CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
JANUARY 11, 2022 – 4:30 P.M.
AGENDA
www.monroenc.org

Due to the increased risk of exposure and possibility of transmission associated with 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. Fiscal Year 2023 Budget Departmental Discussions
   A. Communications and Tourism
   B. Finance
   C. Fire

- **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.

City of Monroe
Where Heartland Meets High Tech

STAFF REPORT

TO:	City Council
VIA:	Brian J. Borne, Interim City Manager
DATE:	January 11, 2022
FROM:	Brian J. Borne, Interim City Manager
PREPARED BY:	Brian J. Borne, Interim City Manager
SUBJECT:	Fiscal Year 2023 Budget Departmental Discussions

SUMMARY STATEMENT

To discuss Fiscal Year 2023 Departmental Budget items.

REVIEW

The following Departments will present for discussion items proposed for funding in the Fiscal Year 2023 Budget: Fire, Finance and Communications and Tourism

RECOMMENDATION

To discuss and establish Fiscal Year 2023 budget priorities.

FY 2023 Departmental Budget Discussion

Communications and Tourism/Monroe Science Center

Personnel

- Customer Service Representative
- We plan to open six days a week approximately 8 hours a day. Having a third full time staff member will help support the staff by being a manager on duty, support the supervisor by being an additional manager and support guests of the science center with general needs. This person would also be trained on exhibit technology to ensure exhibits are running at all times. Once we start offering additional programs for booking like summer camps and birthday parties, this person will support with operations and educational programming of these revenue generating programs. Without this third manager on duty position, we would need to reevaluate our opening hours.
  - Need: High/Essential
  - Estimated Costs:
    - Salary/ Benefits, etc.: $45,000 / $26,500
    - Total Recurring annual cost: $45,000 / $26,500

FY 2023 Departmental Budget Discussion

Communications and Tourism/Dowd Center Theatre

Personnel

- Part Time Less than 20 “House Manager”
- This position is part of the strategic hiring plan for the theater and is a standard workforce position in theaters. It is an essential feature of box office sales and management, concessions, and audience services.
- Need: High
  - Estimated Costs:
    - Salary/ $16,000
    - Total Recurring annual cost: $16,000

Personnel

- Part Time Less than 20 “Technical Assistant”
- This position is part of the strategic hiring plan for the theater and is a standard workforce position in theaters. It fills a much-needed technical position and assists the technical specialist in event planning and management. Failure to hire will result in excessive overtime hours for full-time staff and inability to schedule and staff routine programming without disruption. Facility will be lacking adequate event supervision, especially for movies.
- Need: High
  - Estimated Costs:
    - Salary$17,000
    - Total Recurring annual cost: $17,000

FY 2023 Departmental Budget Discussion

Communications and Tourism/Monroe Country Club Grounds

Personnel

- Senior Equipment Mechanic
- With so many pieces of machinery and equipment used on a daily basis, the golf course is in desperate need of an onsite mechanic that can quickly and accurately assess and repair equipment as needed. The annual cost of calling in service technicians as well as the amount of staff time spent diagnosing and transporting the damaged equipment will be greatly reduced. Should certain pieces of equipment become inoperable and immediate repairs could not be made, this could have catastrophic effects on the playability and overall condition of the golf course. This could lead to reduced revenue and even greater costs to rectify any problems associated with the damaged equipment.
- Need: High
  - Estimated Costs:
    - Salary/ Benefits, etc.: $45,000/ $26,500
    - Total Recurring annual cost: $45,000/ $26,500

FY 2023 Departmental Budget Discussion

Finance Department

Base Budget Deficiencies/Deferred

- Item?:
  - Additional needed to close gap (current funding vs. actual need):
  - Interest/Need:
  - Estimated Costs:
    - Materials/facility (non-personnel):
    - Additional Personnel:
    - Total Cost to implement first year:
    - Total Recurring annual cost:

None

Capital Improvements/New Initiatives

- Project/Initiative?: Construction of New 6 Bay Fleet Maintenance Facility
  - Additional needed for improvement: Utilization of current City owned property that is undeveloped, Paving/parking including storm water permits, grading, fencing, relocation of current vehicle lifts, install tire racks. Location TBD.
  - Interest/Need: New Maintenance Facility for Fleet Maintenance due to space needs at current facility. Current facility has reached functional capacity and no room for growth. Not enough bays, not enough parking and lacks adequate storage for parts for preventative maintenance.
  - Estimated Costs:
    - Materials/facility (non-personnel): Building/parking/fence/sitework - $1,500,000
    - Additional Personnel required to implement: None
    - Total Cost to implement first year: $1,500,000
    - Total Recurring annual cost: Utilities - $5,500

Personnel

- Position?: Grant Administrator
  - Job title, brief job description: This position would seek out new grant opportunities, make applications, administer grants including progress reporting and record retention.
  - Need: A dedicated Grant Administrator would have more time to focus on grant offerings that can be pursued. The position would take some burden away from the departments who have this responsibility. Department input would still be needed, but actual application and reporting would be done by the Grant Administrator.
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel):

      Computer/software/phone/desk/chairs - $6,740
    - Salary/benefits, etc.: $78,451
    - Total Recurring annual salary/benefits: $78,451

FY 2023 Departmental Budget Discussion

Fire Department

Capital Improvements/New Initiatives

- Fire Engine for Station 6:
  - Additional needed for improvement:
    - Fire apparatus for Fire Station 6 to improve service delivery in the Northwest area of the City.
    - An extended build time is anticipated, which may exceed the dependable front line life of the reserve apparatus previously identified for this temporary use.
  - Interest/Need: High
  - Estimated Costs:
    - Materials/facility (non-personnel): $825,000 (Apparatus and needed equipment.)
    - Additional Personnel required to implement: Yes, requested in personnel decision packets.
    - Total Cost to implement first year: $825,000
    - Total Recurring annual cost: Normal routine maintenance expenses.
    - This item will be financed if approved.

Personnel

- Three (3) Fire Engineers for Station 6:
  - Fire Engineer: Drive and operate fire apparatus as well as preform other firefighting related duties. Serve as Company Officer in the absence of the Captain.
  - Need: High
    - This will continue to build the needed staffing identified for Fire Station 6 to improve service delivery in the Northwest area of the City.
    - Will provide one engineer on each shift.
  - Estimated Costs: (Includes all three positions)
    - Equipment/supplies, etc. (one time, non-personnel): $32,645
    - Salary/benefits, etc.: $117,291 (6 Months – January start date)
    - Total Recurring annual salary/benefits: $234,582
    - Applying for Federal SAFER grant for these positions as well.

Personnel

- Six (6) Firefighters for Station 6:
  - Firefighter: Perform protective service and technical work in fire suppression, rescue operations, hazardous materials response, medical care and other related duties.
  - Need: High
    - This will continue to build the needed staffing identified for Fire Station 6 to improve service delivery in the Northwest area of the City.
    - Will provide two firefighters on each shift.
  - Estimated Costs: (Includes all six positions)
    - Equipment/supplies, etc. (one time, non-personnel): $61,325
    - Salary/benefits, etc.: $208,889 (6 Months - January start date)
    - Total Recurring annual salary/benefits: $417,778
    - Applying for Federal SAFER grant for these positions as well.

Personnel

- Three (3) Battalion Captains:
  - Battalion Captain: Serve as the on-duty second-in-command and aid to the shift Battalion Chief with the primary role as Shift Safety and Training Officer. Serve as shift supervisor when the Battalion Chief is not available.
  - Need: High
    - This position will help insure that a dedicated Safety Officer, who's primary duty is safety of our responders, is assigned at all emergency scenes.
    - Will provide one Battalion Captain on each shift.
    - Will help insure second-in-command availability when the Battalion Chief is unavailable.
  - Estimated Costs: (Includes all three positions)
    - Equipment/supplies, etc. (one time, non-personnel): $102,900
    - Salary/benefits, etc.: $155,263 (6 Months - January start date)
    - Total Recurring annual salary/benefits: $310,527

Personnel

- Deputy Fire Marshal:
  - Deputy Fire Marshal: Conduct fire investigations, fire code inspections, fire investigations, plan reviews and related work as required. Serve as second in charge and perform related supervisory duties in the absence of the Fire Marshal.
  - Need: High
    - Due to added work load in permitting, inspections and plans review, this would help meet the City’s turn around time on permits.
    - This would allow the Assistant Fire Marshal conducting Fire and Life Safety to put more emphasis on Recruitment and Retention, with more focus on recruiting a diverse workforce.
    - The position would be beneficial in daily supervision in the absence of the Fire Marshal and in future succession planning in the Fire Marshal's Division.
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $107,210
    - Salary/benefits, etc.: $39,225 (6-Months - January start date)
    - Total Recurring annual salary/benefits: $78,451

Personnel

- Plans Reviewer: (Part-Time / 19 hours per week)
  - Part-Time Plans Reviewer: Review building plans for compliance with North Carolina State Fire Code. May review permit applications, conduct fire inspections and related tasks as assigned.
  - Need: High
    - This would allow a focused position for plan reviews and permits and allow more time for Fire Marshal Staff to focus on inspections, investigations and other duties.
    - Will aid in improving the turn around time for our customers.
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $3,690
    - Part Time / 19 hours per week without benefits, only includes Social Security taxes
    - Salary/benefits, etc.: $10,986 (6 Months - January start date)
    - Total Recurring annual salary: $21,973