.35	100.00
System Average Interruption Duration Index (SAIDI) goal <100 minutes	23.64	21.03	49.00	60.00	44.00	40.00
System Average Interruption Frequency Index (SAIFI) goal < .25 interruptions per customer	0.20	0.40	0.40	0.64	1.18	0.30
Outage response time (standard <30 minutes) ⁽⁴⁾	14.5	17.3	16.8	18.00	17.40	17.00
% Outages due to wildlife, goal to reduce ⁽²⁾	34%	29%	34%	31%	29%	32%
% Outages due to equip/electrical failures, goal to reduce ⁽³⁾	39%	41%	36%	34%	35%	32%

Efficiency Measures



Notes:

- ⁽¹⁾ Measure = kilowatt-hour
- ⁽²⁾ Staff is working on reducing wildlife outages by installing wildlife guards at the substations.
- ⁽³⁾ Staff is working on reducing outages by replacing older/ failing equipment.
- ⁽⁴⁾ FY14 reflects a partial year.

ENERGY SERVICES

Natural Gas Division

David Lucore, Interim Director of Energy Services

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 1,151,862	\$ 1,449,097	\$ 1,633,931
Operations	851,256	1,117,660	1,154,201
Capital Equipment	142,488	60,000	305,000
Capital Projects	915,000	1,555,000	1,810,000
Gas Purchases	7,381,818	9,748,215	10,595,198
Debt Service	2,644,207	2,871,759	2,848,924
Construction (Operating)	345,919	405,000	405,000
Unreserved	-	1,993,059	598,106
Subtotal	\$ 13,432,550	\$ 19,199,790	\$ 19,350,360
Payment in Lieu of Taxes	131,260	155,000	175,000
Allocations	1,624,719	1,588,510	1,607,755
Total Expenditure Budget	\$ 15,188,529	\$ 20,943,300	\$ 21,133,115
Sales & Services	\$ 18,146,387	\$ 20,636,000	\$ 20,636,000
Investment Earnings	(324,447)	307,300	497,115
Other Revenue	92,282	-	-
Installment Financing	194,180	-	-
Fund Balance Appropriation	-	-	-
Total Revenue Budget	\$ 18,108,402	\$ 20,943,300	\$ 21,133,115
Net Revenue/(Expenditure)	\$ 2,919,873	\$ -	\$ -

Notes:

Personnel expenditures in FY20 include a new full time Energy Services Locator and Gas Technician positions.

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	18	18	20

CAPITAL IMPROVEMENT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
Purchase New Compact Excavator (45 Hp - 50 Hp)	\$ 100,000	\$ 100,000	Operating Rev.
1997 Ford F-800 Service Truck Replacement, #1149	\$ 100,000	\$ 100,000	Operating Rev.
Purchase New Truck For ES Utility Locator Position	\$ 40,000	\$ 40,000	Operating Rev.
Purchase 3 New Utility Locators	\$ 30,000	\$ 30,000	Operating Rev.
1987 Hudson Trailer 9 Ton Replacement (electric brakes), #2043	\$ 25,000	\$ 25,000	Operating Rev.
Purchase 1 New Utility Locator For New ES Utility Locator Position	\$ 10,000	\$ 10,000	Operating Rev.
Total Capital	\$ 305,000	\$ 305,000	

CAPITAL PROJECT SUMMARY-N GAS

Item Description	Department Request	City Manager Recommendation	Funding Source
NCDOT Roadway Relocations	\$ 500,000	\$ 500,000	Operating Rev.
Subdivision Fund	\$ 400,000	\$ 400,000	Operating Rev.
Purchase Additional Storage for Energy Services	\$ 200,000	\$ 200,000	Operating Rev.
Distribution Integrity Management Program	\$ 150,000	\$ 150,000	Operating Rev.
Pipeline Replacement	\$ 125,000	\$ 125,000	Operating Rev.
Revenue Based Expansions	\$ 100,000	\$ 100,000	Operating Rev.
System Reinforcement Projects-Miscellaneous	\$ 100,000	\$ 100,000	Operating Rev.
AMI Metering Solutions	\$ 100,000	\$ 100,000	Operating Rev.
Cathodic Protection Remediation / Replacement	\$ 50,000	\$ 50,000	Operating Rev.
SCADA System Upgrade	\$ 50,000	\$ 50,000	Operating Rev.
Transmission Pipeline Integrity Mngt Assessment	\$ 35,000	\$ 35,000	Operating Rev.
Total Capital Projects	\$ 1,810,000	\$ 1,810,000	

ENERGY SERVICES

Natural Gas

FISCAL YEAR

Inputs

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target
Operating Expenditures	\$ 1,728,914	\$ 1,870,033	\$ 1,942,999	\$ 2,026,720	\$ 2,003,118	\$ 2,566,757
Natural Gas Purchases	\$ 8,147,023	\$ 7,142,304	\$ 4,945,682	\$ 6,071,932	\$ 7,381,818	\$ 9,398,215
Liquefied Natural Gas Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Employees	14	14	15	15	18	18

Output Measures

Miles of Gas Mains	455	464	464	471	475	480
Customers serviced	10,672	10,855	11,130	11,274	11,420	11,500
Gas load distribution (Mcf) ⁽²⁾	3,166,899	3,285,609	3,067,288	3,083,556	3,438,143	3,500,000
# Service lines installed ⁽³⁾	149	197	235	172	119	225
Emergency responses (leak inside/outside)	107	152	182	200	226	100
Number of hazardous leaks ⁽⁴⁾	13	18	34	17	15	0

Effectiveness Measures

Safety incidence rate (goal = 0)	0	1	0	0	0	0
# Federal/ State required inspections / certifications past due (goal = 0)	0	0	0	1	0	0
Loss and unaccounted for (goal +/-2%) ⁽⁵⁾	1.75%	-0.47%	2.35%	9.38%	2.29%	2.00%
Hazardous Leaks/Mile (goal=0)	0.029	0.039	0.073	0.036	0.03	0.00
Interruptions due to Equipment or Personnel Failure (goal=0)	0	0	0	0	1	0
Service lines installed (% of goal) ⁽⁶⁾	66.0%	88.0%	104.0%	76.4%	52.9%	100%
Leak inside/outside-average response time (goal <= 30 minutes)	17:03	19:01	19:04	18:11	17:21	30:00
Leak inside/outside - average time made safe (goal <= 45 minutes)	30:28	27:01	25:02	22:36	23:16	45:00

Efficiency Measures

# Miles of gas mains per employee (NC municipal avg. = 30)	35	36	36	34	34	30
# Customers per employee (NC municipal avg. = 765)	821	835	856	805	816	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.

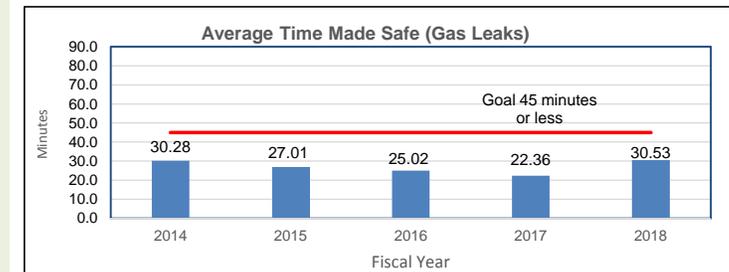
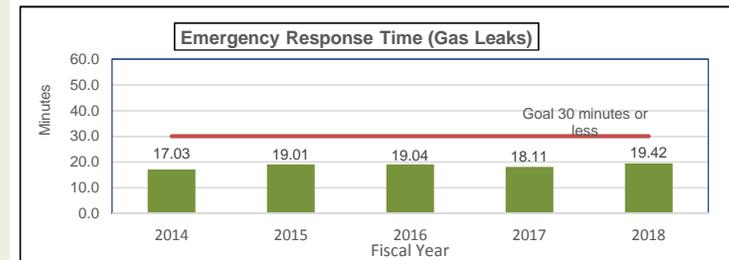
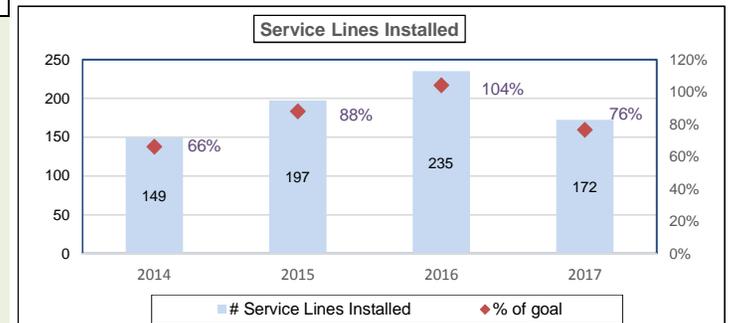
⁽²⁾ Measure = a thousand cubic feet of natural gas.

⁽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.

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

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



AIRPORT OPERATIONS

E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 571,913	\$ 609,235	\$ 626,545
Operations	383,331	453,445	467,437
Purchases of Aviation Fuel	1,041,602	833,333	1,025,000
Capital	61,104	67,000	-
Debt Service	1,097,560	1,190,318	1,223,081
Subtotal	\$ 3,155,510	\$ 3,153,331	\$ 3,342,063
Allocations	250,114	237,163	245,285
Total Expenditure Budget	\$ 3,405,624	\$ 3,390,494	\$ 3,587,348
Aviation Fuel Sales	1,499,949	1,325,000	1,521,110
Tie-down and Hangar Leases	312,604	308,140	347,427
Other Sales & Services	159,073	92,990	110,376
Revenue Bonds	51,471	-	-
Use of GF fund balance	-	-	-
Funding From General Fund	1,389,287	1,664,364	1,608,435
Total Revenue Budget	\$ 3,412,384	\$ 3,390,494	\$ 3,587,348
Net Revenue/(Expenditure)	\$ 6,760	\$ -	\$ -

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	7	7	7

CAPITAL IMPROVEMENT SUMMARY

Item Description	Department Request	City Manager Recommendation	Funding Source
Awning cover for mobile fuelers	\$ 30,000	Delay	
Total Capital	\$ 30,000	\$ -	

AIRPORT CUSTOMS SERVICE

E. L. Faison, City Manager

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Operations	\$ 23,306	\$ 38,006	\$ 38,089
Debt Service	-	-	-
Airport Customs Contract	123,854	123,438	123,438
Subtotal	\$ 147,160	\$ 161,444	\$ 161,527
Allocations	-	-	-
Total Expenditure Budget	\$ 147,160	\$ 161,444	\$ 161,527
Sales & Services	9,800	7,200	7,200
Other Revenue	-	-	-
Funding From General Fund	137,360	154,244	154,327
Total Revenue Budget	\$ 147,160	\$ 161,444	\$ 161,527
Net Revenue/(Expenditure)	\$ -	\$ -	\$ -

AIRPORT Operations

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures - Operations	\$2,278,255	\$2,035,305	\$1,716,745	\$1,920,843	\$1,996,846	\$1,896,013
Expenditures - Customs	\$0	\$15,167	\$162,775	\$151,298	\$147,160	\$161,444
Employees	7	7	7	7	7	7
Subsidy from General Fund	\$ 1,622,702	\$ 1,325,812	\$ 1,527,311	\$ 1,696,387	\$ 1,526,647	\$1,818,608
Output Measures						
Gallons of Jet-A fuel sold - full service	141,784	185,496	143,278	184,903	205,909	172,097
Gallons of Jet-A fuel sold - self service	1,876	1,837	883	3,731	2,254	2,116
Gallons of Avgas sold - full service	97,073	101,533	110,148	122,990	116,832	106,955
Gallons of Avgas sold - self service	37,840	36,773	36,331	58,718	45,977	43,089
Overnight customers-Tie-down (3)	-	2,194	2,642	2,324	1,409	2,580
Overnight customers - Hangar	-	328	421	241	369	198
Fueling services provided (aircraft)	-	4,151	4,558	4,997	5,503	4,802
Towing services provided (aircraft)	-	3,065	3,900	4,810	6,605	4,595
Other line services provided (aircraft) (1)	-	1,672	1,999	2,801	3,750	2,556
Effectiveness Measures						
Bulk hangar leasable space (goal = 33 aircraft)	33	30	31	33	36	33
T-hangar leasable space (goal = 20 aircraft)	18	20	20	20	19	20
Hangar/Office leasable space (goal = 8 aircraft)	9	9	11	16	15	13
Tie-down leasable space (goal = 49 aircraft)	38	39	44	54	56	52
Efficiency Measures						
% Operating cost recovery - Airport (2)	77.6%	85.5%	84.2%	76.7%	87.7%	85.9%
% Operating cost recovery - Airport Customs	NA	NA	6.3%	12.8%	6.7%	
Average cost to the City per customer using US Customs Service				\$15,130	\$16,351	\$0.00

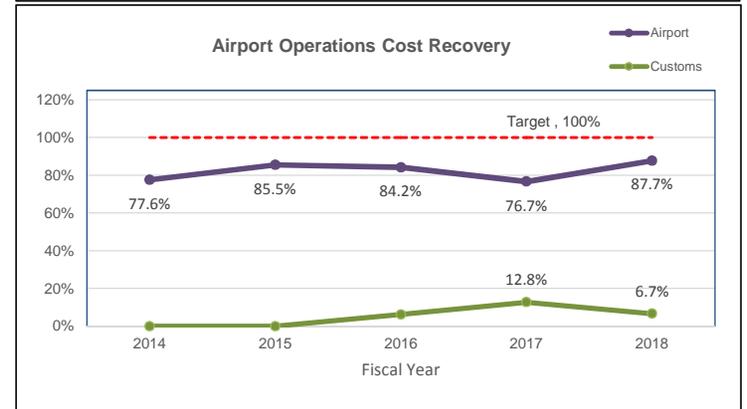
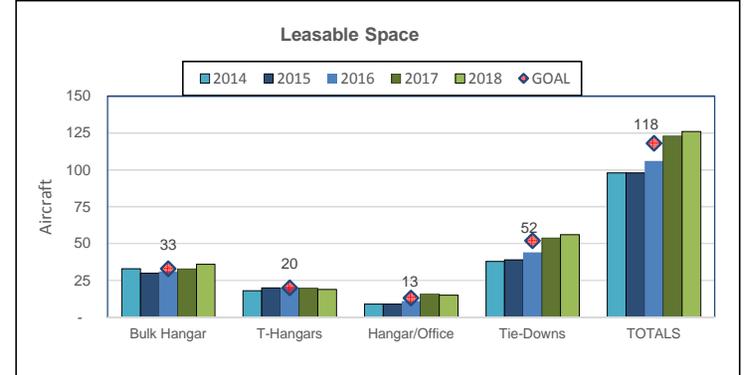
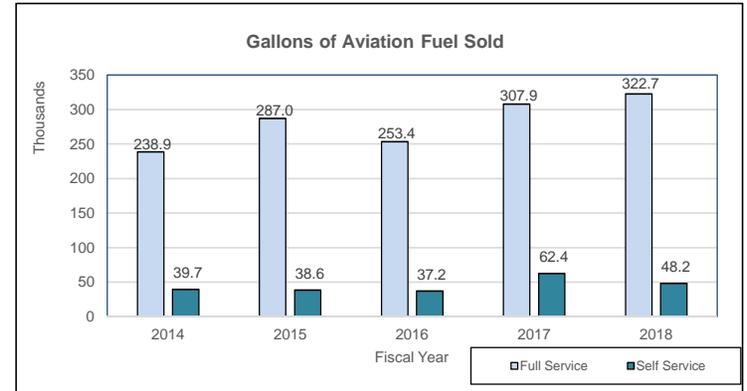
Notes:

Performance measures not available for all years.

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

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

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



SOLID WASTE OPERATIONS

Jim Loyd, Director of Engineering

FISCAL SUMMARY

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 85,131	\$ 90,383	\$ 124,331
Operations	1,978,673	2,113,072	2,080,114
Capital	-	-	-
Debt Service	-	-	-
Unreserved	-	5,134	-
Subtotal	\$ 2,063,804	\$ 2,208,589	\$ 2,204,445
Allocations	151,708	148,310	157,543
Total Budget	\$ 2,215,512	\$ 2,356,899	\$ 2,361,988

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	1	1	1.5

Notes:

Personnel includes new Environmental Educator position. Cost of the position will be split between Stormwater and Solid Waste Funds.

COMMUNITY MAINTENANCE

Lisa Stiwinter, Director of Planning and Development

FISCAL SUMMARY

Item	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Personnel	\$ 97,455	\$ 102,085	\$ 99,584
Operations	9,136	13,994	15,939
Capital	-	-	-
Subtotal	\$ 106,591	\$ 116,079	\$ 115,523
Allocations	-	-	-
Total Budget	\$ 106,591	\$ 116,079	\$ 115,523

FULL-TIME PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Proposed
Positions	2	2	2

SOLID WASTE FUND TOTALS

EXPENDITURES

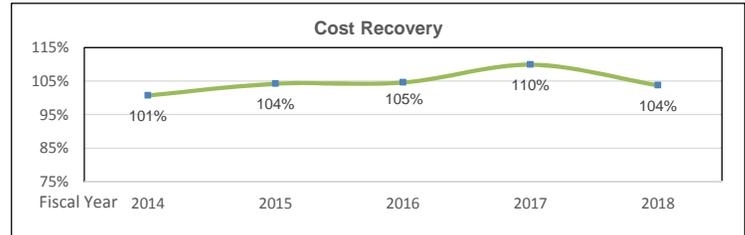
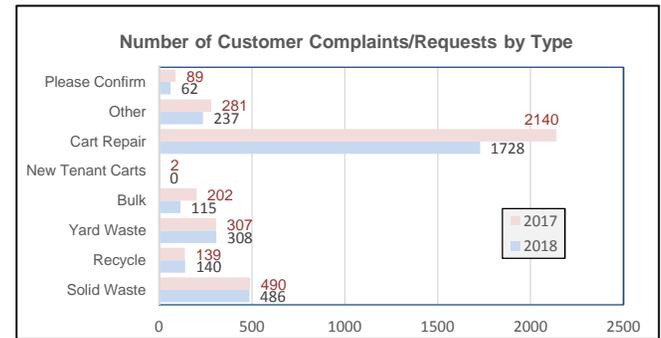
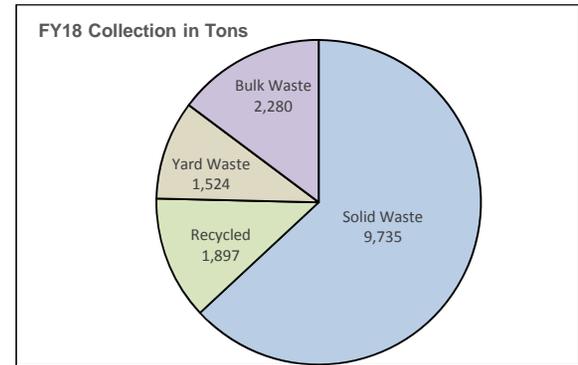
Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Personnel	\$ 182,586	\$ 192,468	\$ 223,915
Operations	1,987,809	2,127,066	2,096,053
Capital	-	-	-
Unreserved	-	5,134	-
Debt Service	-	-	-
Subtotal	\$ 2,170,395	\$ 2,324,668	\$ 2,319,968
Allocations	151,708	148,310	157,543
Total Fund Expenditures	\$ 2,322,103	\$ 2,472,978	\$ 2,477,511

REVENUE

Item	FY 2018 Actual	FY 2019 Budget	FY 2020 Proposed
Sales & services	\$ 2,390,914	\$ 2,403,303	\$ 2,402,253
Investment Earnings	(7,590)	12,275	11,085
Other Revenue	26,168	22,000	25,000
Appropriation of Fund Bal		35,400	39,173
Total Revenue Budget	\$ 2,409,492	\$ 2,472,978	\$ 2,477,511
Net Revenue/(Exp.)	\$ 87,389	\$ -	\$ -

SOLID WASTE Administration

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures	\$142,846	\$165,051	\$172,635	\$224,120	\$229,088	\$250,389
Refuse Collection Costs	\$1,697,743	\$1,720,334	\$1,831,779	\$1,830,779	\$1,834,716	\$1,953,066
Employees ⁽³⁾	1	1	1	1	1	1
Fund Balance Reserve	\$443,756	\$531,955	\$634,378	\$611,796	\$699,186	\$668,920
Output Measures						
Total Number of Households	10,005	9,921	10,040	10,187	10,190	
Solid Waste (tons)	9,989	9,576	9,219	9,696	9,735	
Recycled (tons)	1,976	2,015	1,912	1,870	1,897	
Yard Waste (tons)	1,670	1,543	1,468	1,515	1,524	
Bulk Waste (tons)	1,244	1,217	1,901	1,897	2,280	
# Customer complaints/requests handled	2,489	3,581	4,035	3,650	3,076	
# Citations issued - Carts	-	-	167	61	10	
# Citations issued - Bulk	-	-	24	41	58	
Effectiveness Measures						
% Cases - Cart repairs (goal to reduce) ⁽¹⁾	35.1%	47.8%	58.0%	58.6%	56.2%	
Efficiency Measures						
% Total cost recovery for solid waste services ⁽²⁾	101%	104%	105%	110%	100%	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 2018 Actual	FY19 Financial Plan	FY20 Financial Plan
Operations	\$ 7,567,699	\$ 7,853,071	\$ 8,294,677
Unreserved	-	-	-
Subtotal	\$ 7,567,699	\$ 7,853,071	\$ 8,294,677
Allocations	114,128	113,857	124,889
Total Expenditure Budget	\$ 7,681,827	\$ 7,966,928	\$ 8,419,566
Contributions from Departments	7,079,634	\$ 7,434,128	7,826,139
Investment Earnings	(30,560)	\$ 8,000	46,162
Miscellaneous	205,689	-	120,000
Appropriation of Fund Bal	-	524,800	427,265
Total Revenue Budget	\$ 7,254,763	\$ 7,966,928	\$ 8,419,566
Net Revenue/(Exp.)	\$ (427,064)	\$ -	\$ -

Notes

Employer health insurance contributions increased by 5% in FY20.

SIF PROPERTY & LIABILITY

Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY19 Financial Plan	FY20 Financial Plan
Operations	\$ 662,502	\$ 697,500	\$ 703,452
Subtotal	\$ 662,502	\$ 697,500	\$ 703,452
Allocations	87,027	86,787	94,103
Total Expenditure Budget	\$ 749,529	\$ 784,287	\$ 797,555
Contributions from Departments	715,536	\$ 715,536	767,150
Investment Earnings	(9,651)	\$ 3,000	10,402
Miscellaneous	26,839	1,500	20,003
Appropriation of Fund Bal	-	64,251	-
Total Revenue Budget	\$ 732,725	\$ 784,287	\$ 797,555
Net Revenue/(Exp.)	\$ (16,805)	\$ -	\$ -

SIF WORKERS' COMPENSATION

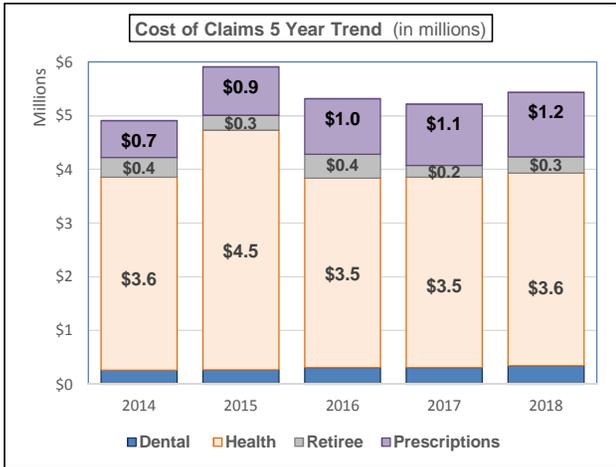
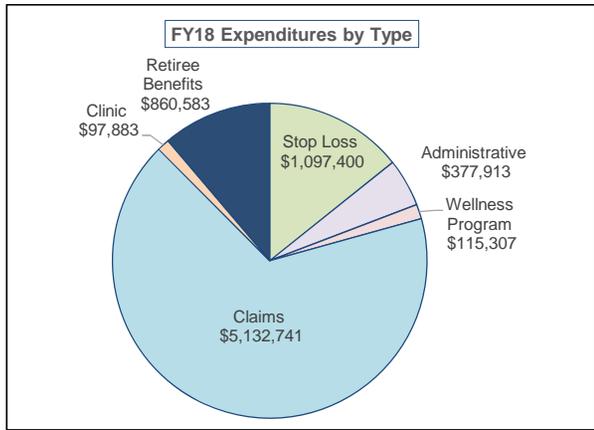
Debra C. Reed, Director

FISCAL SUMMARY

Item	FY 2018 Actual	FY19 Financial Plan	FY20 Financial Plan
Operations	\$ 166,032	\$ 441,930	\$ 284,782
Unreserved	-	-	-
Subtotal	\$ 166,032	\$ 441,930	\$ 284,782
Allocations	104,198	104,054	113,062
Total Expenditure Budget	\$ 270,230	\$ 545,984	\$ 397,844
Contributions from Departments	200,000	\$ 200,000	300,000
Investment Earnings	(15,067)	\$ 4,530	20,312
Miscellaneous	235	-	-
Appropriation of Fund Bal	-	341,454	77,532
Total Revenue Budget	\$ 185,168	\$ 545,984	\$ 397,844
Net Revenue/(Exp.)	\$ (85,062)	\$ -	\$ -

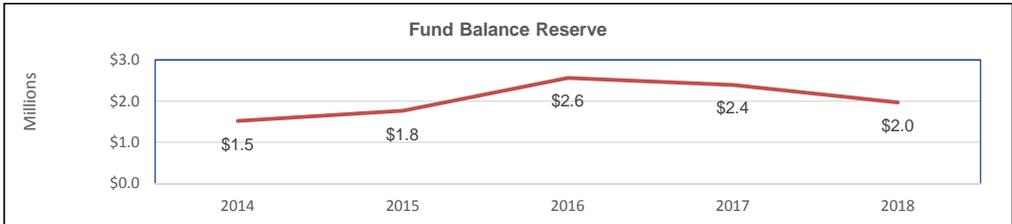
HUMAN RESOURCES DEPARTMENT Self Insurance Fund - Health and Dental

	FISCAL YEAR					
	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target
Inputs						
Expenditures	\$6,467,179	\$7,666,404	\$7,176,883	\$7,209,015	\$7,567,699	\$7,853,071
Fund Balance Reserve	\$1,518,970	\$1,766,205	\$2,561,830	\$2,395,411	\$1,968,348	\$1,443,548
Total FTE	433	426	429	445	447	
Total number of dependents covered	327	325	332	514	506	
Total number of retirees covered	26	30	26	22	35	
Output Measures						
# Employee Clinic visits (per calendar year)	527	591	560	477	561	
\$ Total claims	\$4,919,168	\$5,915,365	\$5,318,938	\$5,219,181	\$5,527,913	
% Participation in Wellness Program	91%	89%	89%	92%	89%	
# Employees receiving health incentive	N/A	N/A	N/A	262	293	
Effectiveness Measures						
% Employees passing health assessment	59%	73%	76%	86%	82%	
Efficiency Measures						
Average cost per visit to Employee Clinic (Clinic Contract) ⁽¹⁾	\$ 155.03	\$ 142.67	\$ 157.85	\$ 196.14	\$ 174.48	



Notes:

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

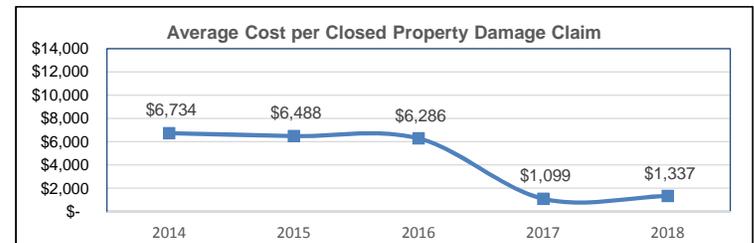
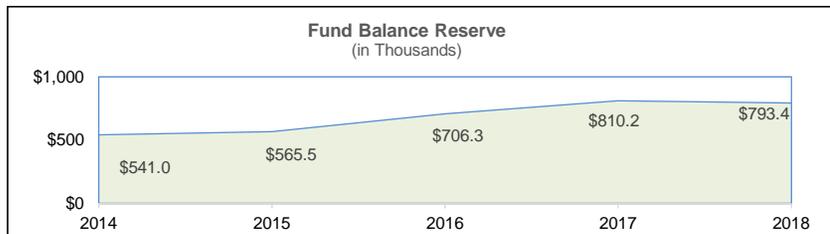
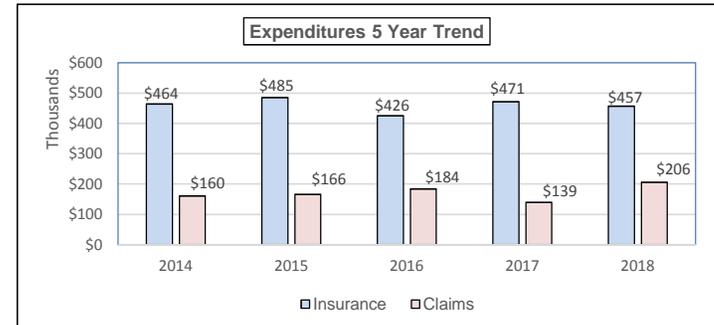


HUMAN RESOURCES DEPARTMENT

Property and Liability Insurance Fund

FISCAL YEAR

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Target /
Inputs						
Expenditures - Property and Liability	\$623,775	\$650,296	\$609,583	\$610,285	\$662,502	\$697,500
Fund Balance Reserve	\$540,993	\$565,490	\$706,321	\$810,174	\$793,369	\$729,118
Output Measures						
# New property damage cases	44	28	65	46	84	
# Property damage cases handled	28	27	37	30	41	
\$ Cost of Claims	\$160,024	\$165,539	\$184,038	\$139,118	\$205,530	
\$ Premiums paid to insurer ⁽¹⁾	\$463,751	\$484,756	\$425,545	\$471,167	\$456,972	\$470,000
Effectiveness Measures						
% Property damage cases closed	52%	68%	38%	61%	74%	
Efficiency Measures						
Average cost per closed property damage claim	\$6,734	\$6,488	\$6,286	\$1,099	\$1,337	



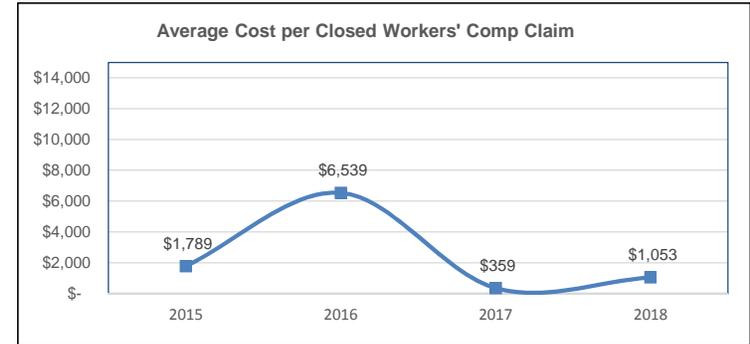
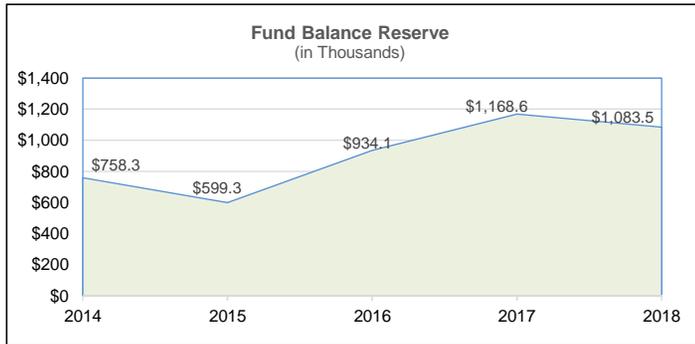
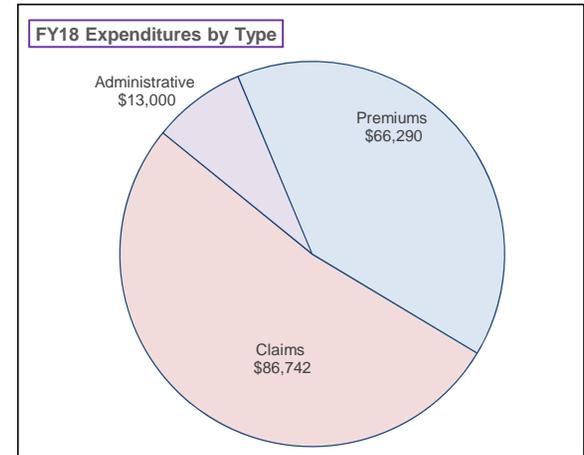
Notes:

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

HUMAN RESOURCES DEPARTMENT

Self Insurance Fund - Workers' Compensation

	FISCAL YEAR					
	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Target</u>
Inputs						
Expenditures - Workers' Comp	\$284,767	\$417,313	\$351,181	\$185,526	\$166,032	\$441,930
Fund Balance Reserve	\$758,344	\$599,308	\$934,096	\$1,168,567	\$1,083,505	\$742,051
Output Measures						
# New workers' compensation cases opened	38	24	29	36	35	
# Workers' compensation cases handled	41	55	45	38	36	
\$ Workers' Comp claims	\$224,150	\$353,112	\$211,651	\$104,984	\$86,742	
Effectiveness Measures						
% Workers' Comp cases closed	-	61.8%	88.9%	92.1%	97.2%	
Efficiency Measures						
Average cost per closed workers' comp claim	-	\$1,789	\$6,539	\$359	\$1,053	



CITY OF MONROE
DEPARTMENT POSITION SUMMARY

DEPARTMENT/DIVISION	FY19 Authorized		
	FT	PT 30+	PT 20+
CITY MANAGER DIVISION	4		
CITY ATTORNEY	2		
PUBLIC INFORMATION DIVISION	1		
CITY FACILITIES MAINTENANCE			
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	104		5
FIRE DEPARTMENT	84		1
INFORMATION TECHNOLOGY	5		
PARKS & RECREATION			
ADMINISTRATION DIVISION	2		
RECREATION	9		3
PARKS MAINTENANCE	17		
FACILITIES MAINTENANCE	3		
General Fund Positions	315	2	10

FY20 Projected		
FT	PT 30+	PT 20+
4		
2		
2		
8		
3		
4	1	
8		
2		
4		
3	1	
5		
6		1
4		
1		
9		
19		
3		
5		
8		
104		5
84		1
5		
2		
9		3
12		
316	2	10

DEPARTMENT/DIVISION	FY19 Authorized		
	FT	PT 30+	PT 20+
PARKS & RECREATION- GOLF COURSE	6		1
DOWNTOWN MONROE	1		
CENTER THEATRE			
AIRPORT	7	1	2
Subsidized Positions	14	1	3

FY20 Projected		
FT	PT 30+	PT 20+
6		1
1		
3		
7	1	2
17	1	3

DEPARTMENT/DIVISION	FY19 Authorized			FY20 Projected		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
PARKS & RECREATION – MAFC	11	2	8	11	1	9
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	12			12.5		
ENERGY SERVICES						
ADMINISTRATION	14			44		
ELECTRIC MAINTENANCE	20			20		
NATURAL GAS DIVISION	18			20		
SOLID WASTE	3			3.5		
Enterprise Fund Positions	140	5	8	143	4	9

DEPARTMENT/DIVISION	FY19 Authorized			FY20 Projected		
	FT	PT 30+	PT 20+	FT	PT 30+	PT 20+
MONROE-UNION COUNTY ECON DEV	4			4		
Special Revenue Fund Positions	4			4		

	FY19 Authorized			FY20 Projected		
Total Positions	473	8	21	480	7	22

CITY OF MONROE
FY 2020 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS
MR04 as of 4/17/19

Priority Descriptions

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

<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<u>Economic Development</u>							
Replace Tahoe 4x4 #2550			\$ -	\$ 45,000	\$ -	\$ -	\$ -
Total Economic Development			\$ -	\$ 45,000	\$ -	\$ -	\$ -
<u>Facilities Maintenance</u>							
Replace Hot Water Circulation Pump City Hall	NA	ESSENTIAL	\$ 16,000	\$ -	\$ -	\$ -	\$ -
Total Facilities Maintenance			\$ 16,000	\$ -	\$ -	\$ -	\$ -
<u>Finance & Administration - Finance Admin</u>							
Replace '09 Highlander 4WD #2426	30		\$ 30,000	\$ -	\$ -	\$ -	\$ -
			\$ 30,000	\$ -	\$ -	\$ -	\$ -
<u>Finance & Administration - Utility Billing</u>							
Replace Mvrs Meter Reading Equipment	NA	ESSENTIAL	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Replace Truck #2588 '12 Nissan Frontier	24		30,000	-	-	-	-
Replace Truck #2576 '12 Chevrolet Colorado	22 - DELAY		-	30,000	-	-	-
Replace Printronix Printer			-	-	-	8,000	-
			\$ 70,000	\$ 30,000	\$ -	\$ 8,000	\$ -
<u>Finance & Administration - Administrative Services</u>							
Replace #2401 '09 Toyota Prius	19 - DELAY		\$ -	\$ 35,000	\$ -	\$ -	\$ -
			\$ -	\$ 35,000	\$ -	\$ -	\$ -
<u>Finance & Administration - Garage</u>							
Replace R134A Refrigerant Machine In Garage	NA	ESSENTIAL	\$ 5,840	\$ -	\$ -	\$ -	\$ -
			\$ 5,840	\$ -	\$ -	\$ -	\$ -
<u>Finance & Administration - Warehouse</u>							
Replace Truck #1442	28		\$ 25,000	\$ -	\$ -	\$ -	\$ -
			\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total Finance			\$ 130,840	\$ 65,000	\$ -	\$ 8,000	\$ -
<u>Human Resources</u>							
Replace 2008 Honda Civic Hybrid # 2385			\$ -	\$ 30,000	\$ -	\$ -	\$ -
			\$ -	\$ 30,000	\$ -	\$ -	\$ -
<u>Engineering</u>							
Ford F-150 4X4 To Replace #2489 (2010)			\$ -	\$ -	\$ 33,900	\$ -	\$ -
			\$ -	\$ -	\$ 33,900	\$ -	\$ -

CITY OF MONROE
FY 2020 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
EQUIPMENT REPLACEMENTS
MR04 as of 4/17/19

Priority Descriptions

IMPERATIVE (must do) postponement may result in harmful or undesirable consequences
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 DESIRABLE (other) desirable but can be delayed due to funding limitations

<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<u>Engineering - Powell Bill</u>							
Tandem Dump Truck To Replace #2185 (2004)	24	ESSENTIAL	\$ 169,500	\$ -	\$ -	\$ -	\$ -
Tandem Dump Truck To Replace #2186 (2004)			-	169,500	-	-	-
Flat Bed Dump Truck #2422 (2009)			-	100,000	-	-	-
Case Backhoe #2351 (2007)			-	-	125,000	-	-
Tandem Truck To Replace # 2216 (2005)			-	-	169,500	-	-
Motor Grader To Replace #2329 (2006)			-	-	-	150,000	-
Tandem Truck To Replace # 2217 (2005)			-	-	-	169,500	-
Gradall To Replace #2272 (2006)			-	-	-	-	250,000
			\$ 169,500	\$ 269,500	\$ 294,500	\$ 319,500	\$ 250,000
Total Engineering							
			\$ 169,500	\$ 269,500	\$ 328,400	\$ 319,500	\$ 250,000
<u>Building Standards - Code Enforcement</u>							
Replace Vehicle #2430 '09 Toyota Highlander	22 - DELAY		\$ -	\$ 35,000	\$ -	\$ -	\$ -
Replace Vehicle #2431 '09 Toyota Highlander	22 - DELAY		-	35,000	-	-	-
			\$ -	\$ 70,000	\$ -	\$ -	\$ -
Total Building Standards							
			\$ -	\$ 70,000	\$ -	\$ -	\$ -
<u>Planning & Development</u>							
Replace Vehicle #2363 F150 (Pool)	20 - DELAY		\$ -	\$ 38,000	\$ -	\$ -	\$ -
Replace Vehicle #2665 '13 Toyota Highlander (Pool)	15 - DELAY		-	30,000	-	-	-
			\$ -	\$ 68,000	\$ -	\$ -	\$ -
Total Planning							
			\$ -	\$ 68,000	\$ -	\$ -	\$ -
<u>Police</u>							
Replace Vehicle #2552 - 2013 Ford Taurus	24		\$ 48,000				
Replace Vehicle #2554 - 2013 Ford Taurus	22		48,000				
Replace Vehicle #2555 - 2013 Ford Taurus	26		48,000				
Replace Vehicle #2556 - 2013 Ford Taurus	26		48,000				
Replace Vehicle #2557 - 2013 Ford Taurus	24		48,000				
Replace Vehicle #2561 - 2013 Ford Taurus	26		48,000				
Replace Vehicle #2570 - 2012 Ford Expedition	24		48,000				
Replace Vehicle #2571 - 2012 Ford Expedition	22		48,000				
Replace Vehicle #2593 - 2013 Ford Taurus	24		48,000				
Replace Vehicle #2596 - 2013 Ford Taurus	24		48,000				
Replace Vehicle #2597 - 2013 Ford Taurus	22		48,000				
Replace Vehicle #2624 - 2013 Ford Taurus	24		48,000				

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Annual Replacement Schedule				\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000
Total Police			\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000

Fire

Replace # 2539 - Oshkosh Airport Blaze Unit (Blaze 4)	41	ESSENTIAL	\$ 850,000	\$ -	\$ -	\$ -	\$ -
Replacement Rescue Boat And Twin Stack Trailer	NA	IMPERATIVE	44,500	-	-	-	-
Replace 6 Of 12 2500 Radios (\$6,000 Each)	NA	IMPERATIVE	36,000	-	-	-	-
Replace Thermal Imaging Cameras (2 Per Year At \$10,000 Each)	NA	ESSENTIAL	20,000	20,000	20,000	20,000	-
Replace Fire Alarm System Fire Station 2	NA	IMPERATIVE	10,000	-	-	-	-
Replace # 4847 - 2003 International Tractor - Hazmat 5			-	500,000	-	-	-
Replace / Repair Driver Training Pad At Training Center			-	230,000	-	-	-
Replace # 1757- 2009 Ford F-450- Medic 3			-	80,000	-	-	-
Replace # 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 # 2350 - 2008 Chevy Tahoe -Chief 1	31 - DELAY		-	50,000	-	-	-
Replace ATV #2262 and Trailer #2191 (Station 1)			-	23,000	-	-	-
Replace Emergency Shelter For Mass Decon (Zumro) 1 Per Yr			-	20,000	-	-	-
Replace sign at Fire Station # 2			-	14,000	-	-	-
Replace Portable Fire Extinguisher Training Simulator			-	12,000	-	-	-
Replace Animated Fire Prevention Robot			-	10,400	-	-	-
Total Fire			\$ 960,500	\$ 1,174,400	\$ 20,000	\$ 20,000	\$ -

Information Technology

Mail Server Refresh	NA	ESSENTIAL	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Radio Replacement	NA	IMPORTANT	5,000	-	-	-	-
Storage Expansion			-	80,000	-	80,000	-
Iseries HTE Servers			-	75,000	-	-	-
Backup Infrastructure			-	40,000	-	-	-
Firewall Refresh (Hardware)			-	17,000	-	-	17,000
Firewalls Refresh			-	15,000	-	-	15,000
Storage - Video Cameras			-	-	60,000	-	-
Core Switch Replacements			-	-	50,000	50,000	-
Remote Access Appliances			-	-	30,000	-	-
Lightspeed Content Filter Appliance And Subscription			-	-	22,000	-	-
Sql Refresh			-	-	15,000	15,000	-
Datacenter Backup Power (Ups)			-	-	-	90,000	-

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Blade Server Refresh			-	-	-	50,000	-
Mail Archival System			-	-	-	40,000	-
Backup Storage Expansion			-	-	-	20,000	-
Total IS			\$ 35,000	\$ 227,000	\$ 177,000	\$ 345,000	\$ 62,000
Total General Fund 110			\$ 1,887,840	\$ 2,524,900	\$ 1,101,400	\$ 1,268,500	\$ 888,000

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<i>Item Description</i>	<i>Garage Score ⁽¹⁾</i>	<i>Priority</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<u>Parks & Recreation - Recreation</u>							
Replace #2276 2006 Ford Escape (w/ larger used SUV)	22 - DELAY	ESSENTIAL	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Replace #2158 2003 Chevy. Athletic Dir. Truck			-	32,000	-	-	-
Replace # 1937 '90 Bus (with used bus)			-	10,000	-	-	-
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			\$ 35,000	\$ 42,000	\$ 125,000	\$ 60,000	\$ -
<u>Parks & Recreation - Parks Maintenance</u>							
Replace 2004 Freightliner Leaf Truck #2180 And Body #2182	27	IMPERATIVE	\$ 170,000	\$ -	\$ -	\$ -	\$ -
Replace Mowers #1921 & #1922	21	ESSENTIAL	20,500	-	-	-	-
Replace Leaf Truck # 2181			-	170,000	-	-	-
Replace Deezz Slope Mower # 115			-	46,000	-	-	-
Replace Truck # 1836			-	45,000	-	-	-
Replace Mowers #1924 & # 1926			-	20,500	-	-	-
Replace Toro 4100D #6219			-	-	70,000	-	-
Replace Mowers #6249 & # 6250			-	-	30,000	-	-
Replace Greenway Blower # 1725			-	-	7,000	-	-
Replace TS90 #4433			-	-	-	70,000	-
Replace Toro 4100D #6248			-	-	-	70,000	-
Replace Bob Cat T300 #5263			-	-	-	-	80,000
Replace Bob Cat 773 #1362			-	-	-	-	50,000
Replace Sprayer			-	-	-	-	10,000
Total Parks and Recreation 130			\$ 190,500	\$ 281,500	\$ 107,000	\$ 140,000	\$ 140,000
Total Funds 110 & 130			\$ 2,113,340	\$ 2,848,400	\$ 1,333,400	\$ 1,468,500	\$ 1,028,000

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Item Description	Garage Score ⁽¹⁾	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
GF Funding Sources:			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)			\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000	\$ 576,000
Grants / Oth External Funding			169,500	269,500	294,500	319,500	250,000
Fund Balance Appropriation			572,840	1,942,900	462,900	573,000	202,000
Allocations to Other Funds			-	-	-	-	-
Installment Financing			850,000	60,000	-	-	-
TOTAL AVAILABLE			\$ 2,168,340	\$ 2,848,400	\$ 1,333,400	\$ 1,468,500	\$ 1,028,000
TOTAL REQUESTED			\$ 2,113,340	\$ 2,848,400	\$ 1,333,400	\$ 1,468,500	\$ 1,028,000
Net Overage/ (Shortage)			\$ 55,000	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Golf Course

Replace Buffalo Twin Turbine Blower #1725	NA	IMPERATIVE	\$ 14,000	\$ -	\$ -	\$ -	\$ 75,000
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			-	-	-	-	-
			\$ 14,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
Total Golf Course			\$ 14,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000

MCC Funding Sources:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from General Fund	-	-	-	-	-
General Fund Balance Appropriation	14,000	170,000	151,000	75,000	75,000
Installment Financing	-	-	-	-	-
TOTAL AVAILABLE	\$ 14,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
TOTAL REQUESTED	\$ 14,000	\$ 170,000	\$ 151,000	\$ 75,000	\$ 75,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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Aquatics & Fitness Center							
Fitness Room Floor (Weight Room) Replacement (12-15Yr)	NA	IMPORTANT	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Treadmill Replacements (\$5,295 Each) (5Yrs)	NA	ESSENTIAL	42,000	52,950	63,540	90,015	-
Hvac Replacements (1Ea Yr)	NA	ESSENTIAL	22,000	22,000	-	-	25,000
Waterpark Locker Room Floors	NA	DESIRABLE	15,500	-	-	-	-
Hot Water Boiler (5-7Yr)	NA	IMPORTANT	13,500	-	13,500	13,500	-
Industrial Dryer	NA	IMPORTANT	5,000	-	-	-	-
Pool Chairlift Replacement	NA	IMPORTANT	6,500	-	-	-	-
Gymnasium Hard Wood Refinishing (10Yr)			-	30,000	-	-	-
Replace Waterpark Grates			-	22,000	-	-	-
Pool Heater			-	20,000	-	-	-
Pool Pump Replacement			-	9,000	-	-	-
Pool Vacuum			-	5,500	-	-	-
Replace Industrial Dryers (8-10Yr)			-	5,000	-	-	-
Walking Track Floor Replacement (20Yr)			-	-	45,000	-	-
Aerobic Room Floor Replacement (10Yr)			-	-	15,000	15,000	-
Cardio Room Floor Replacement			-	-	-	40,000	-
Spa Heater			-	-	-	20,000	-
Steam Generator (3-5Yr)			-	-	-	8,500	-
			\$ 154,500	\$ 166,450	\$ 137,040	\$ 187,015	\$ 25,000
Total Aquatics & Fitness Center			\$ 154,500	\$ 166,450	\$ 137,040	\$ 187,015	\$ 25,000

MAFC Funding Sources:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ 82,500	\$ 166,450	\$ 137,040	\$ 187,015	\$ 25,000
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ 72,000	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 154,500	\$ 166,450	\$ 137,040	\$ 187,015	\$ 25,000
TOTAL REQUESTED	\$ 154,500	\$ 166,450	\$ 137,040	\$ 187,015	\$ 25,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Water Resources - Administration & Engineering

Replace signage at Operations Center	NA	IMPERATIVE	\$ 8,000	\$ -	\$ -	\$ -	\$ -
			\$ 8,000	\$ -	\$ -	\$ -	\$ -

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<u>Water Resources - Maintenance</u>							
Replace CCTV Camera System And Software	NA	ESSENTIAL	\$ 75,000	\$ -	\$ -	\$ -	\$ -
Replace # 5249 Hustler Mower	32	IMPORTANT	10,500	-	-	-	-
Replace #2000 Freightliner Jet Truck			-	400,000	-	-	-
Replace #1846 Pipe Bursting Winch			-	80,000	-	-	-
Replace #936 Hudson Trailer			-	20,000	-	-	-
Replace #4863 10' Bush Hog			-	10,000	-	-	-
Replace #4871 7' Bush Hog			-	4,700	-	-	-
Replace #1701 New Holland Back Hoe			-	-	80,000	-	-
Replace #1489 Jet Serco Trailer			-	-	40,000	-	-
Replace # 2548 F150 Pickup			-	-	30,000	-	-
Replace #923 97 Thompson Trash Pump			-	-	20,000	-	-
Replace # 2521 2 Wd Pickup			-	-	-	30,000	-
Replace # 2520 2Wd Pickup			-	-	-	30,000	-
Replace #2602 Mini Excavator			-	-	-	-	110,000
Replace #5275 Service Truck			-	-	-	-	75,000
			\$ 85,500	\$ 514,700	\$ 170,000	\$ 60,000	\$ 185,000
<u>Water Resources - Construction</u>							
Replace #1240 '98 Tandem Axle Dump Truck W/ Flat Bed Dump	27	IMPORTANT	\$ 95,000	\$ -	\$ -	\$ -	\$ -
Replace #2204 Case 160 Excavator W/ 20,000# Class			-	140,000	-	-	-
Replace 2005 Gmc Dump Truck			-	95,000	-	-	-
Replace #720 '91 Low Boy Tractor & Trailer With Low Profile 20 Ton Trailer			-	40,000	-	-	-
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	-
			\$ 95,000	\$ 295,000	\$ 350,000	\$ 335,000	\$ -
<u>Water Resources - Water Treatment Plant</u>							
Replace Dry Chemical Feeder ⁽¹⁾	NA	ESSENTIAL	\$ 65,000	\$ -	\$ -	\$ -	\$ -
Replace Chlorine Scales	NA	ESSENTIAL	30,000	-	-	-	-
Replace Sign at WTP	NA	IMPERATIVE	8,000	-	-	-	-
Replace Coating on Sedimentation Basins			-	500,000	-	-	-

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Item Description	Garage Score ⁽¹⁾	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Replace Operator Utility Vehicle			-	13,000	-	-	-
Replace Boat Motor			-	-	10,000	-	-
Replace Fwps#1 Motor Starter Cabinets And Disconnect			-	-	-	500,000	-
Lagoon Cleaning			-	-	-	100,000	-
			\$ 103,000	\$ 513,000	\$ 10,000	\$ 600,000	\$ -

⁽¹⁾ *Rebudget from FY19. Due to hurricanes and extremely wet weather, funds had to be used for chemicals in the current fiscal year.*

Water Resources - Wastewater Treatment Plant

Replace Belt Press	NA	ESSENTIAL	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Repair Conduit Settlement At Ips #2	NA	IMPORTANT	100,000	-	-	-	-
Replace Sign at WWTP	NA	ESSENTIAL	8,000				
Replace Filter Media			-	120,000	-	-	-
Clean Out Basins 1-5			-	100,000	-	-	-
Replace Membrane Diffusers In Basins 1-5			-	175,000	-	-	-
Replace Eq Drain Pumps			-	-	75,000	-	-
			\$ 458,000	\$ 395,000	\$ 75,000	\$ -	\$ -
Total Water Resources			\$ 749,500	\$ 1,717,700	\$ 605,000	\$ 995,000	\$ 185,000

WR Funding Sources:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ 749,500	\$ 1,717,700	\$ 605,000	\$ 995,000	\$ 185,000
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 749,500	\$ 1,717,700	\$ 605,000	\$ 995,000	\$ 185,000
TOTAL REQUESTED	\$ 749,500	\$ 1,717,700	\$ 605,000	\$ 995,000	\$ 185,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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Stormwater							
2 Ton Flat-Bed Truck To Replace #2423 (2009)			\$ -	\$ 95,000	\$ -	\$ -	\$ -
Crew Cab 4X4 Utility Truck To Replace #2425 (2009)			-	-	75,000	-	-
Replace Street Sweepers (FY18)			-	-	-	-	600,000
Tractor To Replace #2465 (2010)			-	-	-	-	40,000
Total Stormwater			\$ -	\$ 95,000	\$ 75,000	\$ -	\$ 640,000

SU Funding Sources:	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ -	\$ -	\$ -	\$ -	\$ -
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ 95,000	\$ 75,000	\$ -	40,000
Installment Financing	\$ -	\$ -	\$ -	\$ -	600,000
TOTAL AVAILABLE	\$ -	\$ 95,000	\$ 75,000	\$ -	\$ 640,000
TOTAL REQUESTED	\$ -	\$ 95,000	\$ 75,000	\$ -	\$ 640,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

ES Admin	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Replace Printer OCE Plotter/Scanner Asset # 1603	\$ -	\$ 25,000	\$ -	\$ -	\$ -
	\$ -	\$ 25,000	\$ -	\$ -	\$ -

Electrical			FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Replace Vehicle # 210, '92 Bucket Truck	41	IMPERATIVE	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Replace Bucket truck #2454 ⁽¹⁾	29		200,000	-	-	-	-
Replace Vehicle # 2321, '15 Bobcat mini excavator	23	IMPERATIVE	100,000	-	-	-	-
Replace Vehicle # 2353 '07 Chevy utility van	42	ESSENTIAL	42,000	-	-	-	-
Replace Vehicle # 2144, '03 SUV	27	IMPERATIVE	42,000	-	-	-	-
Replace Asset # CO4845, Locator, Fault 8-16-32 kV	NA	IMPERATIVE	30,000	-	-	-	-
Replace Asset # CO4842, Portable Digital Cable Radar	NA	IMPERATIVE	20,000	-	-	-	-
Replace Asset # CO4846, HV Coupler, Safety Interlock	NA	ESSENTIAL	12,000	-	-	-	-
Replace Asset # CO4841, Locator, Line & Fault	NA	ESSENTIAL	10,000	-	-	-	-
Replace Vehicle # 2463 '10 60 Ft. Bucket Truck w/25 ft. elevator	16 - DELAY		-	300,000	-	-	-
Replace Vehicle # 2499, '11 Digger Derrick			-	275,000	-	-	-
Replace Vehicle # 2502, '11 Knuckle Boom Crane			-	225,000	-	-	-
Replace Vehicle # 2529, '11 Backhoe			-	100,000	-	-	-
Replace Vehicle # 1817, '01 Trencher			-	100,000	-	-	-
Replace Vehicle # 2504 '10 Cable Pusher	19 - DELAY		-	75,000	-	-	-
Replace Vehicle # 2559, '12 Mini Excavator			-	-	100,000	-	-
Replace Vehicle # 2580, '12 3/4 ton 4WD Pickup Truck w/Srv Body			-	-	50,000	-	-

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Item Description	Garage	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Score ⁽¹⁾						
Replace Vehicle # 2581, '12 4WD Pickup Truck w/Service Body			-	-	50,000	-	-
Replace Asset # CO5753, Locator, HV Cable Fault			-	-	40,000	-	-
Replace Asset # CO1372, Sectionalizer and TDR			-	-	40,000	-	-
Replace Asset # CO5997, Thermal Imaging Camera			-	-	7,500	-	-
Replace Asset # CO5998, Thermal Imaging Camera			-	-	7,500	-	-
Replace Vehicle # 2603, '13 Bucket Truck			-	-	-	200,000	-
Replace Vehicle # 2179, '97 3-Reel Turret Trailer			-	-	-	50,000	-
Replace Vehicle # 2621, '13 Fiber Optic Splicing Trailer			-	-	-	50,000	-
Replace Vehicle # 2424, '09 SUV 4WD			-	-	-	50,000	-
Replace Vehicle # 2427, '09 SUV 4WD			-	-	-	50,000	-
Replace Vehicle #2432, '09 SUV 4WD			-	-	-	50,000	-
Replace Vehicle # 2432, '09 SUV 4WD			-	-	-	50,000	-
Replace Vehicle # 2492, '10 SUV 4WD			-	-	-	50,000	-
Replace Vehicle # 2108, '14 Bucket Truck			-	-	-	-	200,000
Replace Vehicle # 2466 '10 Mini Skid Loader w/Attachments			-	-	-	-	75,000
Replace Vehicle # 2258, '14 Trailer, Wire Puller			-	-	-	-	60,000
Replace Vehicle # 2653, '14 4WD Pickup Truck Crew Cab			-	-	-	-	50,000
Replace Vehicle # 2236, '14 4WD Pickup Truck w/Service Body			-	-	-	-	50,000
Replace Vehicle # 2467, '14 Equipment Trailer			-	-	-	-	20,000
Total Electric			\$ 656,000	\$ 1,075,000	\$ 295,000	\$ 550,000	\$ 455,000

⁽¹⁾ Recommended by Garage - not requested by department.

Total Electric Fund	\$ 656,000	\$ 1,100,000	\$ 295,000	\$ 550,000	\$ 455,000
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EL Funding Sources:

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ 656,000	\$ 1,100,000	\$ 295,000	\$ 550,000	\$ 455,000
Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 656,000	\$ 1,100,000	\$ 295,000	\$ 550,000	\$ 455,000
TOTAL REQUESTED	\$ 656,000	\$ 1,100,000	\$ 295,000	\$ 550,000	\$ 455,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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Item Description	Garage	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Score ⁽¹⁾						
Natural Gas							
1997 Ford F-800 Service Truck Replacement, #1149	34	ESSENTIAL	\$ 100,000	\$ -	\$ -	\$ -	\$ -
1987 Hudson Trailer 9 Ton Replacement (electric brakes), #2043	39	ESSENTIAL	25,000	-	-	-	-
2006 Kubota Mini-Excavator Replacement			-	90,000	-	-	-
2011 Ford Super Duty F-250 4x4 Pickup Replacement, #2493			-	65,000	-	-	-
2013 Ford F-350 4x4 Pickup Replacement, #2630	21 - DELAY	IMPORTANT	-	45,000	-	-	-
Replace '46 Hawk Leak Detector #1, S/N: 1612558 (CO6084)			-	20,000	-	-	-
2011 Ford F-350 KUV Standby Van Replacement, #2513			-	-	90,000	-	-
2011 Ford Super Duty F-250 4x4 Pickup Replacement, #2494			-	-	65,000	-	-
Replace '46 Hawk Leak Detector #2, S/N: 1612607 (CO6089)			-	-	20,000	-	-
2011 Ford F-350 BiFuel Supercab 4x4 Pickup Replacement, #2629			-	-	-	65,000	-
2016 Ford F-150 XL 4x4 Pickup Replacement, #2733			-	-	-	45,000	-
2006 Trailer Hudson 12 Ton Replacement (air brakes), #2259			-	-	-	25,000	-
Replace '46 Hawk Leak Detector #3, S/N: 1709641 (CO6229)			-	-	-	20,000	-
2011 Ford F-250 4x4 Pickup Replacement, #2532			-	-	-	-	60,000
2018 Ford F-150 XL 4x4 Pickup Replacement, #2793			-	-	-	-	45,000
Air Compressor Replacement, #1167			-	-	-	-	25,000
2011 Polaris Ranger 4x4 500 EFI Replacement			-	-	-	-	25,000
2011 Scag Cheetah Mower Replacement			-	-	-	-	20,000
Total Gas			\$ 125,000	\$ 220,000	\$ 175,000	\$ 155,000	\$ 175,000

NG Funding Sources:

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

	FY 2019-20	FY 2020-21	FY 2020-22	FY 2020-22	FY 2020-22
	\$ 125,000	\$ 220,000	\$ 175,000	\$ 155,000	\$ 175,000
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 125,000	\$ 220,000	\$ 175,000	\$ 155,000	\$ 175,000
TOTAL REQUESTED	\$ 125,000	\$ 220,000	\$ 175,000	\$ 155,000	\$ 175,000
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

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<i>Item Description</i>	Garage Score ⁽¹⁾	<i>Priority</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Airport							
Replace #2264 2003 Ford Sport Trac			\$ -	\$ 35,000	\$ -	\$ -	\$ -
Total Airport			\$ -	\$ 35,000	\$ -	\$ -	\$ -

AP Funding Sources:	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Appropriation (General Fund)	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ -	\$ 35,000	\$ -	\$ -	\$ -
TOTAL REQUESTED	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Net Overage/ (Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Grand Total - All Funds	\$ 3,812,340	\$ 6,352,550	\$ 2,771,440	\$ 3,430,515	\$ 2,583,000
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⁽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

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
City Manager						
Downtown Parking Structure*		\$ -	\$ -	\$ -	\$ 5,800,000	\$ -
* Contingent upon participation by Union County		\$ -	\$ -	\$ -	\$ 5,800,000	\$ -
Total City Administration		\$ -	\$ -	\$ -	\$ 5,800,000	\$ -
Economic Development						
Industrial Park #3 Planning/Infrastructure		\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -
Sutton Park Master Planning		-	400,000	-	-	-
Monroe Corp. Ctr Phs I-Ii Sidewalk/Landscape Completion		-	180,000	-	-	-
Land Options Future Industrial Area(S)-Ind. Park #3		-	150,000	150,000	150,000	-
Corporate Center Sign - South Entrance		-	18,000	-	-	-
Speculative Bldg. #5 100,000 Sf-Monroe Corp. Ctr		-	-	-	3,500,000	-
Speculative Bldg. #6 100,000 Sf-Monroe Corp. Ctr		-	-	-	-	3,500,000
Speculative Bldg. #8 100,000 Sf-Location Tbd		-	-	-	-	4,000,000
Speculative Bldg. #7 100,000 Sf-Monroe Corp.Ctr		-	-	-	-	3,500,000
Total Economic Development		\$ -	\$ 2,748,000	\$ 2,150,000	\$ 3,650,000	\$ 11,000,000
Facilities Maintenance						
Roof Replacement - Dickerson Gym	IMPERATIVE	\$ 165,000	\$ -	\$ -	\$ -	\$ -
Hvac Replacements/Hvac Inventory	IMPERATIVE	50,000	126,500	44,000	52,000	75,000
Addition To Facility Maintenance Shop	IMPERATIVE	32,000	-	-	-	-
Roof Replacement - Senior Center (Current Facility)		-	80,000	-	-	-
Roof Replacement - J Ray Shute		-	65,000	-	-	-
Roof Replacement - Winchester Gym		-	-	50,000	-	-
Roof Replacement - Mars Meeting Rm (Dickerson)		-	-	-	-	65,000
Total Facilities		\$ 247,000	\$ 271,500	\$ 94,000	\$ 52,000	\$ 140,000
Finance & Administration - Administration						
New Budget Software	ESSENTIAL	\$ 109,692	\$ -	\$ -	\$ -	\$ -
		\$ 109,692	\$ -	\$ -	\$ -	\$ -
Finance & Administration - Garage						
Purchase R1234R Refrigerant Machine	ESSENTIAL	\$ 5,000	\$ -	\$ -	\$ -	\$ -
		\$ 5,000	\$ -	\$ -	\$ -	\$ -

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Total Finance		\$ 114,692	\$ -	\$ -	\$ -	\$ -
Human Resources						
Office, Filing, and Applicant Space (Library Conference Room)	(1)	\$ 24,000				
		\$ -	\$ 24,000	\$ -	\$ -	\$ -
*Alternate option use space in Administration Lobby at a cost of \$13,500						
Engineering - Engineering Services						
Resurfacing Cemetery Streets- Hillcrest Cemetery	IMPORTANT	\$ 72,000	\$ -	\$ -	\$ -	\$ -
Restriping Parking Lots & On-Street Parking	ESSENTIAL	10,000	10,000	10,000	10,000	10,000
Parking Lot Resurfacing (Dickerson Park)	ESSENTIAL	10,000	-	-	-	-
New Parking Lot (Old Scott Lot)		-	1,550,000	-	-	-
Parking Lot Resurfacing (Church St At Rr Depot)		-	170,000	-	-	-
		\$ 92,000	\$ 1,730,000	\$ 10,000	\$ 10,000	\$ 10,000
Engineering - Street						
Contract Resurfacing \$30 Vehicle Tax	<i>Restricted</i>	\$ 835,770	\$ 835,770	\$ 835,770	\$ 835,770	\$ 835,770
Contract Resurfacing (FB Assignment)	<i>Committed</i>	300,000	300,000	300,000	300,000	300,000
Salt/Sand Storage Shed	ESSENTIAL	100,000	-	-	-	-
Work Shed For Concrete Crew	ESSENTIAL	6,000	-	-	-	-
Sidewalk Maintenance	ESSENTIAL	-	200,000	-	-	-
Vehicle for new Construction Inspector I position	(1)	-	33,900	-	-	-
New Sheds for Leaf Collection Equipment	(1)	-	23,000	-	-	-
2- 31 Ft. X 28 Ft. X 14 Ft. Tall Equipment Shelters		-	18,000	-	-	-
		\$ 1,241,770	\$ 1,410,670	\$ 1,135,770	\$ 1,135,770	\$ 1,135,770
Engineering - Powell Bill						
Hydraulic X-Change Kit, For Mini Excavator	IMPORTANT	\$ 5,000	\$ -	\$ -	\$ -	\$ -
		\$ 5,000	\$ -	\$ -	\$ -	\$ -
Total Engineering		\$ 1,338,770	\$ 3,140,670	\$ 1,145,770	\$ 1,145,770	\$ 1,145,770

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Building Standards - Code Enforcement						
Non-Hybrid 4 Wheel Drive Suv (New Position)	(1)	\$ -	\$ 37,000	\$ -	\$ -	\$ -
		\$ -	\$ 37,000	\$ -	\$ -	\$ -
Building Standards - Inspections						
Non-Hybrid 4 Wheel Drive Suv (New Position)	(1)	\$ -	\$ 37,000	\$ -	\$ -	\$ -
		\$ -	\$ 37,000	\$ -	\$ -	\$ -
Total Building Standards		\$ -	\$ 74,000	\$ -	\$ -	\$ -
Community Development						
Winchester Neighborhood Revitalization	IMPORTANT	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
Total Planning & Community Development		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
Police						
New Vehicle For Crime Scene Technician Position	(1)	\$ -	\$ 50,000	\$ -	\$ -	\$ -
New Vehicle For 4 New Police Officer Positions	(1)	-	104,000	-	-	-
Total Police		\$ -	\$ 154,000	\$ -	\$ -	\$ -
Fire						
Breathing Apparatus-New Staff Station 6 (4)	IMPERATIVE	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Dumpster Enclosure at Fire Station # 4		30,000				
Training Ground Electrical System Upgrade (Cost Share)	ESSENTIAL	8,000	-	-	-	-
Hazmat Air Monitoring Docking Station	IMPERATIVE	6,000	-	-	-	-
Fire Engine For Station 6		-	625,000	-	-	-
4 Door 3/4 Ton Pickup Truck (Surplus Utility 5 1787) Medic 6		-	55,000	-	-	-
New Opticom Traffic Control Devices (3 Intersections @ \$6K Ea.)		-	45,000	45,000	45,000	-
Fencing For Training Grounds		-	25,000	-	-	-
Storage Buildings For Fire Dept. Trailers (Two 24X30X11 Metal Buildings And Re-Erect The 15X50 Building In		-	25,000	-	-	-
Total Fire		\$ 84,000	\$ 775,000	\$ 45,000	\$ 45,000	\$ -

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Information Technology (Division)						
Intrusion Detection And Prevention System (Network Security)	DESIRABLE	\$ 100,000	\$ 150,000	\$ -	\$ -	\$ -
Multi-Channel Fiber Conversion	IMPORTANT	75,000	-	-	-	-
Data Center Expansion		-	250,000	-	-	-
Department Building		-	-	-	2,300,000	-
Total IT (Division)		\$ 175,000	\$ 400,000	\$ -	\$ 2,300,000	\$ -
Total IT		\$ 175,000	\$ 400,000	\$ -	\$ 2,300,000	\$ -
Total General Fund		\$ 2,109,462	\$ 7,713,170	\$ 3,434,770	\$ 12,992,770	\$ 12,285,770

General Fund Funding Sources:	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ -	\$ 154,000	\$ 104,000	\$ 107,000	\$ 150,000
\$30 Vehicle Tax	835,770	835,770	835,770	835,770	835,770
Grants / Oth External Funding	5,000	-	-	-	-
Fund Balance Appropriation	968,692	4,248,400	45,000	-	-
GO Bond Issue	-	-	-	-	-
Fund Balance - Formal Assignment for Streets	300,000	300,000	300,000	300,000	300,000
Water Resources Fund (interfund loan)	-	2,150,000	2,150,000	3,650,000	11,000,000
Allocation to Enterprise Funds	-	-	-	-	-
Installment Financing	-	25,000	-	8,100,000	-
TOTAL AVAILABLE	\$ 2,109,462	\$ 7,713,170	\$ 3,434,770	\$ 12,992,770	\$ 12,285,770
TOTAL REQUESTED	\$ 2,109,462	\$ 7,713,170	\$ 3,434,770	\$ 12,992,770	\$ 12,285,770
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Parks Maintenance						
Old Armory Picnic Shelter	IMPORTANT	\$ 68,500	\$ -	\$ -	\$ -	\$ -
Fencing Replacements- Parks & Cemeteries	ESSENTIAL	65,000	-	75,000	-	-
New Truck For Parks Maint. Supt.	IMPERATIVE	45,000	-	-	-	-
Dickerson Park Parking Lot Tennis Courts	ESSENTIAL	33,720	-	-	-	-
Creft Park Playground Equip.- Replace with Shade Structure		-	160,000	-	-	-
Don Griffin Park Bathroom Replacement		-	80,000	-	-	-
Winchester Picnic Shelter		-	70,500	-	-	-

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Sunset Park Renovations		-	-	233,000	-	-
J. Ray Shute Playground Equip.- Replace with Shade Structure		-	-	160,000	-	175,000
Don Griffin Park Playground Equip.- Replace with Shade Structure		-	-	160,000	-	-
Dickerson Park Ballfield Fencing Repair/Replacement		-	-	-	125,000	-
Total Park Maintenance		\$ 212,220	\$ 310,500	\$ 628,000	\$ 125,000	\$ 175,000

Total Parks and Recreation

\$ 212,220	\$ 310,500	\$ 628,000	\$ 125,000	\$ 175,000
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Parks & Recreation	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Operating Revenue	\$ -	\$ 310,500	\$ 628,000	\$ 125,000	\$ 175,000
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
Greenway Reserves					\$ -
Gen Fund Balance Appropriation	\$ 212,220	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 212,220	\$ 310,500	\$ 628,000	\$ 125,000	\$ 175,000
TOTAL REQUESTED	\$ 212,220	\$ 310,500	\$ 628,000	\$ 125,000	\$ 175,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Parks & Recreation - Golf Course

New Pump Station for irrigation system	ESSENTIAL	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Greenside Bunkers #1 & #2/ Tee Leveling #6 & #16		-	100,000	-	-	-
Pave Equipment Storage & Parking area at Maint. Shop		-	60,000	-	-	-
Golf Cart Wash Pad		-	32,000	-	-	-
Add Greens Roller		-	20,000	-	-	-
New Irrigation System Front 9		-	-	265,000	-	-
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
3 Bay Landscape Material Storage Bin with Privacy fence		-	-	-	-	20,000
Bunkers #9,#13 & #16		-	-	-	100,000	-
Total Golf Course		\$ 240,000	\$ 212,000	\$ 265,000	\$ 420,000	\$ 105,000

Total Golf Course

\$ 240,000	\$ 212,000	\$ 265,000	\$ 420,000	\$ 105,000
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Item Description	Priority Ranking	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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MCC (Golf Course)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy from the General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
Gen Fund Balance Appropriation	\$ 240,000	\$ 212,000	\$ 265,000	\$ 420,000	\$ 105,000
TOTAL AVAILABLE	\$ 240,000	\$ 212,000	\$ 265,000	\$ 420,000	\$ 105,000
TOTAL REQUESTED	\$ 240,000	\$ 212,000	\$ 265,000	\$ 420,000	\$ 105,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

General Gov't Capital Projects

Parks & Rec

Belk Tonawanda Park Renovation New Entry (PARTF Match)	\$ -	\$ 350,000	\$ -	\$ -	\$ -
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Greenway Design/Construction

Don Griffin-Winchester Greenway	100,000	160,000	-	-	-
Creft Park-Don Griffin Greenway Phase I	-	-	140,000	-	-
Creft Park-Don Griffin Greenway Phase II	-	-	-	100,000	-
Phase II Historic Greenway	-	-	-	-	100,000
Phase III Parks Williams Athletic Complex-PARTF Match (Fully Accessible Playground / Shelter / Restrooms, Parking)	-	-	500,000	-	-
Winchester Teen Center (GB1501)	-	-	-	-	TBD

Engineering

Ops Center Parking Lot ⁽¹⁾	ESSENTIAL	23,667	27,333	24,167	26,667	20,833
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Parks & Recreation - Golf Course

Tee Box/Bunker Renovation	ESSENTIAL	50,000	50,000	50,000	50,000	50,000
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Planning

Implementation Concord Ave. Redevelopment	ESSENTIAL	250,000	250,000	-	-	-
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<u>Public Safety</u>						
Live Fire Training, Burn Building At Fire Training Center (Possible Cost Share W/Union Co)	IMPORTANT	-	1,000,000	-	-	-
Fire Station Renovations (Station 3) Dorms, Kitchen, Dayroom And Locker And Fire Protection System	ESSENTIAL	-	650,000	-	-	-
Fire Station Renovations (Station 2) Up Fit Kitchen, Dorms, Dayroom, And Locker Area,	ESSENTIAL	-	200,000	-	-	-
Fire Administration Renovation		-	5,360,383	-	-	-
Fire Station Renovations (Station 5) Up Fit Kitchen, Dorms, Dayroom, Locker Area		-	250,000	-	-	-
New Fire Station 1		-	-	4,500,000	-	-
Fire Station 6 (Additional Station In Northwest Area)		-	-	360,000	3,600,000	-
<u>City Wide (MTDA, P&R, Downtown)</u>						
Wayfinding Phs 1-2 (design/location plan only/city wide)	IMPERATIVE	235,776	-	-	-	-
Wayfinding Phase 3		-	100,000	-	-	-
<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>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	-	-
Total General Government Capital Projects		\$ 659,443	\$ 12,689,156	\$ 16,224,167	\$ 3,776,667	\$ 170,833

CITY OF MONROE
FY 2020 CAPITAL IMPROVEMENT BUDGET AND
5 YEAR CAPITAL IMPROVEMENT PLAN
STRATEGIC PLAN / CAPITAL PROJECTS
MR04 as of 4/23/19

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Item Description	Priority Ranking	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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Fund 350 Cap Proj	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Installment Financing	\$ (0)	\$ 11,751,823	\$ 15,510,000	\$ 3,600,000	\$ (0)
Grants / Oth External Funding	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Balance	\$ 659,443	\$ 777,333	\$ 574,167	\$ 76,667	\$ 70,833
Greenway Reserves	\$ -	\$ 160,000	\$ 140,000	\$ 100,000	\$ 100,000
Transfers from other Funds	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 659,443	\$ 12,689,156	\$ 16,224,167	\$ 3,776,667	\$ 170,833
TOTAL REQUESTED	\$ 659,443	\$ 12,689,156	\$ 16,224,167	\$ 3,776,667	\$ 170,833
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Aquatics & Fitness Center

Renovate Waterpark Slides	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Water Park Resurfacing	-	78,000	-	-	-
Replacement roof sections	-	25,000	50,000	-	-
Parking lot resurfacing	-	-	-	50,000	50,000
Waterpark renovation	-	-	-	-	1,000,000
Total Aquatics & Fitness Center	\$ 10,000	\$ 103,000	\$ 50,000	\$ 50,000	\$ 1,050,000

MAFC (Aquatic Center)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue	\$ 10,000	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000
Fund Balance Appropriation	\$ -	\$ 78,000	\$ -	\$ -	\$ 1,000,000
Installment Financing	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AVAILABLE	\$ 10,000	\$ 103,000	\$ 50,000	\$ 50,000	\$ 1,050,000
TOTAL REQUESTED	\$ 10,000	\$ 103,000	\$ 50,000	\$ 50,000	\$ 1,050,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Water Resources - Admin/Engineering

Ops Center Parking Lot	ESSENTIAL	\$ 23,667	\$ 27,333	\$ 24,167	\$ 26,667	\$ 20,833
<i>Cost is shared with Electric and General Funds.</i>		\$ 23,667	\$ 27,333	\$ 24,167	\$ 26,667	\$ 20,833

Water Resources - Maintenance

New Ground Penetrating Radar	IMPORTANT	\$ 18,000	\$ -	\$ -	\$ -	\$ -
New Line Locator	ESSENTIAL	7,500	-	-	-	-
		\$ 25,500	\$ -	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2020 CAPITAL IMPROVEMENT BUDGET AND
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MR04 as of 4/23/19

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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
<u>Water Treatment Plant</u>						
Dry Chemical Storage	IMPORTANT	\$ 100,000	\$ -	\$ -	\$ -	\$ -
WTP Filter #4 Addition		-	1,250,000	-	-	-
Additional Bulk Liquid Storage		-	250,000	-	-	-
Algae Sonic Control System		-	-	400,000	-	-
		\$ 100,000	\$ 1,500,000	\$ 400,000	\$ -	\$ -

<u>Water Resources - Water Capital Projects</u>						
Highway 74 12-Inch Water Main Replacement		\$ -	\$ 1,250,000	\$ -	\$ -	\$ -
Water and Sewer Master Plan		-	-	400,000	-	-
Goldmine Pumps Upgrade		-	-	-	-	250,000
		\$ -	\$ 1,250,000	\$ 400,000	\$ -	\$ 250,000

<u>Water Resources - Wastewater Capital Projects</u>						
WWTP Future Expansion - Land Purchase	IMPORTANT	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
NCDOT Skyway/74 Bridge Project	IMPERATIVE	700,000	-	-	-	-
Upgrade Carbon Feed System	ESSENTIAL	350,000	-	-	-	-
Bearskin Creek Outfall Upgrade		-	-	-	14,000,000	-
		\$ 2,850,000	\$ -	\$ -	\$ 14,000,000	\$ -

Total Water Resources **\$ 2,999,167** **\$ 2,777,333** **\$ 824,167** **\$ 14,026,667** **\$ 270,833**

Water Res. Funding Sources:	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Operating Revenue (annual)	\$ 499,167	\$ 1,527,333	\$ 824,167	\$ 26,667	\$ 270,833
Fund Balance Appropriation	\$ 700,000	\$ 1,250,000	\$ -	\$ -	\$ -
Capital Reserve Fund	\$ 1,800,000				
Revenue Bonds	\$ -	\$ -	\$ -	\$ 14,000,000	\$ -
TOTAL AVAILABLE	\$ 2,999,167	\$ 2,777,333	\$ 824,167	\$ 14,026,667	\$ 270,833
TOTAL REQUESTED	\$ 2,999,167	\$ 2,777,333	\$ 824,167	\$ 14,026,667	\$ 270,833
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

CITY OF MONROE
FY 2020 CAPITAL IMPROVEMENT BUDGET AND
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Stormwater - New						
Topobox Sand Model	ESSENTIAL	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Fire Station No. 1 Stormwater BMP's		-	30,000	-	-	-
		\$ 25,000	\$ 30,000	\$ -	\$ -	\$ -
Stormwater - Capital Projects						
Water Quality Cip Project (Stewarts Creek Watershed)	ESSENTIAL	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000
Pinedell Road Culvert Replacement Project		-	520,000	-	-	-
CIP Projects (Small Drainage Issues)		-	-	-	-	90,000
James Hamilton Road Culvert Replacement Project		-	-	-	-	417,000
		\$ 50,000	\$ 570,000	\$ 50,000	\$ 50,000	\$ 607,000
Total Stormwater		\$ 75,000	\$ 600,000	\$ 50,000	\$ 50,000	\$ 607,000

Stormwater	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ -	\$ 80,000	\$ 50,000	\$ 50,000	\$ 190,000
Fund Balance Appropriation	75,000	520,000	-	-	417,000
Installment Financing	-	-	-	-	-
TOTAL AVAILABLE	\$ 75,000	\$ 600,000	\$ 50,000	\$ 50,000	\$ 607,000
TOTAL REQUESTED	\$ 75,000	\$ 600,000	\$ 50,000	\$ 50,000	\$ 607,000
Net Overage/(Shortage)	\$ -	\$ -	\$ -	\$ -	\$ -

Electric - New Equipment						
Substation Transformer Bushings	IMPERATIVE	\$ 72,000	\$ 72,000	\$ -	\$ -	\$ -
Purchase Fiber Optic Splicing Trailer	DESIRABLE	40,000	-	-	-	-
		\$ 112,000	\$ 72,000	\$ -	\$ -	\$ -

Electrical Capital Projects						
NCDOT- U-5764-US 74 Widening Dickerson-Rocky Rvr	IMPERATIVE	\$ 460,000	\$ 925,000	\$ 465,000	\$ -	\$ -
Subdivision Construction	IMPERATIVE	340,000	340,000	340,000	245,000	245,000
Corporate Center Expansion	IMPERATIVE	250,000	-	-	250,000	-
Extend 35 Kv Ckt From Stafford St To Camp Sutton	IMPERATIVE	250,000	-	-	-	-
Purchase Additional Storage For Energy Services	ESSENTIAL	200,000	50,000	-	-	-
Telecommunications	ESSENTIAL	200,000	-	-	200,000	-
Extend 35 Kv Ckt From Airport Sub To Rocky River Rd	IMPERATIVE	150,000	150,000	-	-	-
AMI Metering Solutions	ESSENTIAL	100,000	100,000	100,000	100,000	100,000
Replace/Retire Uptown Vault Switches And Cables	IMPERATIVE	100,000	100,000	-	-	-

CITY OF MONROE
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
NCDOT-U-5723-US 74/601N Intersection Improv.	IMPERATIVE	65,000	-	-	-	-
Replace/Retire Old Underground Primary	IMPERATIVE	60,000	60,000	60,000	60,000	60,000
Scada System Upgrade	IMPERATIVE	50,000	50,000	50,000	50,000	-
Substation Wildlife Protection & Security	ESSENTIAL	25,000	25,000	25,000	25,000	25,000
Add Additional Rock To Substation Yards	ESSENTIAL	25,000	20,000	20,000	20,000	20,000
Ops Center Parking Lot ⁽¹⁾	ESSENTIAL	23,667	27,333	24,167	26,667	20,833
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	-	-
Third Delivery Point From Duke Energy		-	-	-	500,000	500,000
Monroe Northern Loop-US 74 To Walkup Ave/ Bivens		-	-	-	65,000	-
Substation Upfit Costs For 3rd Delivery		-	-	-	-	-
Transmission Line Construction For 3rd Delivery		-	-	-	-	500,000
Scada Mate Switch Installations		-	-	100,000	100,000	100,000
		\$ 2,298,667	\$ 2,347,333	\$ 1,814,167	\$ 1,641,667	\$ 1,570,833

⁽¹⁾ Cost is shared equally with Electric and General Funds.

Total Electric \$ 2,410,667 \$ 2,419,333 \$ 1,814,167 \$ 1,641,667 \$ 1,570,833

Electric	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Operating Revenue (annual)	\$ 2,410,667	\$ 2,419,333	\$ 1,814,167	\$ 1,641,667	\$ 1,570,833
Fund Balance Appropriation					\$ -
Revenue Bonds					\$ -
Installment Financing					\$ -
TOTAL AVAILABLE	\$ 2,410,667	\$ 2,419,333	\$ 1,814,167	\$ 1,641,667	\$ 1,570,833
TOTAL REQUESTED	\$ 2,410,667	\$ 2,419,333	\$ 1,814,167	\$ 1,641,667	\$ 1,570,833
Net Overage/(Shortage)	\$ -				

Natural Gas

Purchase New Compact Excavator (45 Hp - 50 Hp)	ESSENTIAL	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Purchase New Truck For ES Utility Locator Position	⁽¹⁾	40,000	-	-	-	-
Purchase 3 New Utility Locators	ESSENTIAL	30,000	-	-	-	-

CITY OF MONROE
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<i>Item Description</i>	<i>Priority Ranking</i>	<i>FY 2020</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Purchase 1 New Utility Locator For New ES Utility Locator Position	(1)	10,000	-	-	-	-
Purchase New Walk Behind Plow/Trencher		-	65,000	-	-	-
Purchase Tracking & Traceability Equip. And Software		-	50,000	-	-	-
Purchase New Ethane Detector		-	-	30,000	-	-
		\$ 180,000	\$ 115,000	\$ 30,000	\$ -	\$ -

Natural Gas Capital Projects

NCDOT Roadway Relocations	IMPERATIVE	\$ 500,000	\$ 500,000	\$ 300,000	\$ 250,000	\$ 250,000
Subdivision Fund	IMPERATIVE	400,000	450,000	400,000	300,000	250,000
Purchase Additional Storage for Energy Services	ESSENTIAL	200,000	50,000	-	-	-
Distribution Integrity Management Program	ESSENTIAL	150,000	150,000	150,000	150,000	150,000
Pipeline Replacement	ESSENTIAL	125,000	150,000	150,000	200,000	250,000
Revenue Based Expansions	ESSENTIAL	100,000	110,000	125,000	150,000	150,000
System Reinforcement Projects-Miscellaneous	ESSENTIAL	100,000	100,000	150,000	150,000	150,000
AMI Metering Solutions	IMPERATIVE	100,000	75,000	125,000	125,000	125,000
Cathodic Protection Remediation / Replacement	ESSENTIAL	50,000	50,000	50,000	75,000	50,000
SCADA System Upgrade	IMPERATIVE	50,000	50,000	50,000	50,000	-
Transmission Pipeline Integrity Mngt Assessment	ESSENTIAL	35,000	35,000	35,000	35,000	35,000
601 North Industrial Park		-	75,000	75,000	75,000	100,000
LNG Facility Upgrades / Additional Storage		-	50,000	75,000	100,000	125,000
Industrial Meter Rebuilds / Upgrades		-	25,000	-	25,000	-
System Uprate Projects		-	-	100,000	100,000	100,000
		\$ 1,810,000	\$ 1,870,000	\$ 1,785,000	\$ 1,785,000	\$ 1,735,000

Total Gas

	\$ 1,990,000	\$ 1,985,000	\$ 1,815,000	\$ 1,785,000	\$ 1,735,000
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N Gas	FY 2020	FY 2021	FY 2021-22	FY 2022-23	FY 2024
Operating Revenue (annual)	\$ 1,990,000	\$ 1,985,000	\$ 1,815,000	\$ 1,785,000	\$ 1,735,000
Grants / Oth External Funding	\$ -	\$ -	\$ -		\$ -
Fund Balance Appropriation	\$ -	\$ -	\$ -		\$ -
Revenue Bonds	\$ -	\$ -	\$ -		\$ -
Installment Financing	\$ -	\$ -	\$ -		\$ -
TOTAL AVAILABLE	\$ 1,990,000	\$ 1,985,000	\$ 1,815,000	\$ 1,785,000	\$ 1,735,000
TOTAL REQUESTED	\$ 1,990,000	\$ 1,985,000	\$ 1,815,000	\$ 1,785,000	\$ 1,735,000
Net Overage/(Shortage)	\$ -				

**CITY OF MONROE
DEBT OBLIGATIONS
FISCAL YEAR 2020**

GENERAL FUND

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2020 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
Propel - Land Conveyance	\$ 900,020	Economic Incentive	Interfund Loan	15	2022	\$ 71,045	\$ 8,159	\$ 150,052	\$ 8,356
Allvac - Land Conveyance	\$ 594,000	Economic Incentive	Interfund Loan	15	2022	\$ 46,889	\$ 5,385	\$ 99,032	\$ 5,515
ATI Specialty Materials - Land Conveyance	\$ 1,058,562	Economic Incentive	Interfund Loan	15	2031	\$ 62,633	\$ 25,016	\$ 818,218	\$ 145,922
05 Street Maintenance Bldg.	\$ 1,036,000	Street Maintenance Bldg.	Installment	15	2020	\$ 34,533	\$ 672	\$ -	\$ -
15 Fire Station #4	\$ 4,400,000	Build Permanent Fire Station # 4	Installment	10	2025	\$ 440,000	\$ 48,510	\$ 1,980,000	\$ 103,950
15 Ibm Equipment	\$ 76,262	Replace Finance Servers	Installment	5	2020	\$ 1,373	\$ 3	\$ -	\$ -
17 Fire Trucks	\$ 1,788,000	Replace Three Fire Trucks	Installment	10	2027	\$ 169,000	\$ 31,372	\$ 1,288,000	\$ 113,344
18 Fire Trucks	\$ 1,614,000	Replace Two Fire Trucks	Installment	10	2028	\$ 145,000	\$ 44,871	\$ 1,328,000	\$ 188,438
19 Fire Trucks	\$ 625,000	Replace One Fire Truck	Installment	10	2029	\$ 56,000	\$ 18,773	TBD	TBD
09 Winchester Ctr/J Ray Shute Gym	\$ 2,391,720	Winchester Center/J Ray Shute Gym	Installment	15	2024	\$ 159,448	\$ 20,222	\$ 637,792	\$ 38,315
18B LOBs	\$ 600,000	Demolish Building and Pave Parking Lot	Limited Obligation Bonds	20	2039	\$ 29,665	\$ 24,551	\$ 551,498	\$ 222,024
18B LOBs	\$ 3,849,700	Renovation to Center Theatre	Limited Obligation Bonds	20	2039	\$ 190,335	\$ 157,524	\$ 3,538,502	\$ 1,424,542
19 LOBs ⁽²⁾	\$ 3,000,000	Renovation to EJ Bldg. (Senior Center Bldg.)	Limited Obligation Bonds	20	2039	\$ 167,487	\$ 123,152	TBD	TBD
19 LOBs ⁽²⁾	\$ 10,863,357	New Police Department Building ⁽¹⁾	Limited Obligation Bonds	20	2039	\$ 559,730	\$ 411,566	TBD	TBD
Totals	\$ 32,796,621					\$ 2,133,138	\$ 919,776	\$ 10,391,094	\$ 2,250,406

OCCUPANCY TAX CAPITAL FUND

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
Science Center	\$ 3,319,883	Finish Science Center Project	Limited	20	2038	\$ 115,000	\$ 144,163	\$ 3,360,000	\$ 1,500,272

WATER RESOURCES

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
11 Refunding Rev	\$ 4,596,270	Refinance 1998 & 2008B	Revenue Bonds	12	2023	\$ 250,000	\$ 42,250	\$ 800,000	\$ 72,850
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 177,875	\$ 148,509	\$ 3,150,937	\$ 1,097,364
17 Rev (New)	\$ 7,505,320	WTP Improve/Repl Franklin Ave Wtr Line	Revenue Bonds	25	2043	\$ 153,900	\$ 310,038	\$ 6,447,600	\$ 4,214,781
17 Rev (New)	\$ 4,126,000	WWTP Improve/Chlorine Scrubber	Revenue Bonds	25	2043	\$ 84,645	\$ 170,521	\$ 3,546,180	\$ 2,318,130
E-SRF-T-10-0259	\$ 9,622,065	Sewer Improvements	State Revolving	20	2034	\$ 481,103	\$ 160,207	\$ 6,735,446	\$ 1,121,452
Union County Agreement	\$ 3,670,000	Catawba River WTP Improvements	County	23	2040	\$ 319,510	\$ 102,157	\$ 4,497,768	\$ 1,130,518
Totals	\$ 50,179,655					\$ 1,467,033	\$ 933,682	\$ 25,177,931	\$ 9,955,095

STORMWATER

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
18 Street Sweepers	\$ 4,596,270	Replace Two Street sweepers	Installment	5	2023	\$ 99,000	\$ 12,581	\$ 314,000	\$ 19,343

ELECTRIC

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 747,270	\$ 623,899	\$ 13,237,348	\$ 4,610,120
Totals	\$ 20,660,000					\$ 747,270	\$ 623,899	\$ 13,237,348	\$ 4,610,120

NATURAL GAS

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
16 LOBs Refunding Bonds	\$ 27,045,000	Refinance Pipeline Debt	Limited Obligation Bonds	23	2039	\$ 865,000	\$ 1,134,700	\$ 25,880,000	\$ 12,159,038
18 LOBs	\$ 8,280,000	New Liquefied NG Peak Shaving Plant	Limited Obligation Bonds	25	2043	\$ 205,000	\$ 303,413	\$ 7,880,000	\$ 3,782,281
11 Refunding Rev	\$ 893,063	Refinance 1998 & 2008B	Revenue Bonds	8	2019	\$ -	\$ -	\$ -	\$ -
16 Refunding Rev	\$ 20,660,000	Refinance 2008A	Revenue Bonds	17	2033	\$ 124,855	\$ 104,242	\$ 2,211,715	\$ 770,265
Totals	\$ 56,878,063					\$ 1,194,855	\$ 1,542,355	\$ 35,971,715	\$ 16,711,584

AIRPORT

Item Description	Original Amount	Purpose	Type of Borrowing	Term (Yrs.)	Payoff Year	FY 2019 Debt Service		Remaining Balance	
						Principal	Interest	Principal	Interest
Airport Hangar Construction	\$ 900,000	Construction of Hangar	Interfund Loan	20	2036	\$ 37,438	\$ 22,827	\$ 766,339	\$ 197,902
11 Refunding Rev	\$ 12,075,000	Refinance 1998 & 2008B	Revenue Bonds	17	2028	\$ 690,000	\$ 303,013	\$ 6,605,000	\$ 1,320,600
17 Rev (New)	\$ 2,274,250	Corporate Bulk Hangar	Revenue Bonds	25	2043	\$ 46,455	\$ 93,585	\$ 1,946,220	\$ 1,272,239
Totals	\$ 15,249,250					\$ 773,893	\$ 419,425	\$ 9,317,559	\$ 2,790,741

Notes:

⁽¹⁾ Original amount to be financed is reduced by taxes collected in the current fiscal year attributable to the rate increase of three cents.⁽²⁾ Debt Service amounts are estimated.

CITY OF MONROE
OUTSIDE AGENCY FUNDING HISTORY
2017 - 2020

ORGANIZATION NAME	2017 Actual OSA Funding	2017 In-Kind Funding	2018 Actual OSA Funding	2018 In-Kind Funding	2019 Adj Budget OSA Funding	2019 Estimated In-Kind	2020 Requested	2020 Estimated In-Kind	2020 Approved
A Few Good Men							40,000		10,000
Alliance for Children (U Smart Start/ UC Partnership for Children)	5,000		5,000		5,000		5,000		5,000
American Red Cross- Union County Chapter	5,000		5,000		5,000		5,000		5,000
Arc of Union County Inc	1,500		1,500		1,600		1,600		1,600
Artists Music Guild	5,000		5,000		10,000		15,000		10,000
Bridge To Recovery, Inc							5,000		2,500
Central Academy of Technology and Art (Band Boosters)	1,500		1,500		1,500		3,000		2,000
Community Health Services of Union County, Inc.	5,000		5,000		8,000		20,000		20,000
Council on Aging of Union County	4,000		4,000		4,000		5,000		5,000
Excel Enrichment Program							10,000		
HealthQuest	400		400		500		600		600
HealthQuest- (Utility Subsidy)	2,648		2,648		2,650		2,650		2,650
Humane Society of Union County, Inc			2,500		2,500		3,000		3,000
James Recreational Camps							2,375		2,375
Literacy Council of Union County	2,000		2,000		2,200		3,000		3,000
Monroe Athletic Foundation (Monroe High Boosters Club)	5,000		5,000		5,000		5,000		5,000
Monroe-Union County CDC – Administration	17,000		17,000		18,700		20,000		20,000
Monroe-Union County CDC – Down payment Assistance	24,800								
Open Arms Community Outreach Inc							10,000		
Police Athletic League	7,000		7,000		7,000		7,000		7,000
Promise Child Ministry Inc							15,000		
Turning Point, Inc. – Operating	12,000		15,000		15,000		15,000		15,000
Union County Community Action, Inc.	25,000		25,000		25,000		25,000		25,000
Union County Community Action, Inc. / Head Start (Utility Sub)	3,575	421,346	3,516	421,346	4,095	421,346	3,500	421,346	3,500
Union County Community Arts Council	30,000	11,960	30,000	11,960	32,500	11,960	32,500	11,960	32,500
Union County Community Arts Council (Utility Subsidy)	2,892		2,926		3,154		3,050		3,050
Union County Community Shelter		19,416		19,416		19,416		19,416	
Union County Community Shelter/ (Utility Subsidy)	25,340		25,237		53,000		72,675		72,675
Union County Crisis Assistance Ministry	25,000		25,000		30,000		30,000		30,000
Union County Historic Preservation Commission	12,000		12,000		13,000		14,500		14,000
Union County Public Schools		11,520		11,520		11,520		11,520	
Union County Youth Ballet			2,000		3,000		5,040		4,000
Village Development Center					10,000		20,000		15,000
TOTAL ANNUAL AGENCY REQUESTS	221,655	464,242	204,227	464,242	262,399	464,242	399,490	464,242	319,450
East Village Subdivision			7,820		5,184				
Utility Fees Waived/ Habitat for Humanity	14,280		14,280						
Utility Fees Waived/ Monroe-Union County CDC									
Utility Fees Waived/ Shining Light			12,984		-				
Utility Fees Waived/Various One Time (2018- JLJ SVCS)			15,108		7,349				
TOTAL ANNUAL REQUEST	235,935	464,242	254,419	464,242	274,932	464,242	399,490	464,242	319,450
Balance of Funding Allocated For:									
East Village Subdivision	-		-		589				
Utility Fees Waived-Variou	-		-		22,900				
Monroe-Union County CDC – Down payment Assistance	-		-		26,716				
TOTAL BALANCE OF FUNDING ALLOCATED	-	-	-	-	50,205	-			0
Total Funding:	235,935	464,242	254,419	464,242	325,137	464,242	399,490	464,242	319,450

Items not requested- calculated estimates

New Agency Requests



March 20, 2019

***Summary of Proposed Changes to
the 2019 -2020 Fees Schedule***
(proposed changes are in red)

Chapter VII. Fire

Due to the North Carolina Fire Code, City Staff recommends a change in wording to individually list types of tents or air supported structures. This change has no effect on fee amounts or revenue projection.

Article A. Fees and Charges

Section 2. Special Operational Use Permit.

Item	Fee
Blasting Permit	
2 day permit (48 hours)	\$40
30 day permit	\$80
Burning Permit	
Commercial	\$40
Residential	No Charge
Exhibit and Trade Shows	\$40
Festivals (fairs, carnivals, etc.)	\$40
Firework Displays (pyrotechnics)	\$160
Fumigation or Thermal Insecticidal Fogging	\$40
Mall Kiosk	\$20
Special Amusement Building	\$40
Tent or Air Supported Structures	
Air supported structure (Greater than 400 sq. ft.)	\$40
Tent with walls (Greater than 800 sq. ft.)	\$40
Tent without walls (Greater than 1,800 sq. ft.)	\$40
Tent Structure or Stand for Fireworks Sales	
7 day permit	\$235
21 day permit	\$475
Others not listed	\$40

Chapter IX Parks and Recreation

City Staff recommends the proposed changes below to provide clarification, consistency across program areas, and to provide for additional revenues to offset increases in operating costs.

Article A. Facility and Program Fees

The current fee schedule does not provide a rate for the use of a gym for practice purposes. City Staff recommends adding this option to provide a rate to charge for outside organizations to rent gym space for practices on a limited basis during times gyms are under-utilized which would also provide an additional source of revenue.

Section 1. Facility Rental Fee

	<u>FY2018-2019</u>	<u>FY2019-2020</u>	<u>Effect on Revenue</u>
Building Rental Fees			
Add			
Gym for Practice (up to 3 hours)*		\$40 / \$50	\$4,000

Building Rental Fees		
Gym - Practice - Hourly rate, up to 3 hours*	\$40	\$50
Gym - Hourly rate after 5 hours	\$40	\$50
Up to 5 hours	\$200	\$250
Meeting Rooms - Hourly rate after 4 hours	\$10	\$20
Up to 4 hours	\$50	\$75

Add note at bottom of page:

*Gyms are available for practice rentals on a limited basis based on current programming and availability at the time of request.

Article B. Monroe Country Club

Section 1. Golf Course

	<u>FY2018-2019</u>	<u>FY2019-2020</u>	<u>Effect on Revenue</u>
Senior Rate (Mon. – Friday) Cart & Green Fee			
9 Holes	\$16/16	\$18/18	\$2,880
18 Holes	\$28/28	\$30/30	\$4,320

Section 2. Facility Rental.

City Staff recommends adding these standard fees that have not changed but were missing from the Fee Schedule & are now to be included for future reference. Eliminating non-Union County non-profit discounted rentals & the revision of the footnote to clarify non-profit discounts is also recommended.

	<u>FY2018-2019</u>	<u>FY2019-2020</u>	<u>Effect on Revenue</u>
Add			
Security Officer Fee†		\$35/35hr.	N/A
Refundable Damage Deposit♦		½ Rental Fee	N/A

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

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

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

Add note at bottom of page:

†All rentals allowing alcohol must pay security officer fees.

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

Article C. Athletic Team Fees

The current fee schedule only allows a discount for youth basketball program participants. In an effort to provide consistency it is recommended that this discount be provided for all youth sports.

	<u>FY2018-2019</u>	<u>FY2019-2020</u>	<u>Effect on Revenue</u>
Delete			
Youth Free Lunch Program Line	\$25.00		- \$1,262

	Team Entry Fee	Participant Fee Resident/Non-Resident
Baseball*		
Cal Ripkin		\$25/\$50 (per person)
Coach Pitch		\$25/\$50 (per person)
Tee Ball		\$20/\$40 (per person)
Basketball		
Adult Team	\$500	
3 vs 3 League (Adult)	\$275	
Delete - Youth Free Lunch Program		\$25 (Resident Only)
Youth League*		\$35/\$70 (per person)
Dodgeball		
Adult Co-Ed League	\$200	
Soccer		
Youth*		\$60/\$120 (per person)
Football		
Adult Flag	\$250	
Youth Flag*		\$25/\$50 (per person)
Youth Tackle*		\$60/\$120 (per person)
Kickball (Youth)*	\$25	\$50
Track & Field (Youth)*	\$15	
Softball Team (Adult)	\$450	
Volleyball Team (Adult)	\$150	
Pickleball Club Membership (Senior Adults 50+)	\$25	\$35
Youth Sport Camps	\$25	\$50
Late Registration Fee	\$10	\$10

Add note at bottom of page:

*City of Monroe resident youth athletic program participants meeting the eligibility requirements, per Union County Public Schools, for free lunch will receive a 30% discount on registration fees. Participant must provide eligibility verification and complete a scholarship application.

Article F. Old Armory

Section. 1 Facility Rental

City Staff recommends eliminating non-Union County non-profit discounted rentals.

	<u>FY2018-2019</u>	<u>FY2019-2020</u>	<u>Effect on Revenue</u>
Elimination of non-Union County non-profit discounted rentals.			\$600.00

	City Resident	Non City Resident
4-Hour Rental (Access to room 1 hour prior to rental.)	\$300	\$400
6-Hour Rental (Access to room 2 hours prior to rental.)	\$400	\$500
Hourly Rate (Additional hours.)	\$100	\$100
Approved Non-Profit Rental*	\$200	
Damage Deposit**	½ Rental Rate	½ Rental Rate
Additional Equipment Cost:		
Projector/Screen/ CD Player/Laptop	\$100	\$150
China/Crystal/Flatware	\$100	\$150

Add Note Under this Section:

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

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

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>FY2018 -2019</u>	<u>FY2019 -2020</u>	<u>Effects on Revenue</u>
ARTICLE A. WATER CONNECTION FEES			
Section 1. New Water connection Fees			\$ 1,770.00
Inside City Limits			
Complete Service Connection Installation (Potable or Irrigation)			
¾” Tap and Service Connection	\$ 1,313.00	\$ 1,351.00	\$ 1,140.00
1” Tap and Service Connection	\$ 1,743.00	\$ 1,794.00	
Meter Only Installation for Developer or Contractor Installed Service Connections			
¾” Tap and Service Connection	\$ 309.00	\$ 318.00	\$ 630.00
1” Tap and Service Connection	\$ 429.00	\$ 441.00	
1½” Inch Tap and Service Connection	\$ 744.00	\$ 766.00	
2” Inch Tap and Service Connection	\$ 1,018.00	\$ 1048.00	
Live Tap / Contractor	\$ 391.00	\$ 402.00	

Section 2. Renewal/Replacement Water Connection Fees	\$ 1,313.00	\$ 1,351.00	\$ 380.00
Deposit with 6-month Financing	\$ 160.50	\$ 163.57	

Article B. Water Rates

	<u>FY2018 -2019</u>	<u>FY2019 -2020</u>	<u>Effects on Revenue</u>
ARTICLE B. WATER RATES			
Section 1. Water Rates			\$ 217,744.00
Usage Charge Per 1,000 Gallons	\$ 2.65	\$ 2.73	
Customer Charge Per Month – Inside City			
Meter Size			
¾ inch meter	\$ 11.37	\$ 11.73	
1 inch meter	\$ 21.49	\$ 22.17	
1½ inch meter	\$ 48.34	\$ 49.89	
2 inch meter	\$ 102.04	\$ 105.31	

3 inch meter	\$ 161.11	\$ 166.27	
4 inch meter	\$ 230.94	\$ 238.33	
6 inch meter	\$ 413.55	\$ 426.78	
8 inch meter	\$ 607.13	\$ 626.56	
Customer Charge Per Month – Outside City			
Meter Size			
¾ inch meter	\$ 22.74	\$ 23.46	
1 inch meter	\$ 42.97	\$ 44.35	
1½ inch meter	\$ 96.69	\$ 99.78	
2 inch meter	\$ 204.08	\$ 210.61	
3 inch meter	\$ 322.22	\$ 332.53	
4 inch meter	\$ 461.88	\$ 476.66	
6 inch meter	\$ 827.09	\$ 853.56	
8 inch meter	\$ 1,214.27	\$ 1,253.13	
Fire Hydrant Bulk Rate per 1,000 gallons	\$ 3.18	\$ 3.28	
Reclaimed Water Bulk Rate per 1,000 gallons	\$ 2.65	\$ 2.73	
Section 2. Resale Water Rate - Union County			\$ 0.00
Resale Water Rate per 1,000 gallons	\$ 2.65	\$ 2.73	
No Customer Charge Per Month			
Section 3. Fire-Line Availability Charges			\$ 1,300.00
Size of Connection – Inside City			
2 inch or 3 inch	\$ 4.89	\$ 5.05	
4 inch	\$ 8.34	\$ 8.61	
6 inch	\$ 19.08	\$ 19.69	
8 inch	\$ 38.16	\$ 39.38	
10 inch	\$ 74.53	\$ 76.91	
12 inch	\$ 110.90	\$ 114.45	
Size of Connection – Outside City			
2 inch or 3 inch	\$ 9.78	\$ 10.10	
4 inch	\$ 16.69	\$ 17.22	
6 inch	\$ 38.16	\$ 39.38	
8 inch	\$ 76.32	\$ 78.76	
10 inch	\$ 149.06	\$ 153.82	
12 inch	\$ 221.81	\$ 228.91	
Section 4. Temporary Water Connection from a Fire Hydrant			\$ 260.00
Deposit	\$ 678.00	\$ 691.00	
Refund	\$ 64.00	\$ 65.00	

Article C. Sewer Connection Fees

	<u>FY2018 -2019</u>	<u>FY2019 -2020</u>	<u>Effects on Revenue</u>
ARTICLE C. SEWER CONNECTION FEES.			
Section 1. New Sewer Connection Fees			\$ 1020.00

4 Inch Tap and Service Connection	\$ 1,161.00	\$ 1,195.00	
Section 2. Renewal/Replacement Sewer Connection Fees	\$ 1,161.00	\$ 1,195.00	\$ 340.00
Deposit with 6-month Financing	\$ 160.50	\$ 163.50	

Article D. Sewer Rates

	<u>FY2018 -2019</u>	<u>FY2019 -2020</u>	<u>Effects on Revenue</u>
ARTICLE D. SEWER RATES			
Section 1. Sewer Rates			\$ 268,526
Usage Charge			
Usage Charge Per 1,000 Gallons	\$ 3.79	\$ 3.91	
Customer Charge Per Month			
Water Meter Size – Inside City			
¾ inch meter	\$ 15.16	\$ 15.64	
1 inch meter	\$ 25.31	\$ 26.12	
1½ inch meter	\$ 50.45	\$ 52.06	
2 inch meter	\$ 98.99	\$ 102.16	
3 inch meter	\$ 161.68	\$ 166.85	
4 inch meter	\$ 252.60	\$ 260.69	
6 inch meter	\$ 505.02	\$ 521.18	
8 inch meter	\$ 808.38	\$ 834.25	
Water Meter Size – Outside City			
¾ inch meter	\$ 30.32	\$ 31.29	
1 inch meter	\$ 50.62	\$ 52.24	
1½ inch meter	\$ 100.90	\$ 104.13	
2 inch meter	\$ 197.99	\$ 204.32	
3 inch meter	\$ 323.35	\$ 333.70	
4 inch meter	\$ 505.20	\$ 521.37	
6 inch meter	\$ 1,010.03	\$ 1,042.35	
8 inch meter	\$ 1,616.76	\$ 1,668.49	
Customer Charge per Month for Metered Sewer Accounts – Inside City			
Meter Capacity @ Required Accuracy			
¾ inch meter equivalent	\$ 15.16	\$ 15.64	
1 inch meter equivalent	\$ 25.31	\$ 26.12	
1 ½ inch meter equivalent	\$ 50.45	\$ 52.06	
2 inch meter equivalent	\$ 98.99	\$ 102.16	
3 inch meter equivalent	\$ 161.68	\$ 166.85	
4 inch meter equivalent	\$ 252.60	\$ 250.69	
6 inch meter equivalent	\$ 505.02	\$ 521.18	
8 inch meter equivalent	\$ 808.38	\$ 834.25	
10 inch meter equivalent	\$ 1,162.04	\$ 1,199.22	
12 inch meter equivalent	\$ 1,616.75	\$ 1,668.48	
Meter Capacity @ Required Accuracy** - Outside City			
¾ inch meter equivalent	\$ 30.32	\$ 31.29	
1 inch meter equivalent	\$ 50.62	\$ 52.24	

1 ½ inch meter equivalent	\$ 100.90	\$ 104.13	
2 inch meter equivalent	\$ 197.99	\$ 204.32	
3 inch meter equivalent	\$ 323.35	\$ 333.70	
4 inch meter equivalent	\$ 505.20	\$ 521.37	
6 inch meter equivalent	\$ 1,010.03	\$ 1,042.35	
8 inch meter equivalent	\$ 1,616.76	\$ 1,668.49	
10 inch meter equivalent	\$ 2,324.07	\$ 2,398.44	
12 inch meter equivalent	\$ 3,233.49	\$ 3,336.96	
Flat Rate Sewer Service Charge (no water service)			
Inside City Limits	\$ 36.33	\$ 37.49	
Outside City Limits	\$ 72.67	\$ 74.99	
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	\$ 87.45	\$ 90.25	

Article E. Capacity Fees

	<u>FY2018 -2019</u>	<u>FY2019 -2020</u>	<u>Effects on Revenue</u>
ARTICLE E. CAPACITY FEES			
Section 1: Capacity Fee Schedule for New or Expanded Development			\$14,100.00
Water Capacity Fees - Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,316.00	\$ 2,383.00	
1 inch meter	\$ 3,868.00	\$ 3,980.00	
1½ inch meter	\$ 7,712.00	\$ 7,936.00	
2 inch meter	\$ 12,344.00	\$ 12,702.00	
3 inch meter	\$ 24,712.00	\$ 25,429.00	
4 inch meter	\$ 38,608.00	\$ 39,728.00	

6 inch meter	\$ 77,192.00	\$ 79,431.00	
8 inch meter	\$ 123,559.00	\$ 127,142.00	
Wastewater Capacity Fees– Inside/Outside City			
Meter Size			
¾ inch meter	\$ 2,559.00	\$ 2,633.00	
1 inch meter	\$ 4,274.00	\$ 4,398.00	
1½ inch meter	\$ 8,521.00	\$ 8,768.00	
2 inch meter	\$ 13,639.00	\$ 14,035.00	
3 inch meter	\$ 27,305.00	\$ 28,097.00	
4 inch meter	\$ 42,659.00	\$ 43,896.00	
6 inch meter	\$ 85,291.00	\$ 87,764.00	
8 inch meter	\$ 136,523.00	\$ 140,482.00	
For meter sizes greater than 2 inch where flow volumes exceed 150% of allowable flow			
Water per gallon	\$ 5.84	\$ 6.01	
Sewer per gallon	\$ 7.18	\$ 7.39	

Article F. Miscellaneous Charges

	FY2018 -2019	FY2019 -2020	Effects on Revenue
ARTICLE F. MISCELLANEOUS CHARGES			
Section 1. Pretreatment Program Administration Charges			\$ 400.00
PERMITTED FLOW (million gallons per day)			
0 - 0.1	\$ 907.00	\$ 924.50	
0.1 - 0.5	\$ 1,801.50	\$ 1,836.00	
Greater than 0.5	\$ 2,685.00	\$ 2,736.50	
Annual Inspection	\$ 137.00	\$ 139.50	
Section 2. Application Fees for Industrial User Permit or Domestic Septage Discharge Permit			
Industrial User Permit Application Fee	\$ 436.50	\$ 444.50	
Discharge domestic septic Application Fee	\$ 92.00	\$ 94.00	
Section 3. Fees for Water Meter Re-reads or Water Meter Testing			\$ 0.00
Second or subsequent tests	\$ 63.00	\$ 64.00	
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	\$ 80.00	\$ 81.50	
Outside City	\$ 160.00	\$ 163.00	

Section 5. Charges for Reproduction of Documents			\$ 0.00
Specifications for Water Main Construction per copy	\$ 12.00	\$ 12.23	
Specifications for Sewer Main Construction per copy	\$ 12.00	\$ 12.23	
Section 6. Charges for Sewer Television Inspections			\$ 0.00
Hourly Rate	\$ 80.00	\$ 81.50	
Section 7. Water and Sewer Extension Permits			\$ 60.00
Water Main Extensions	\$ 286.00	\$ 291.50	
Sewer Main Extensions	\$ 286.00	\$ 291.50	

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

	Formal Assignment	Unassigned	Total Above Policy
As of March 4, 2019			
Unassigned		\$5,007,740	
Airport Grant Acceptance	\$1,006,815		
Airport Operations 5 Year Subsidy	\$500,000		
Street Resurfacing 5 Year Program	\$600,000		
Total	\$2,106,815	\$5,007,740	\$7,114,555
Projected Activity Remainder of Fiscal Year 2018			
Addition at Fiscal Year End - Ad Valorem Taxes		\$332,475	
Addition at Fiscal Year End - Revenue Sales Tax		\$488,943	
Addition at Fiscal Year End - Savings Personnel Cost		\$500,000	
Addition at Fiscal Year End – Savings Debt Service (new facilities)		\$423,000	
As of June 30, 2019	\$2,106,815	\$6,752,158	\$8,858,973
Proposed Activity for Fiscal Year 2019 - to be used in budget			
Funding for Street Resurfacing (Year 4 of 5)	\$ (300,000)		
Funding for Airport Operational Subsidy (Year 4 of 5)	\$ (250,000)		
Proposed Use of Unassigned Fund Balance for One-time Expenses		\$ (2,759,934)	
Projected Total as of July 1, 2019	\$1,556,815	\$3,992,224	\$5,549,039