

**CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
SEPTEMBER 14, 2021 – 4:00 P.M.**

AGENDA

www.monroenc.org

Due to the increased risk of exposure and possibility of transmission associated with the Delta strain of COVID 19, **all guests, staff and officials will be required to wear face masks.**

The number of guests will be limited to the number of available seats inside the Council Chambers. There will be an additional room with limited seating for guests to hear the proceedings and/or remain until they are called to speak.

The mask requirement and seating limitation will be enforced by law enforcement.

1. Partnership Between City of Monroe and Union County to Install The Charters of Freedom in Main Street Plaza
2. Pavement Condition Survey
3. Preliminary Fund Balance Update
4. Update on Plot Availability at Hillcrest Cemetery and Suncrest Cemetery
5. Diversity, Equity and Inclusion Committee Update

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- **Agenda** is tentative and is subject to change up to and including the time of the meeting.
 - At the discretion of City Council, **Agenda Items** listed above that are not discussed at the Strategic Planning Meeting or moved at the request of Council, may be carried forward to the City Council Regular Meeting at 6:00 p.m. to be considered.
 - **Cell Phones/Pagers:** As a courtesy, please turn off cell phones and pagers while Meeting is in progress.



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, Interim City Manager

DATE: September 14, 2021

FROM: Brian J. Borne, Interim City Manager

PREPARED BY: Brian J. Borne, Interim City Manager

SUBJECT: The Charters of Freedom, Foundation Forward, Inc. Partnership with Union County to install setting in Main Street Plaza

SUMMARY STATEMENT

City Council, at the request of Ron Lewis, is requested to re-consider a partnership with Union County Government for the installation of The Charters of Freedom: Declaration of Independence, US Constitution and Bill of Rights with the addition of Article 5, Civil Rights Amendments in Main Street Plaza. This was previously presented to City Council at the August 18, 2020 Council meeting.

REVIEW

Foundation Forward is a 501 (c) (3) non-profit educational organization that builds Charters of Freedom settings in communities across the country. The installation provides easy and open access for all to visit the founding documents: Declaration of Independence, US Constitution, Bill of Rights and the additional Article 5, Civil Rights Amendments, The Charters of Freedom. Burke County, Morganton, NC was the first Charters of Freedom setting installed outside of Washington, DC. It was dedicated July 2, 2014. Installations in North Carolina include, Cherokee, Henderson, Cabarrus, Bertie, Caldwell, Polk, McDowell, Catawba, Halifax, Ashe and Jackson counties.

The Charters of Freedom was secured by Union County and in selecting an appropriate site, central to the community, with high visibility, high foot traffic and easy access for schoolchildren and veterans, approached the City of Monroe to locate the setting in Main Street Plaza. The location would be at the front of the plaza adjacent to the fountain and flag poles, see

conceptual layout attached. Materials used in the construction of the Charters of Freedom will complement the materials found in the Plaza and adjacent structures.

Union County will be responsible for the maintenance and upkeep of the Charters for Freedom monument and the City will continue to maintain MS Plaza, as done currently. A Memorandum of Understanding (MOU) will be drafted to reflect Union County and City responsibilities as noted above. City of Monroe will dedicate an easement for the construction and permanent location for the Charters of Freedom monument.

RECOMMENDATION

Staff requests City Council consider approval of the partnership presented by Ron Lewis with Union County Government to locate the Charters of Freedom installation in Main Street Plaza and authorize Staff to coordinate construction with Foundation Forward, Inc. and Union County and the Interim City Manager to execute any and all necessary documents.

Attachments: The Charters of Freedom,
Civil Rights Amendments, addition
Park Picture
Conceptual Layout sketch

THE Civil Rights Amendments

The Founding Fathers knew the United States Constitution was an imperfect document, and thus allowed for corrections to take place in future times when society would accept the inalienable rights of all United States Citizens.

Article 5 of the United States Constitution outlines the process of amending the Constitution.

Using ARTICLE 5, The United States Constitution was amended by future acts of Congress to include the following five Civil Rights Amendments. With these Civil Rights Amendments, the rights of all United States Citizens to political and social freedoms, and equality in society and under the law are guaranteed, now and forever by the United States Constitution.

13th Amendment - DECEMBER 6, 1865 • Abolishes Slavery

Neither slavery nor involuntary servitude, except as a punishment for crime whereof the party shall have been duly convicted, shall exist within the United States, or any place subject to their jurisdiction.

14th Amendment - JULY 9, 1868 • All born and naturalized are citizens of the United States.

All persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside. No State shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws...

15th Amendment - FEBRUARY 3, 1870 • All Citizens have the right to vote.

The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of race, color, or previous condition of servitude...

19th Amendment - AUGUST 18, 1920 • Women have the right to vote.

The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of sex.

24th Amendment - JANUARY 23, 1964 • There will be no poll or property tax required to vote.

The right of citizens of the United States to vote in any primary or other election for President or Vice President, for electors for President or Vice President, or for Senator or Representative in Congress, shall not be denied or abridged by the United States or any State by reason of failure to pay any poll tax or other tax.

This document was commissioned by Foundation Forward, Inc. of Burke County, North Carolina. Research provided the same size, writing styles, and materials used with the original founding documents displayed in the Rotunda of the National Archives, Washington, DC.

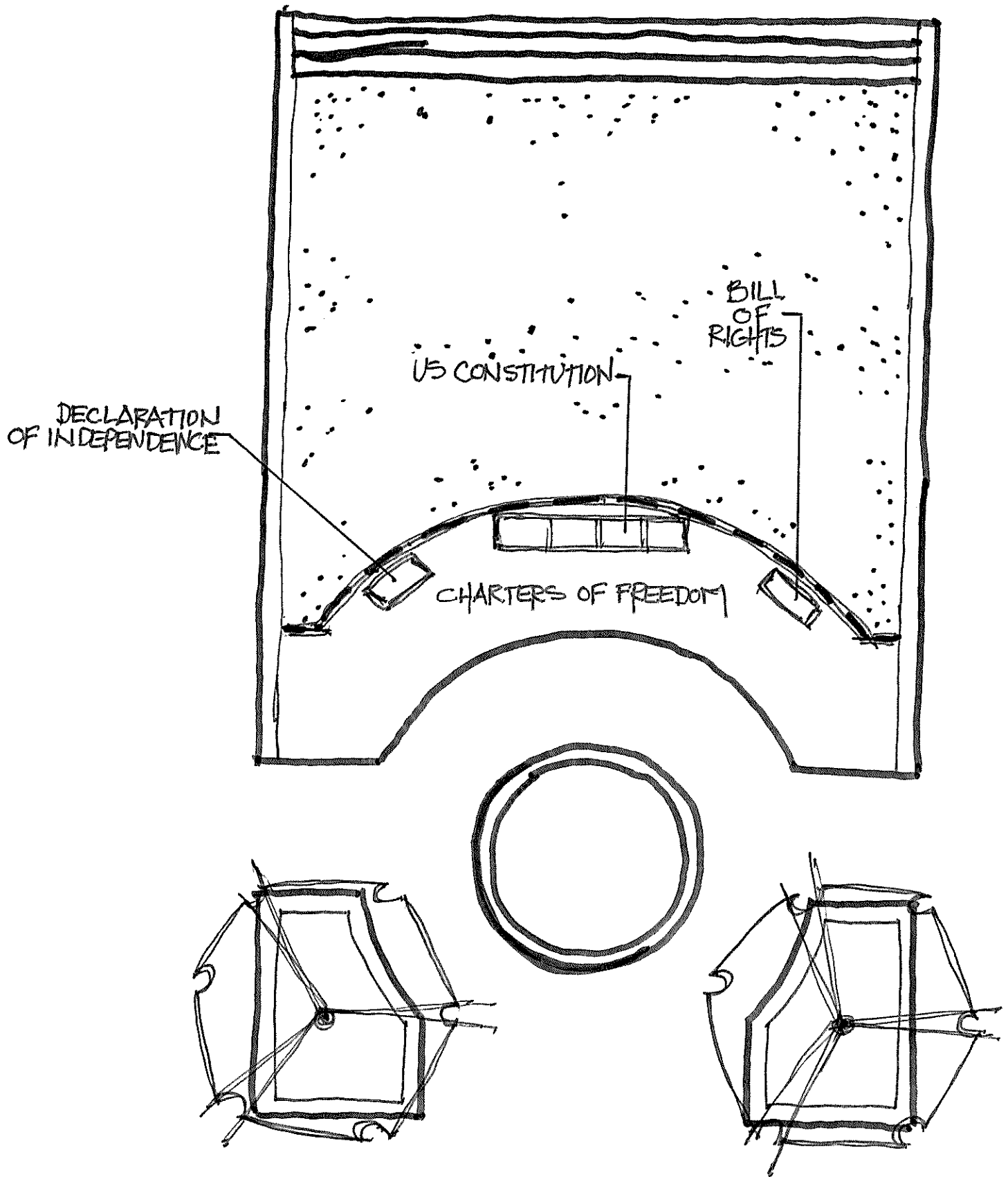
ATTEST:

VANCE PATTERSON, Founder, 30

MARY JO PATTERSON, Founder, 30

WITNESS:





MAIN STREET PLAZA
CHARTERS OF FREEDOM
CONCEPTUAL LAYOUT · N.T.S.
MONROE, NC



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, CMSM, MBA, BLA, Interim City Manager

DATE: September 14, 2021

FROM: Sarah McAllister P.E., Engineering Director

PREPARED BY: Sarah McAllister, P.E., Engineering Director

SUBJECT: Pavement Condition Survey Results

SUMMARY STATEMENT

City Council will be provided a presentation from the Kercher Group detailing the results of the latest pavement condition survey.

REVIEW

The Kercher Group will be providing a presentation regarding the results of the latest pavement condition survey. A pavement condition survey is a visual evaluation of pavement surface distresses based on industry methodology that assigns each block a rating (or index) from 0 to 100. The current overall pavement condition index (PCI) of City maintained streets is 64.2. In addition to the survey, the Kercher Group uses *AgileAssets Pavement Analyst Software* to perform an analysis on the City streets. The analysis process can predict what the overall pavement condition will be in the future based on any given budget and can conversely predict the budget needed to meet any given specific performance goal. A brief summary of the results is provided below:

- At the current budget of \$1 million, the overall PCI will fall to 52.8 over the next 10 years.
- To maintain the current PCI of 64.2, an annual budget of \$1.9 million is required.
- To get to an overall PCI of 80 within the next ten years, an annual budget of \$3.6 million is required.

For reference:

- PCI of 80-100 indicates the roads are in good condition.

- PCI of 60-80 indicates the roads are in fair condition.
 - PCI 0-60 indicates the roads are in poor condition.
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RECOMMENDATION

Staff will be available to discuss the pavement condition survey results at the Strategic Council Meeting.



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, Interim City Manager

DATE: September 14, 2021

FROM: Lisa Strickland, Finance Director

PREPARED BY: Mary Lou Connelly, Senior Budget Analyst

SUBJECT: Preliminary Fund Balance Update

SUMMARY STATEMENT

To provide preliminary details on the fund balance calculation as of August 31, 2021.

REVIEW

The Finance department has calculated a total estimated fund balance as of June 30, 2021 in the amount of \$37,879,153. This amount has increased over the total fund balance amount as of June 30, 2020 of \$36,014,488 by \$1,864,666. This amount is still subject to change since adjustments may still be posted as a result of the City's financial audit. This total fund balance is divided into four categories as follows:

– non-spendable	\$448,813
– restricted	\$8,203,817
– assigned	\$18,377,984
– unassigned	\$10,848,539

The assigned fund balance includes a reserve in the amount of \$11,657,732 as per the City's Fund Balance Reserve Policy. The 25% required reserve per the city policy is based on the City's adopted budget less one-time federal and state grants. The required reserve based on the FY22 budget was calculated as follows:

Fiscal Year 2022 Adopted Budget			
General Fund Expenditures	Federal & State Grants	Net Expenditures	X 25%
\$47,499,818	(\$868,889)	\$46,630,929	\$11,657,732

Including activity that has occurred from July 1 through August 20, 2021 the balance of assigned money that has been formally set aside totals \$2,800,395. This is divided as follows:

– airport grant acceptance	\$300,395
– downtown projects	\$2,500,000

The preliminary unassigned fund balance as of August 31, 2021 is \$10,848,539. This amount also includes activity that has occurred from July 1 through August 31, 2021.

RECOMMENDATION

This has been provided for information purposes.

Attachment(s): Fund Balance Report as of 6/30/21
Fund Balance Report as of 8/31/21

CITY OF MONROE
GENERAL FUND BALANCE
FY 2021 YEAR END CALCULATION
As of 6/30/21

****Preliminary (Pending Audit)****

	NON SPENDABLE		RESTRICTED					ASSIGNED			UNASSIGNED	Total Fund Balance
	Inventories	Prepaid	Restricted by State Statute	Streets (Powell Bill)	Public Safety	Culture and Recreation	Building Permits Net Revenue	City's Fund Balance Policy ⁽¹⁾	Subsequent Year's Expenditures	Formal Assignments		
As of June 30, 2020	\$ 225,202	\$ 353,909	\$ 7,716,619	\$ 2,002,649	\$ 606,479	\$ 505,221	\$ -	\$ 10,653,137	\$ 2,514,771	\$ 3,559,652	\$ 7,876,850	\$ 36,014,488
As of June 30, 2021	\$ 270,086	\$ 178,727	\$ 5,184,613	\$ 1,147,750	\$ 458,801	\$ 1,096,868	\$ 315,785	\$ 11,657,732	\$ 3,419,857	\$ 3,300,395	\$ 10,848,539	\$ 37,879,154
Changes	\$ 44,884	\$ (175,181)	\$ (2,532,006)	\$ (854,899)	\$ (147,678)	\$ 591,647	\$ 315,785	\$ 1,004,596	\$ 905,086	\$ (259,257)	\$ 2,971,689	\$ 1,864,666
<u>Powell Bill</u>												
Balance at 7-01-20				\$ 2,002,649								
Funds rec'd for FY21				907,880								
Interest allocated to PB				5,267								
Spent FY21 (div 3025)				(641,045)								
FY21 Amt transferred to fund 350				(1,127,000)								
				\$ 1,147,750								
<u>Public Safety</u>												
State					\$ 32,944							
U S Justice					258,555							
U S Treasury					107,811							
Explorer Program					11,844							
Youth Programs					818							
Fire Truck FR1901 - unspent debt proceeds					45,598							
Fire Funds frm Un.Co. Proj FR2102 & FR2103					911							
Restricted for Public Safety					\$ 458,481							
<u>Culture & Recreation</u>												
Unspent donation for trees						\$ 995						
Fund Balance fund 120 6-30-21						1,106,568						
Less : restricted by RSS (PO's for 120)						(10,696)						
						\$ 1,096,868						
<u>Building Permit Revenue</u>												
Beginning Balance 7/1/20							\$ -					
FY21 Building Permit Fees							922,467					
FY21 Expenditures							606,682					
Balance as of 6/30/21							\$ 315,785					
<u>Restricted by State Statute</u>												
Cash unrestricted (estimated)			\$ 34,262,800									
Cash restricted			1,193,348									
Liabilities excluding those to be paid from restricted			2,172,369									
Liabilities to be paid from restricted cash			114,352									
Encumbrances at June 30 (listed in the notes)			857,510									
Unearned revenue (Gift Cards, Tournament Trip, Store Credits)			66,190									
Fund Balance Available for Appropriation			\$ 32,245,727									
Total Fund Balance (From Audited Financial Statements)			\$ 37,879,154									
Restricted by State Statute			\$ 5,633,427									
Non Spendable - Inventory	\$ 270,086		\$ (270,086)									
Non Spendable - Prepaid		\$ 178,727	\$ (178,727)									
FB Non Spendable			\$ 5,184,613									
Restricted by State Statute (excludes Non-spendable)												

	NON SPENDABLE		RESTRICTED					ASSIGNED			UNASSIGNED	Total Fund Balance
	Inventories	Prepaid	Restricted by State Statute	Streets (Powell Bill)	Public Safety	Culture and Recreation	Building Permits Net Revenue	City's Fund Balance Policy ⁽¹⁾	Subsequent Year's Expenditures	Formal Assignments		
As of June 30, 2020	\$ 225,202	\$ 353,909	\$ 7,716,619	\$ 2,002,649	\$ 606,479	\$ 505,221	\$ -	\$ 10,653,137	\$ 2,514,771	\$ 3,559,652	\$ 7,876,850	\$ 36,014,488
As of June 30, 2021	\$ 270,086	\$ 178,727	\$ 5,184,613	\$ 1,147,750	\$ 458,801	\$ 1,096,868	\$ 315,785	\$ 11,657,732	\$ 3,419,857	\$ 3,300,395	\$ 10,848,539	\$ 37,879,154
<u>City's Fund Balance Policy</u> FY22 Adopted Budget Expenditures Fed & State Grants (Powell Bill) Net Expenditures x 25%								\$ 47,499,818 (868,889) \$ 46,630,929 \$ 11,657,732				
<u>Subsequent Year's Expenditures</u> FY22 Council Adopted Budget - Appropriation from FB Less Appropriation of Powell Bill Reserves (already covered in Restricted for Transportation) Less restricted donations for the Center Theatre (already included in Restricted for Culture and Rec.) Subsequent Year's Expenditures									\$ 3,683,111 (63,254) (200,000) \$ 3,419,857			
<u>Formal Assignments</u> Beginning Balance July 1, 2020 Additional street resurfacing (FY21) Airport subsidy (FY21) FY21 Airport grant matches FY21 Airport Projects closed Ending Balance June 30, 2021										\$ 3,559,652 (300,000) (250,000) (18,550) 309,293 \$ 3,300,395		

Notes: (1) Per the General Fund Balance policy, the City will assign the greater of \$7.5 million or 25% of the next year's original adopted budget, net of Federal and State pass-through revenues, from the unassigned fund balance.

Commentary

The unassigned General Fund balance is **\$ 10,848,539**

Policy:
General Fund Balance

The General Fund assigned fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature, to permit orderly adjustment to changes resulting from fluctuations of revenue sources, and to permit appropriations for unique circumstances as deemed appropriate by City Council. The City of Monroe will assign the greater of \$7,500,000 or 25% of the next year’s original adopted budget, net of Federal and State pass-through revenues, from the unassigned fund balance. Any emergency appropriation request that would require the level of assigned fund balance to fall below \$7,500,000 or 25% would be for major city projects that are to the overall benefit of the City or required as a part of a matching grant for such a major project.

Any amounts remaining in the fiscal year-end unassigned fund balance in excess of \$7,500,000 or 25% of the approved subsequent year’s original council adopted budget, excluding Federal and State pass-through revenue, shall be designated for subsequent year’s expenditures. This excess amount will be available for appropriation by the City Council in a subsequent fiscal year to fund the Strategic Plan, capital or debt service expenditures as determined by the City Council during the budget process for that subsequent fiscal year. If during a fiscal year an excess over the stipulated \$7,500,000 or 25% exists, the City Council may request an appropriation to fund unforeseen needs. If an appropriation request will exceed \$100,000 of the excess, the City Council will consider the request at a subsequent regular meeting.

Preliminary - Pending Annual Audit

FY22 ADOPTED BUDGET				
GEN FUND EXP.	GRANTS/Reimb	NET EXP.	x 25% =	
\$ 47,499,818	\$ (868,889)	\$ 46,630,929	\$	11,657,732
Funds 110,130,131 & 120 per BO-2021-05				

FY22 FUND BAL as of 07-31-21

Date	Transaction	Airport Grant Acceptance	Projects Downtown ⁽¹⁾
12/06/11	Formally Assigned	\$ 2,250,000	
10/01/19	Formally Assigned		\$ 3,000,000
05/15/12	Reverse formal assignment	-	-
06/05/12	BO-2012-06 Boggs Paving settlement	(405,281)	-
09/18/12	BA-2012-23 Security enhancement equip.-Airport Terminal Bldg.	(15,000)	-
09/18/12	BO-2012-11 Talbert & Bright change order #5 (Runway #5 ext.)	(150,000)	-
09/18/12	BO-2012-12 Talbert & Bright change order #4 (Goldmine Rd Redo)	(46,280)	-
09/18/12	BO-2012-13 Talbert & Bright change order #5 (Runway #5 ext.)	(72,616)	-
10/16/12	BO-2012-16 Extended Runway Safety Area (ERSA) Grading Ph. 1	(174,625)	-
04/02/13	Runway 5 Perimeter Sec Fencing	(317,620)	-
04/16/13	Construction International Terminal Bldg.	(98,105)	-
07/16/13	Return federal block grant NCDOT (proj # 36237.17.11.1) to formal assignment airport grant acceptance	300,000	-
7/16/13	Authorize Talbert & Bright - Customs Bldg. construction administration services	(170,481)	-
7/16/13	Authorize Talbert & Bright - design and bid service for glideslope improvements.	(215,037)	-
8/21/13	Additional funding Runway 5 perimeter fencing	(11,740)	-
10/15/13	Utility relocation and small change orders for Terminal Bldg.	(50,000)	-
01/21/14	NCDOT grant (proj #36237.17.13.2) glideslope improvements	100,267	-
04/15/14	US Customs and Border Protection' s IT equipment.	(93,804)	-
08/19/14	BO-2014-08: return funds from project AP0802 (runway strengthening) and AP1201 (runway overlay and rehab)	564,596	-
12/02/14	BO-2014-11 Rwy 5 Medium Intensity Approach Lighting Sys w/ Rwy Alignment Indicator Lights (MALSR)	(63,815)	-
01/06/15	BO-2015-02 Talbert & Bright design and bid service for Bulk Hangars	(64,780)	-
08/18/15	Close capital projects AP0901 & AP1301	147,499	-
08/16/16	Close capital projects AP0811 & AP0902 and AP1102	175,690	-
09/22/16	BO-2016-14 Corporate hangar site development	(1,000,000)	-
07/18/17	Add'l funding for Corp Hangar Construction	(400,000)	-
08/21/18	Close capital projects AP1202 & AP1401	132,147	-
11/06/18	State Aviation Grant from NCDOT	685,800	-
07/16/19	BO-2019-11 Apron Rehab Project Grant Match	(320,561)	-
07/16/19	BO-2019-10 Airport Layout Plan Grant Match	(46,602)	-
08/20/19	BO-2019-16 Corp Hangar Site Development	(550,000)	-
02/05/20	BO-2020-03 Driveway and Paving AP Corporate Hangar	(80,000)	-
07/21/20	BO-2020-08 Close Capital Projects	309,293	-
06/08/21	BO-2021-09 Airport Apron Rehabilitation project	(11,399)	-
06/08/21	BO-2021-08 Runway 5-23 Approach Obstruction Removal project	(7,151)	-
07/13/21	BO-2021-12 Charlotte Avenue Parking Lot Project		(500,000)
		\$ 300,395	\$ 2,500,000
	Total Assigned Fund Balance		\$ 2,800,395

Notes: -

(1) Formal assignment for Downtown projects: resurfacing the parking lot on Church St. (cost share with county), new parking lot on N Charlotte Ave.



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, CMSM, MBA, BLA, Interim City Manager

DATE: September 14, 2021

FROM: Sarah McAllister P.E., Engineering Director

PREPARED BY: Sarah McAllister, P.E., Engineering Director

SUBJECT: Cemetery Update

SUMMARY STATEMENT

City Council is provided information regarding the number of available plots in Hillcrest and Suncrest Cemeteries.

REVIEW

This is to provide an update on the status of the City's cemeteries. Hillcrest Cemetery located off Adams Street is expected to sell out of plots this year with only 11 plots currently available for purchase. Burials are still anticipated to take place within Hillcrest Cemetery for some time as there are currently 569 plots that have been sold and are still vacant. Suncrest Cemetery located off Bickett Street currently has 1,421 plots available for purchase. Based on an average of the number of plots sold over the past few years, Suncrest Cemetery is expected to sell out of plots in approximately 40 years. This is based on an average of the number of plots sold in both the Hillcrest and Suncrest Cemeteries.

RECOMMENDATION

The above information is provided for informational purposes only.

STAFF REPORT

TO: Mayor and City Council

VIA: Brian J. Borne, Interim City Manager

DATE: September 14, 2021

FROM: Debra Chestnut Reed, Director of Human Resources

PREPARED BY: Debra Chestnut Reed, Director of Human Resources

SUBJECT: Diversity, Equity, and Inclusion Committee Update

SUMMARY STATEMENT

The Chair of the Diversity, Equity, and Inclusion Committee Surluta Anthony will provide City Council with an update on the Diversity, Equity, and Inclusion Committee.

REVIEW

During the first meeting of the Diversity, Equity, and Inclusion Committee on August 18, 2021, the Committee approved a motion to request that Councilwoman/Chairperson Surluta Anthony present a recommendation to City Council to change the Committee's meeting schedule from quarterly to monthly meetings. This meeting schedule change would help facilitate the training of the participants of the Diversity, Equity, and Inclusion Committee by Dr. James Samuel of Insight Consultants.

RECOMMENDATION

The Diversity, Equity, and Inclusion Committee is requesting City Council to approve the recommendation to change the meeting schedule from quarterly meeting to monthly meetings.