

CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
FEBRUARY 14, 2023– 3:30 P.M.
AGENDA
www.monroenc.org

1. Health Plan and Cafeteria Plan for Fiscal Year 2023-2024
 - A. Renewal Expectations/Options of Health Plan and Cafeteria Plan
 - B. Tucker Administrators to Administer Health Plan and Cafeteria Plan
 - C. City Manager to Execute Documents
2. Willis Towers Watson Annual Benchmark Update to Enterprise Pay Plan
3. Update from Charlotte Regional Transportation Planning Organization and North Carolina Department of Transportation on Project Development Processes for Transportation
4. Fiscal Year 2024 Budget Departmental Discussions
 - A. Parks and Recreation
 - B. Engineering
 - C. Planning
5. Fire Station #6
 - A. Staffing
 - 1) Additional Personnel
 - 2) Budget Amendment
 - B. Funding
 - 1) Capital Project Budget Ordinance
 - 2) Reimbursement Resolution

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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, City Manager

DATE: February 14, 2023

FROM: Debra Chestnut Reed, Human Resources Director

PREPARED BY: Debra Chestnut Reed, Human Resources Director

SUBJECT: Health Plan and Cafeteria Plan for Fiscal Year 2023-2024

SUMMARY STATEMENT

City Council is requested to review the FY 2023-2024 renewal expectations and listen to presentation of the Executive Summary for the Wellness Program by the Piedmont Pharmaceutical Care Network team.

REVIEW

City Council is requested to review the renewal expectations, which includes 3% increase for the city with the employee's cost remaining at the same, claims funding, administrative expenses, stop loss insurance, clinic costs, wellness program, risk assessment, and other cost associated with the operation of the City's plan.

RECOMMENDATION

The City Manager is recommending Council approve the FY 2023-2024 renewal expectations. It is also requested that the City Manager be authorized to execute the necessary documents.

Attachments: Mark III – Medical Plan Update
Piedmont Pharmaceutical Care Network



MEDICAL PLAN UPDATE

Plan Performance and 2023 – 2024 Renewal Expectation



February 14, 2023



- The 2023 – 2024 renewal expectation for the Medical Plan is very good.
- While claims are up for the 2022 – 2023 Plan Year by 7.7%, it is within the renewal formula.
- Based on the expectations, a small increase in City funding will be recommended for the 2023 – 2024 Plan Year.
- As a reminder, the Medical Plan was bid for the 2021 – 2022 Plan Year, with the incumbent remaining the best overall solution.
- In the 2022 – 2023 Renewal, a significant high claimant developed that did impacted the Plan. A member was expected to experience a \$1,000,000 in claims.
- The liability was ultimately mitigated through negotiation.

2021 – 2022 Plan Experience



PPO												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month				Clinic/X-rays Health Risk Ass	Net Position
July-21	468	\$690,240.92	\$28,965.40	\$101,803.26	\$214.46	\$821,224.04	\$1,754.75				\$22,316.33	\$23,192.08
August-21	476	\$428,765.80	\$47,416.12	\$90,059.40	\$144.00	\$566,385.32	\$1,189.89				\$22,316.33	\$23,192.08
September-21	479	\$274,889.28	\$32,462.85	\$160,918.33	\$426.06	\$468,696.52	\$978.49				\$22,316.33	\$23,192.08
October-21	480	\$404,554.87	\$29,084.13	\$135,237.61	\$0.00	\$568,876.61	\$1,185.16				\$22,316.33	\$23,192.08
November-21	480	\$437,103.37	\$36,151.72	\$140,708.08	\$0.00	\$613,963.17	\$1,279.09				\$22,316.33	\$23,192.08
December-21	490	\$370,982.03	\$28,757.55	\$128,493.47	\$83.00	\$528,316.05	\$1,078.20				\$22,316.33	\$23,192.08
January-22	462	\$547,756.79	\$33,816.16	\$76,221.19	\$272.09	\$658,066.23	\$1,424.39				\$22,316.33	\$23,192.08
February-22	461	\$315,063.12	\$32,398.50	\$135,749.89	\$48.00	\$483,259.51	\$1,048.29				\$22,316.33	\$23,192.08
March-22	462	\$301,008.41	\$33,682.71	\$132,342.09	\$265.10	\$467,298.31	\$1,011.47				\$22,316.33	\$23,192.08
April-22	482	\$281,493.46	\$30,885.91	\$93,279.32	\$16.00	\$405,674.69	\$841.65				\$22,316.33	\$23,192.08
May-22	488	\$510,531.88	\$34,506.31	\$230,264.79	\$172.06	\$775,475.04	\$1,589.09				\$22,316.33	\$23,192.08
June-22	475	\$443,703.33	\$26,631.56	\$191,663.31	\$0.00	\$661,998.20	\$1,393.68				\$22,316.33	\$23,192.08
Total	5,703	\$5,006,093.26	\$394,758.92	\$1,616,740.74	\$1,640.77	\$7,019,233.69	\$1,230.80				\$267,795.96	\$278,304.96
HSA												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month	Total Cost	Stop-loss Credits	Net Costs	HSA Contribution	Net Position
July-21	28	\$1,867.82	\$25.58	\$195.00	\$0.00	\$2,088.40	\$74.59	\$2,088.40	\$0.00	\$2,088.40	\$1,750.00	\$3,838.40
August-21	27	\$13,754.50	\$86.01	\$1,897.60	\$0.00	\$15,738.11	\$582.89	\$15,738.11	\$0.00	\$15,738.11	\$1,687.50	\$17,425.61
September-21	27	\$2,124.90	\$61.47	\$999.40	\$0.00	\$3,185.77	\$117.99	\$3,185.77	\$0.00	\$3,185.77	\$1,687.50	\$4,873.27
October-21	26	\$3,685.15	\$5.32	\$1,040.50	\$0.00	\$4,730.97	\$181.96	\$4,730.97	\$0.00	\$4,730.97	\$1,625.00	\$6,355.97
November-21	26	\$5,487.68	\$0.00	\$263.60	\$0.00	\$5,751.28	\$221.20	\$5,751.28	\$0.00	\$5,751.28	\$1,625.00	\$7,376.28
December-21	25	\$1,158.12	\$0.00	\$1,811.60	\$0.00	\$2,969.72	\$118.79	\$2,969.72	\$0.00	\$2,969.72	\$1,562.50	\$4,532.22
January-22	27	\$3,362.66	\$0.00	\$144.00	\$0.00	\$3,506.66	\$129.88	\$3,506.66	\$0.00	\$3,506.66	\$1,687.50	\$5,194.16
February-22	23	\$23,710.39	\$0.00	\$1,613.00	\$0.00	\$25,323.39	\$1,101.02	\$25,323.39	\$0.00	\$25,323.39	\$1,437.50	\$26,760.89
March-22	25	\$331.07	\$118.10	\$991.00	\$0.00	\$1,440.17	\$57.61	\$1,440.17	\$0.00	\$1,440.17	\$1,562.50	\$3,002.67
April-22	25	\$4,867.06	\$60.90	\$583.00	\$0.00	\$5,510.96	\$220.44	\$5,510.96	\$0.00	\$5,510.96	\$1,562.50	\$7,073.46
May-22	25	\$2,750.03	\$59.89	\$1,729.60	\$0.00	\$4,539.52	\$181.58	\$4,539.52	\$0.00	\$4,539.52	\$1,562.50	\$6,102.02
June-22	25	\$2,860.18	\$0.00	\$1,673.40	\$0.00	\$4,533.58	\$181.34	\$4,533.58	\$0.00	\$4,533.58	\$1,562.50	\$6,096.08
Total	309	\$65,959.56	\$417.27	\$12,941.70	\$0.00	\$79,318.53	\$256.69	\$79,318.53	\$0.00	\$79,318.53	\$19,312.50	\$98,631.03
Combined												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month	Total Cost	Stop-loss Credits	Net Costs	Clinic/X-rays Health Risk Ass HSA Contribution	Net Position
July-21	496	\$692,108.74	\$28,990.98	\$101,998.26	\$214.46	\$823,312.44	\$1,659.90	\$989,197.34	\$0.00	\$989,197.34	\$24,066.33	\$1,014,139.42
August-21	503	\$442,520.30	\$47,502.13	\$91,957.00	\$144.00	\$582,123.43	\$1,157.30	\$744,398.80	\$18,030.02	\$726,368.78	\$24,003.83	\$751,248.36
September-21	506	\$277,014.18	\$32,524.32	\$161,917.73	\$426.06	\$471,882.29	\$932.57	\$637,678.41	\$26,895.22	\$610,783.19	\$24,003.83	\$635,662.77
October-21	506	\$408,240.02	\$29,089.45	\$136,278.11	\$0.00	\$573,607.58	\$1,133.61	\$740,370.11	\$86,478.33	\$653,891.78	\$23,941.33	\$678,708.86
November-21	506	\$442,591.05	\$36,151.72	\$140,971.68	\$0.00	\$619,714.45	\$1,224.73	\$785,566.55	\$74,498.25	\$711,068.30	\$23,941.33	\$735,885.38
December-21	515	\$372,140.15	\$28,757.55	\$130,305.07	\$83.00	\$531,285.77	\$1,031.62	\$696,324.86	\$97,529.71	\$598,795.15	\$23,878.83	\$623,549.73
January-22	489	\$551,119.45	\$33,816.16	\$76,365.19	\$272.09	\$661,572.89	\$1,352.91	\$823,609.64	\$216,911.36	\$606,698.28	\$24,003.83	\$631,577.86
February-22	484	\$338,773.51	\$32,398.50	\$137,362.89	\$48.00	\$508,582.90	\$1,050.79	\$669,411.16	\$17,664.23	\$651,746.93	\$23,753.83	\$676,376.51
March-22	487	\$301,339.48	\$33,800.81	\$133,333.09	\$265.10	\$468,738.48	\$962.50	\$634,372.13	\$38,285.77	\$596,086.36	\$23,878.83	\$620,840.94
April-22	507	\$286,360.52	\$30,946.81	\$93,862.32	\$16.00	\$411,185.65	\$811.02	\$576,912.87	\$105,562.93	\$471,349.94	\$23,878.83	\$496,104.52
May-22	513	\$513,281.91	\$34,566.20	\$231,994.39	\$172.06	\$780,014.56	\$1,520.50	\$948,365.73	\$200,060.91	\$748,304.82	\$23,878.83	\$773,059.40
June-22	500	\$446,563.51	\$26,631.56	\$193,336.71	\$0.00	\$666,531.78	\$1,333.06	\$830,550.17	\$132,411.73	\$698,138.44	\$23,878.83	\$722,893.02
Total	6,012	\$5,072,052.82	\$395,176.19	\$1,629,682.44	\$1,640.77	\$7,098,552.22	\$1,180.73	\$9,076,757.77	\$1,014,328.46	\$8,062,429.31	\$287,108.46	\$8,360,046.77
			Rx/Sub/Mth	\$271.07		Change	108.29%		58.37%			\$2,014,380.67

2022 – 2023 Plan Experience



PPO												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month					Net Position
July-22	486	\$268,962.93	\$24,470.45	\$171,134.29	\$0.00	\$464,567.67	\$955.90					\$23,192.08
August-22	486	\$442,434.26	\$40,031.05	\$84,641.92	\$48.00	\$567,155.23	\$1,166.99					\$23,192.08
September-22	469	\$398,512.38	\$3,159.63	\$330,213.66	\$134.00	\$732,019.67	\$1,560.81					\$23,192.08
October-22	487	\$319,322.80	\$38,063.26	\$129,105.96	\$320.96	\$486,812.98	\$999.62					\$23,192.08
November-22	493	\$458,773.92	\$27,713.84	\$170,623.85	\$71.00	\$657,182.61	\$1,333.03					\$23,192.08
December-22	503	\$631,645.25	\$29,528.48	\$293,614.75	\$35.00	\$954,823.48	\$1,898.26					\$23,192.08
January-23												
February-23												
March-23												
April-23												
May-23												
June-23												
Total	2,924	\$2,519,651.54	\$162,966.71	\$1,179,334.43	\$608.96	\$3,862,561.64	\$1,320.99					\$139,152.48
			Rx/Sub/Mth	\$403.33								-\$139,152.48
HSA												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month	Total Cost	Stop-loss Credits	Other Credits	Net Costs	Net Position
July-22	25	\$3,498.69	\$0.00	\$982.00	\$0.00	\$4,480.69	\$179.23	\$4,480.69	\$0.00	\$0.00	\$4,480.69	\$6,043.19
August-22	25	\$5,476.76	\$0.00	\$1,233.00	\$0.00	\$6,709.76	\$268.39	\$6,709.76	\$0.00	\$0.00	\$6,709.76	\$8,272.26
September-22	25	\$9,585.72	\$0.00	\$0.00	\$0.00	\$9,585.72	\$383.43	\$9,585.72	\$0.00	\$0.00	\$9,585.72	\$11,148.22
October-22	25	\$13,272.70	\$0.00	\$1,142.60	\$0.00	\$14,415.30	\$576.61	\$14,415.30	\$0.00	\$0.00	\$14,415.30	\$15,977.80
November-22	27	\$2,808.12	\$389.66	\$821.00	\$0.00	\$4,018.78	\$148.84	\$4,018.78	\$0.00	\$0.00	\$4,018.78	\$5,706.28
December-22	28	\$11,163.18	\$0.00	\$1,512.00	\$0.00	\$12,675.18	\$452.69	\$12,675.18	\$0.00	\$0.00	\$12,675.18	\$14,425.18
January-23												
February-23												
March-23												
April-23												
May-23												
June-23												
Total	155	\$45,805.17	\$389.66	\$5,690.60	\$0.00	\$51,885.43	\$334.74	\$51,885.43	\$0.00	\$0.00	\$51,885.43	\$61,572.93
			Rx/Sub/Mth	\$36.71								\$205,898.17
Combined												
Date	Subs	Medical	Dental	Pharmacy	Vision	Combined Claims	Claims Per Sub Per Month	Total Cost	Stop-loss Credits	Other Credits	Net Costs	Net Position
July-22	511	\$272,461.62	\$24,470.45	\$172,116.29	\$0.00	\$469,048.36	\$917.90	\$643,854.11	\$0.00	\$0.00	\$643,854.11	\$668,608.69
August-22	511	\$447,911.02	\$40,031.05	\$85,874.92	\$48.00	\$573,864.99	\$1,123.02	\$751,463.54	\$0.00	\$119,930.00	\$631,533.54	\$656,288.12
September-22	494	\$408,098.10	\$3,159.63	\$330,213.66	\$134.00	\$741,605.39	\$1,501.23	\$913,314.70	\$0.00	\$0.00	\$913,314.70	\$938,069.28
October-22	512	\$332,595.50	\$38,063.26	\$130,248.56	\$320.96	\$501,228.28	\$978.96	\$679,248.52	\$0.00	\$0.00	\$679,248.52	\$704,003.10
November-22	520	\$461,582.04	\$28,103.50	\$171,444.85	\$71.00	\$661,201.39	\$1,271.54	\$840,491.13	\$124,816.55	\$138,420.00	\$577,254.58	\$602,134.16
December-22	531	\$642,808.43	\$29,528.48	\$295,126.75	\$35.00	\$967,498.66	\$1,822.03	\$1,148,303.75	\$84,783.29	\$0.00	\$1,063,520.46	\$1,088,462.54
January-23												
February-23												
March-23												
April-23												
May-23												
June-23												
Total	3,079	\$2,565,456.71	\$163,356.37	\$1,185,025.03	\$608.96	\$3,914,447.07	\$1,271.34	\$4,976,675.75	\$209,599.84	\$258,350.00	\$4,508,725.91	\$4,565,565.89
			Rx/Sub/Mth	\$384.87		Change	107.67%		22.51%			\$655,618.09

2023 – 2024 Renewal Expectation



City of Monroe	Total Number of Employees	Medical Benefit Payments	Pharmacy Benefit Payments	Dental Benefit Payments	Stop-Loss Credits	Net Claims
January-22	489	\$551,119.45	\$76,365.19	\$33,816.16	\$216,911.36	\$444,389.44
February-22	484	\$338,773.51	\$137,362.89	\$32,398.50	\$17,664.23	\$490,870.67
March-22	487	\$301,339.48	\$133,333.09	\$33,800.81	\$38,285.77	\$430,187.61
April-22	507	\$286,360.52	\$93,862.32	\$30,946.81	\$105,562.93	\$305,606.72
May-22	513	\$513,281.91	\$231,994.39	\$34,566.20	\$200,060.91	\$579,781.59
June-22	500	\$446,563.51	\$193,336.71	\$26,631.56	\$132,411.73	\$534,120.05
July-22	511	\$272,461.62	\$172,116.29	\$24,470.45	\$0.00	\$469,048.36
August-22	511	\$447,911.02	\$85,874.92	\$40,031.05	\$0.00	\$573,816.99
September-22	494	\$408,098.10	\$330,213.66	\$3,159.63	\$0.00	\$741,471.39
October-22	512	\$332,595.50	\$130,248.56	\$38,063.26	\$0.00	\$500,907.32
November-22	520	\$461,582.04	\$171,444.85	\$28,103.50	\$124,816.55	\$536,313.84
December-22	531	\$642,808.43	\$295,126.75	\$29,528.48	\$84,783.29	\$882,680.37
Total	6,059	\$5,002,895.09	\$2,051,279.62	\$355,516.41	\$920,496.77	\$6,489,194.35
Standard Renewal Calculations 2023 - 2024						
Current Plan Designs	Mature WSL					
Claims	\$6,489,194.35					
Standard Trend 10%	\$7,462,573.50					
Benefit Enhancements	\$7,462,573.50					
Annual Employee Count	6,059					
Administration and Stop-loss	\$2,484,190.00					
Expected Medical Plan Cost - 2023 - 2024	\$9,946,763.50					
PPACA - Fee for Comparative Effectiveness Research Agency - July 31, 2023	\$2,090.00					
Clinic, X-rays, Wellness Program, Health Risk Assessments	\$267,796.00					
FSA Fees	\$10,509.00					
Laser - \$500,000 - \$430,000 of Exposure	\$430,000.00					
Wellness Bonus - \$250	\$65,500.00					
Expected Cost - 2023 - 2024	\$10,722,658.50					
Total 2023 - 2024 Cost	\$10,722,658.50					
City 2022 - 2023	\$10,383,040.00					
2023 - 2024 Rate Action - Projection	103.27%					
Dollars	\$339,618.50					

- For the purposes of future stability, we are recommending a 3% increase in City funding.
- This puts the City in a solid budgeting position.
- The overall Plan stability in the past 5 years has been excellent.



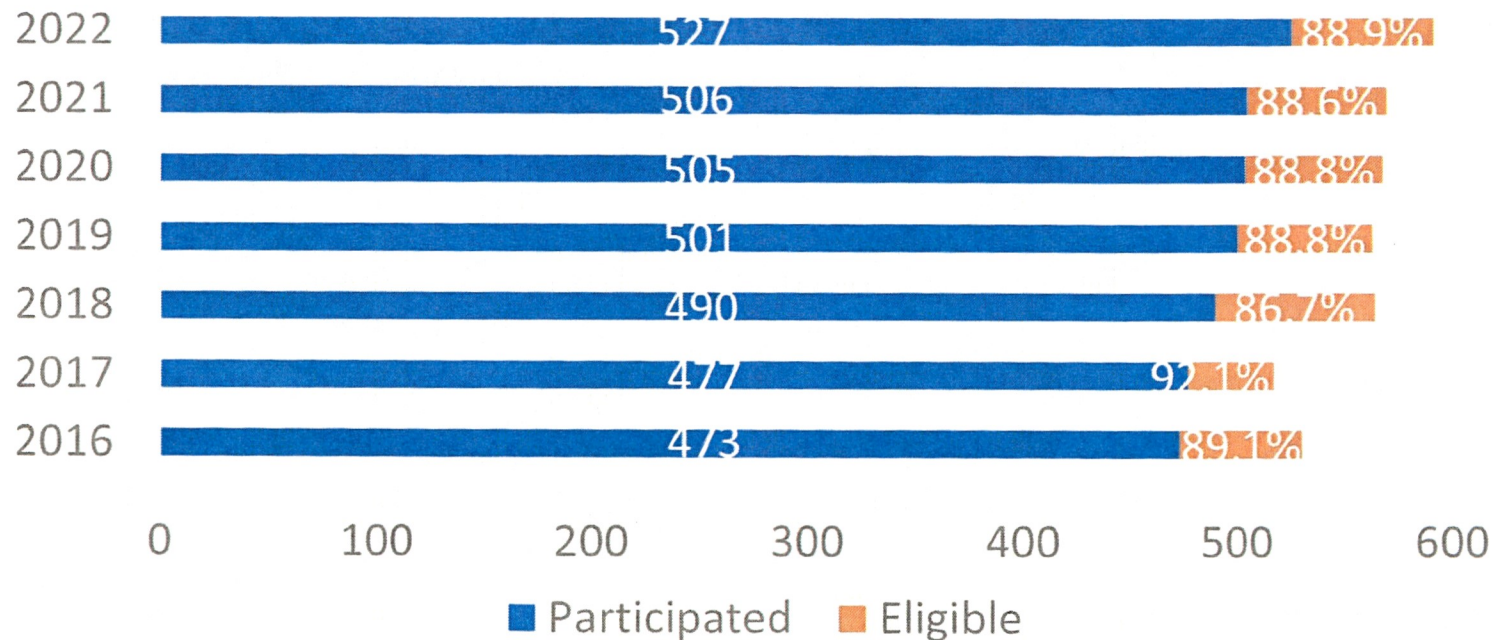
Piedmont Pharmaceutical Care Network, LLC (PPCN)

- **PPCN** is an independent third-party contractor providing care management services since the early 2000s.
- **Services**
 - Chronic Condition Management (HealthMapRx™)
 - Biometric Screening
 - Group Health Classes
 - Health Coaching
 - Pharmacy Claims Review



336.899.8475
ppcn.org

City of Monroe Annual Participation

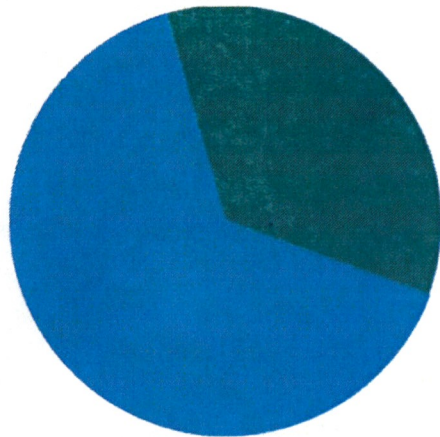


Participation in the City of Monroe wellness program is voluntary,
and biometric screening results are confidential.



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2022 Screening Demographics

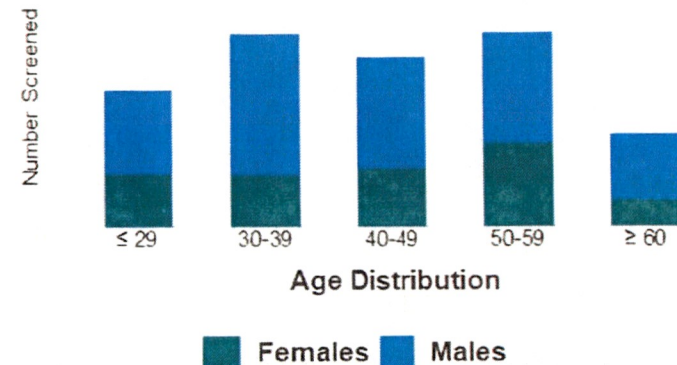


Number of Males: 342
Number of Females: 184
Percentage of Males: 65.0
Percentage of Females: 35.0

■ % Screened Male ■ % Screened Female

2022 Screening Demographics

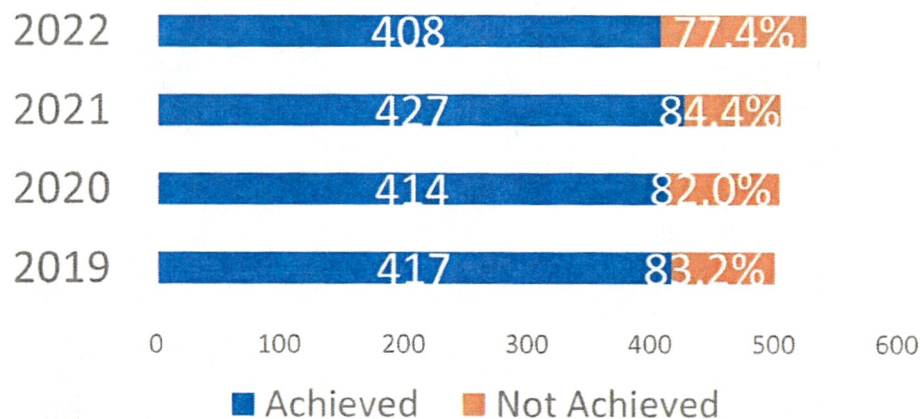
Average Age Male: 42
 Average Age Female: 43
 Average Age Overall: 42



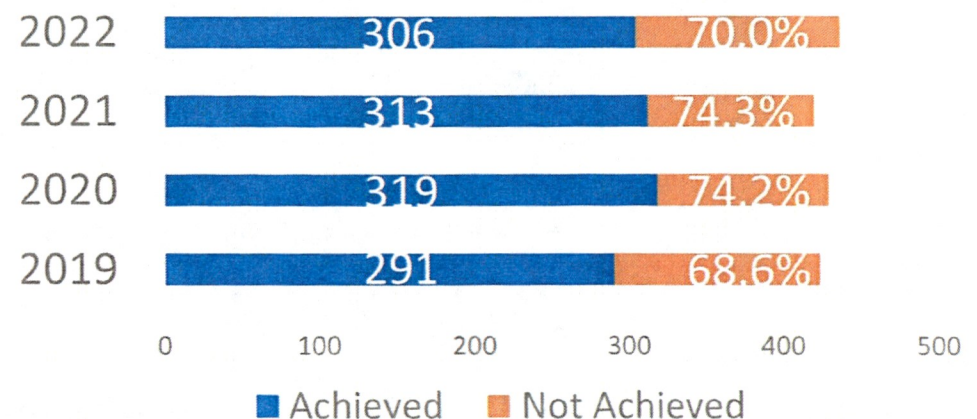
	Male	Female
2022	65% (343) Avg. Age: 42	35% (184) Avg. Age: 43
2021	65% (331), Avg. Age: 42	35% (175), Avg. Age: 44
2020	69% (347), Avg. Age: 42	31% (158), Avg. Age: 45

Biometric Screening Incentives

Premium Incentive



Weight Incentive (Employees)



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High Risk Trending (All Participants)

Waist Circum.: ≥ 35 in. (f), ≥ 40 in. (m)



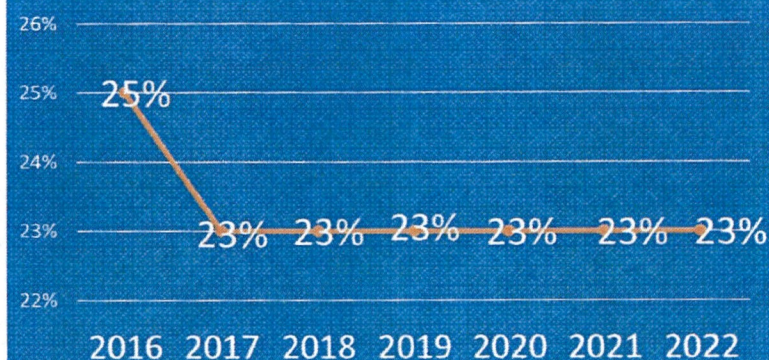
Hypertension, Stage 1 & 2



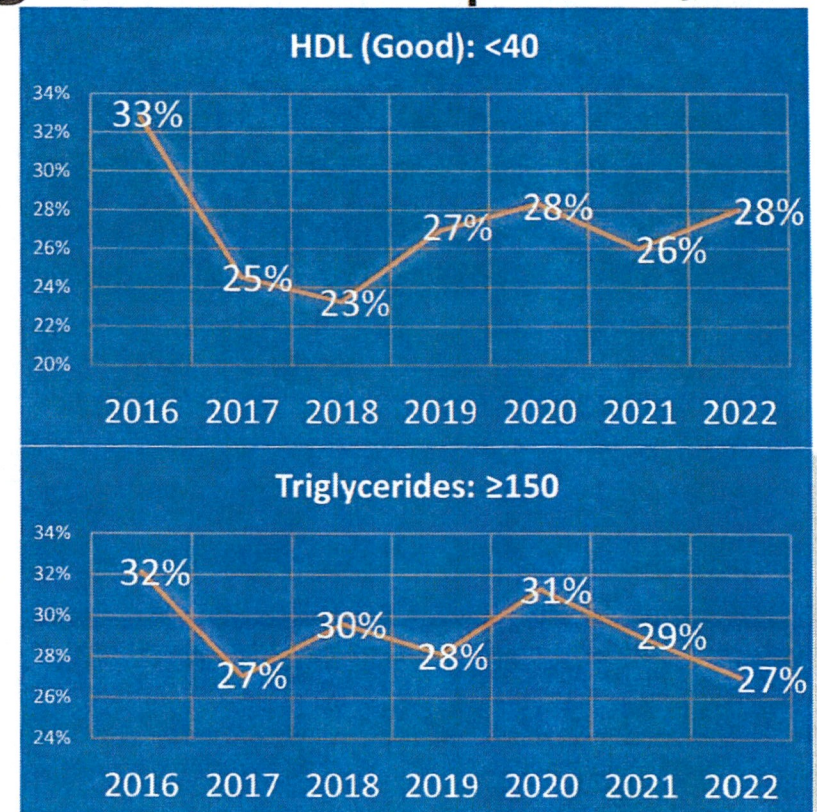
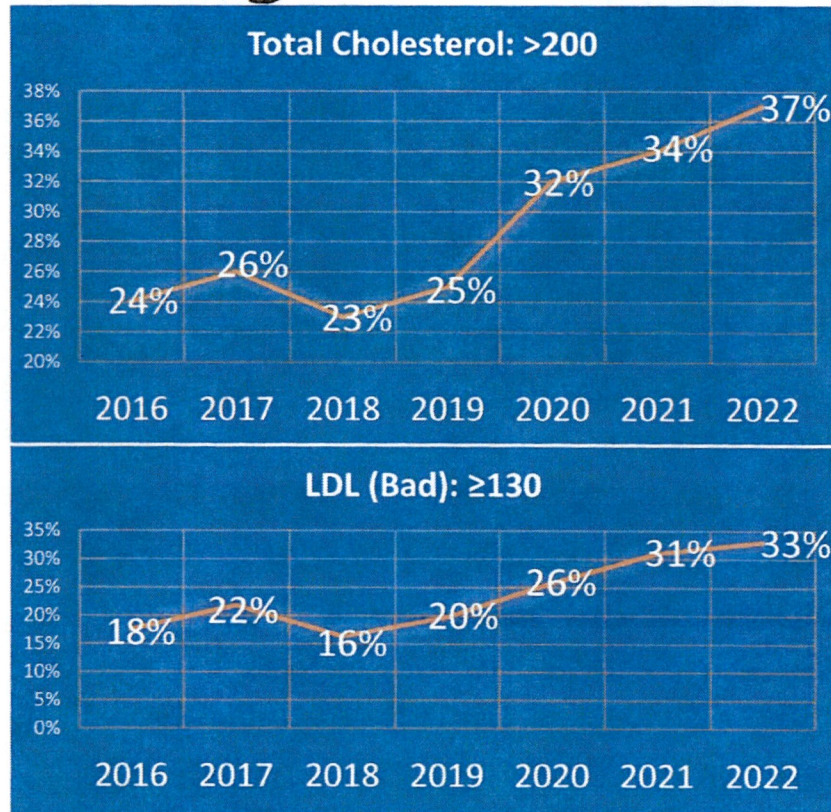
Glucose: $\geq 5.7\%$



Tobacco Use: Cotinine > 25



High Risk Trending (All Participants)



Areas of Success (High Risk Group)

- Waist Circumference Decreased (Change: -7%)
- Blood Pressure Decreased (Change: -4%)
- HDL (Good) Decreased (Change: -5%)
- Triglycerides Decreased (Change: -5%)

Areas of Focus (High Risk Group)

- Glucose Increased (Change: +7%)
- Total Cholesterol Increased (Change: +13%)
- LDL (Bad) Increased (Change: +15%)

2021 Health Coaching Results

Participation: 31 (39%)

- 1 session: 11, 42% (11/26 eligible with wellness pts 65-69)
- 2-4 sessions: 20, 38% (20/53 eligible with wellness pts < 65)
- Achieved 2022 Incentive Premium: 46% (13/28)
(3 individuals did not participate in the 2022 biometric screening event)



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ppcn.org

2021 Health Coaching Results (Wellness Points <65)

Clinical Value	2021	2022*
Weight	232	230
Waist Circumference	41	40
Total Cholesterol	196	189
HDL (Good)	42	44
LDL (Bad)	123	114
Triglycerides	182	179
Hemoglobin A1C	6.4	6.2
Systolic BP	123	124
Diastolic BP	79	80
Wellness Points	59	61

*Areas of improvement highlighted in green.



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Health Risk Assessment Highlights

Stress and Mental Health

Over the past year,	All of the Time	Most of the Time	Not Sure	Very Infrequently	Never
has stress affected your life?	1.6%	6.7%	18.4%	44.9%	28.4%
my job has been stressful.	2.5%	20.2%	17.1%	43.5%	16.7%
how often have you felt depressed?	0.2%	2.2%	8.2%	34.9%	54.3%

Satisfaction

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
I am happy with my job.	49.0%	46.3%	2.9%	0.8%	0.8%
I am happy with my life, my friends, and family.	62.7%	36.5%	0.4%	0.2%	0.0%



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Health Risk Assessment Highlights

Exercise Habits and Nutrition

	0 times	1 time	2 times	3-4 times	5+ times
Times a week do you exercise on average?	6.7%	11.4%	27.3%	35.9%	18.8%

	All of the Time	Most of the Time	Sometimes	Not at All
I follow sensible eating habits.	16.1%	59.8%	22.7%	1.4%



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Participant Survey Summary - 2022

**Participation: 425
(80%)**



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

	How satisfied were you with the location and set up of the screening event?	How satisfied were you with the communication of your event?	How satisfied were you with the professionalism and skill level of your technician?	How satisfied were you with the online registration process?	How satisfied were you with the overall organization of your screening?	Overall, how satisfied were you with the health screening experience?
Not satisfied	0.5%	0.0%	0.5%	3.3%	0.2%	0.5%
Satisfied	7.3%	8.5%	4.3%	14.7%	6.6%	7.1%
Very satisfied	19.8%	21.2%	14.9%	20.3%	18.1%	21.2%
Extremely satisfied	72.5%	70.4%	80.4%	61.7%	75.1%	71.3%



Overall: 99.6% Satisfied or above

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STAFF REPORT

TO: City Council

VIA: Brian J. Borne, City Manager

DATE: February 14, 2023

FROM: Debra Chestnut Reed, Director of Human Resources

PREPARED BY: Debra Chestnut Reed, Director of Human Resources

SUBJECT: Annual Update to Benchmark the City's Enterprise Pay Plans with the Southeastern Market

SUMMARY STATEMENT

City Council is requested to listen to a presentation from Willis Towers Watson on the City's Enterprise Pay Plans to benchmark the Enterprise positions with the Willis Towers Watson database of Southeastern Utility positions.

REVIEW

Willis Towers Watson, a global advisory and solutions firm that ElectriCities of North Carolina, has conducted an annual update to benchmark the City's Enterprise positions to their database of Southeastern utility positions and will provide recommendations to City Council concerning what, if any adjustments, need to be made to the pay plans to help insure continuity of a qualified workforce.

RECOMMENDATION

This matter is for informational purposes only. The Enterprise Pay Plan will be included as an option in the Budget process.

Attachment: Willis Towers Watson



2022 Compensation and Salary Structure Review

Prepared for City of Monroe

February 2023

wtwco.com
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wtw

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Introduction

- City of Monroe engaged WTW to conduct a competitive benchmarking and salary structure review for all Enterprise Funds
- Willis Towers Watson has conducted similar studies for the City on a regular basis since 2016
- To conduct the City of Monroe's Enterprise Plan for 2022, WTW has:
 1. Conducted a competitive market benchmarking for base salary for 82 non-executive Enterprise jobs
 - This market study is a refresh of the 2020/2021 study conducted by WTW
 - WTW reviewed several new or updated job descriptions and pulled fresh market data or confirmed the continued appropriateness of data used in the earlier study
 - WTW performed a market competitiveness assessment to establish the City's position relative to other employers in the market
 2. Adjusted the salary structure by 2.5% and identified jobs that need to move within the structure to maintain competitiveness for the Enterprise Funds jobs going into 2023
 - The salary structure is adjusted to account for the general movement of compensation in the broader market year-over-year
 - The 2.5% adjustment aligns with overall market movement

Methodology

Compensation Market

- The market data collected reflects a blend of private and public employers
- WTW has either pulled Southeast region-specific data or applied a 2% discount to the National data to approximate the Southeast market

• Survey Sources

- Willis Towers Watson determined market rates for all positions based on data from the following published compensation surveys
 - WTW 2022 Energy Services Middle Management & Professional Survey – United States
 - WTW 2022 Energy Services Technical Support and Operations Survey Report – United States
 - APPA Public Power Survey
 - AWWA Water Utility Compensation Survey
 - North Carolina Wage Survey
- In general, all survey sources are equally weighted

Market Positioning and Survey Aging

- WTW is providing market data for Base Salary at the 25th, 50th (median), and 75th percentiles of the market
- To balance varied data collection dates of the compensation surveys, market pay levels were adjusted by an annualized rate of 3.5% to reflect a common date of July 1, 2023

Market Competitiveness

- Consistent with findings from the 2020/2021 study, the City's pay levels in the Enterprise Funds trend below market median (-17% on average)
 - Note that market movement has been higher than in past years (3.5% - 4% vs. 3%) which may contribute to the slight decline in competitiveness
- The market data includes for-profit organizations, which tend to have higher pay levels than municipalities
- The City previously determined the appropriate target position for base pay is -10% of median, which:
 - Recognizes the inherent difference between the appropriate pay levels for a municipality vs. a for-profit entity while balancing increasing competitive pressure from for-profit employers
 - Accounts for the benefits offered by the City and the more favorable work-life balance of working for the City vs. a for-profit enterprise

On average, the City's Base Pay is 17% below market median. This reflects a slight decrease over the 2020/2021 study.

The City previously decided its "target market position" is 10% below the market median data collected. The structure is based on this target market position.

Market Competitiveness (continued)

- Market positioning overall decreased slightly since 2020/2021 (-16%), likely attributable to the quicker-than-normal pace of market movement over the last year and a half
 - Airport Operations continues to be less competitive than other areas

Competitiveness vs. Market Median by Enterprise Fund

Enterprise Fund	Number of Employees in Benchmark Sample	Variance from Market Median
Airport Operations	9	-37%
Energy Services	56	-17%
Parks and Recreation	5	-18%
Stormwater Maintenance	25	-11%
Water Resources	57	-18%
Overall	152	-17%

For the City to achieve its desired competitiveness of -10% of market median, selective investments in market adjustments would be required.

- Note that tenure and experience of the workforce may be contributing to the City's below-market median position because turnover tends to be high in some City jobs

Note: 152 employees are included in the market competitiveness assessment. The statistics above are job-weighted.

Market Competitiveness (continued)

- Twenty-Three (23) jobs have midpoints that are below the competitive range of -10% and have been noted for consideration for grade increases to enhance market competitiveness (placement of jobs based on target positioning (10% below market median)):

AIRPORT LINE SERVICE TECH	LNG/GAS ELECT & INSTRUM SUPERV	LAND DEVLPMNT & INFRSTCTR ENGR	WTR RESOURCES CREW LEADER I	WATER RES. MAINT/CONS SUPT.
AIRPORT SR. LINE SERVICE TECH	STORMWATER ENGINEERING TECH II	PRETREATMENT TECH I	WTR RESOURCES CREW LEADER II	STORMWATER ENGINEERING MANAGER
GAS CREW LEADER	STORMWATER MAINT. CREW LDR II	ENGINEERING TECH I	CIVIL ENGINEER I	LAND DEVLPMNT ENGINEERING MANAGER
LINE APPRENTICE I	STREET MAINTENANCE CREW LEADER II	WASTEWATER TRMNT PLANT OP III	CHEMIST	
LNG FAC MECH SUPERVISOR	STREETS SUPERINTENDENT	WATER TREATMENT PLANT OPR III	WATER RES. SYSTEMS ENGINEER	

- Eleven (11) jobs have midpoints that are above the competitive range of +10%; no grade changes are recommended for these roles
- Additional information on midpoint to market analysis and notes on benchmarking and salary structure assignment can be found in the supporting documents by Enterprise Fund

Salary Structure Update

Employees are positioned relatively low in the salary ranges – indicating the City's pay levels are below the targeted market rate.

Implementation of the updated structure requires investment of approximately \$135,400 in salary increases for individuals who are below the range minimum.

- **The 2023 salary structure has been updated by a factor of 2.5% with some additional changes** to better reflect market and internal equity considerations for some specific grade levels (see following page for updated structure)
- **Employees' position in salary range has improved but is still low** with the average employee salary falling 11% below the midpoint
 - Employees in jobs with recommended salary grade increases will be positioned lower in their (new) salary grades
- **The new structure results in a number of below-minimum adjustments** (i.e., moving employees to the pay range minimum) required for implementation
 - **Thirty-four (34) employees are below the minimum** of the new salary ranges
 - **Investment required for the below-minimum adjustments is approximately \$135,400** (accounts for all jobs recommended for grade increases and any other below-minimum adjustments)

Salary Structure Update

- This structure reflects a 2.5% increase over the previous structure
- WTW added two grades at the top of each structure to allow for progression

			2022 Salary Ranges			2023 Salary Ranges (+2.5%)		
	Structure Name	Grade Code	Min	Mid	Max	Min	Mid	Max
Airport Operations	Airport Operations	A11	\$70.1	\$93.5	\$116.9	\$71.9	\$95.8	\$119.8
	Airport Operations	A10	\$60.5	\$80.6	\$100.8	\$62.0	\$82.6	\$103.3
	Airport Operations	A09	\$52.6	\$70.0	\$87.5	\$53.9	\$71.8	\$89.7
	Airport Operations	A08	\$45.7	\$61.0	\$76.1	\$46.9	\$62.5	\$78.1
	Airport Operations	A07	\$42.4	\$53.0	\$63.7	\$43.5	\$54.3	\$65.3
	Airport Operations	A06	\$37.9	\$47.4	\$56.8	\$38.9	\$48.5	\$58.2
	Airport Operations	A05	\$33.8	\$42.2	\$50.6	\$34.7	\$43.3	\$51.9
	Airport Operations	A04	\$30.7	\$38.3	\$46.0	\$31.4	\$39.3	\$47.2
	Airport Operations	A03	\$28.0	\$35.0	\$42.0	\$28.7	\$35.9	\$43.1
	Airport Operations	A02	\$25.4	\$31.8	\$38.1	\$26.1	\$32.6	\$39.1
Airport Operations	A01	\$23.1	\$28.9	\$34.7	\$23.6	\$29.6	\$35.5	
Energy Services	Energy Services	ES13	\$125.0	\$166.6	\$208.3	\$128.1	\$170.7	\$213.5
	Energy Services	ES12	\$105.9	\$141.1	\$175.5	\$108.5	\$144.7	\$179.9
	Energy Services	ES11	\$89.4	\$119.2	\$149.0	\$91.6	\$122.2	\$152.8
	Energy Services	ES10	\$77.7	\$103.6	\$129.6	\$79.6	\$106.2	\$132.8
	Energy Services	ES09	\$67.5	\$90.1	\$112.7	\$69.2	\$92.4	\$115.5
	Energy Services	ES08	\$60.3	\$80.4	\$100.5	\$61.8	\$82.4	\$103.0
	Energy Services	ES07	\$53.8	\$71.7	\$89.7	\$55.2	\$73.5	\$91.9
	Energy Services	ES06	\$48.1	\$64.1	\$80.2	\$49.3	\$65.7	\$82.2
	Energy Services	ES05	\$42.8	\$57.2	\$71.4	\$43.9	\$58.6	\$73.2
	Energy Services	ES04	\$40.9	\$51.1	\$61.4	\$41.9	\$52.4	\$62.9
	Energy Services	ES03	\$37.2	\$46.6	\$55.9	\$38.1	\$47.7	\$57.3
	Energy Services	ES02	\$33.8	\$42.2	\$50.6	\$34.7	\$43.3	\$51.9
	Energy Services	ES01	\$30.7	\$38.3	\$46.0	\$31.4	\$39.3	\$47.2

Salary Structure Update (cont'd)

	Structure Name	Grade Code	2022 Salary Ranges			2023 Salary Ranges (+2.5%)		
			Min	Mid	Max	Min	Mid	Max
Stormwater Maintenance	Stormwater Maintenance	SM10	\$80.5	\$107.4	\$134.2	\$82.5	\$110.0	\$162.4
	Stormwater Maintenance	SM09	\$70.0	\$93.4	\$116.7	\$71.8	\$95.7	\$129.9
	Stormwater Maintenance	SM08	\$60.9	\$81.2	\$101.4	\$62.4	\$83.2	\$103.9
	Stormwater Maintenance	SM07	\$52.9	\$70.6	\$88.3	\$54.2	\$72.4	\$90.5
	Stormwater Maintenance	SM06	\$46.1	\$61.5	\$76.9	\$47.3	\$63.0	\$78.8
	Stormwater Maintenance	SM05	\$42.6	\$53.4	\$64.1	\$43.7	\$54.7	\$65.7
	Stormwater Maintenance	SM04	\$38.9	\$48.6	\$58.3	\$39.8	\$49.8	\$59.8
	Stormwater Maintenance	SM03	\$35.6	\$44.6	\$53.4	\$36.5	\$45.7	\$54.7
	Stormwater Maintenance	SM02	\$31.8	\$40.6	\$47.6	\$32.6	\$41.6	\$48.8
	Stormwater Maintenance	SM01	\$30.1	\$37.7	\$45.3	\$30.9	\$38.7	\$46.4
Water Resources	Water Resources	WR14	\$103.2	\$137.6	\$172.0	\$105.8	\$141.0	\$176.3
	Water Resources	WR13	\$89.0	\$118.6	\$148.2	\$91.2	\$121.6	\$151.9
	Water Resources	WR12	\$76.7	\$102.3	\$127.8	\$78.6	\$104.9	\$131.0
	Water Resources	WR11	\$66.6	\$88.9	\$111.1	\$68.3	\$91.1	\$113.9
	Water Resources	WR10	\$58.0	\$77.4	\$96.8	\$59.5	\$79.3	\$99.2
	Water Resources	WR09	\$51.8	\$69.0	\$86.3	\$53.1	\$70.7	\$88.5
	Water Resources	WR08	\$47.2	\$62.8	\$78.5	\$48.3	\$64.4	\$80.5
	Water Resources	WR07	\$45.6	\$57.1	\$68.5	\$46.8	\$58.5	\$70.2
	Water Resources	WR06	\$41.9	\$52.4	\$62.8	\$43.0	\$53.7	\$64.4
	Water Resources	WR05	\$38.4	\$48.1	\$57.6	\$39.4	\$49.3	\$59.1
	Water Resources	WR04	\$35.3	\$44.1	\$52.9	\$36.1	\$45.2	\$54.2
	Water Resources	WR03	\$32.4	\$40.6	\$48.7	\$33.2	\$41.6	\$49.9
	Water Resources	WR02	\$29.8	\$37.3	\$44.8	\$30.6	\$38.2	\$45.9
	Water Resources	WR01	\$27.5	\$34.3	\$41.2	\$28.2	\$35.2	\$42.2
P & R	Parks and Rec	PR04	\$38.9	\$48.6	\$58.3	\$39.8	\$49.8	\$59.8

Salary Structure Update (continued)

The position-in-range analysis shows that a high percentage (55%) of employees sit below the competitive zone within the salary range.

- A majority (54%) of Enterprise Funds employees sit in the bottom part of their salary range or below the salary range (defined as <90% of midpoint)



- This trend could be explained by tenure/experience of the City's employees
 - The City historically started new hires at the salary range minimum, however exceptions have been made to hire experienced candidates closer to the midpoint
- Similar to the last review, to avoid the potential risk of turnover, WTW recommends considering market-based pay adjustments to address this finding as outlined on the following page

Budgeting for Market-based Adjustments

- WTW has modeled an approach for pay adjustments to address compression by **providing pay increases of .5% per year of service**
 - This aligns with the approach taken for the City's General Fund
- The resulting position in range improves from 84 employees (54%) to 71 employees (47%) at the bottom of the range (graph to the right)
- The estimated budget by Enterprise Fund for this market-based adjustment approach is as follows:



Enterprise Fund	Estimated Budget Required (to bring to minimum)	Estimated Budget Required (+.5% per year of service)	Estimated Budget Required (combined)
Airport Operations	\$60,700	\$22,000	\$82,700
Energy Services	\$22,300	\$208,000	\$230,300
Parks and Rec	\$1,000	\$4,300	\$5,300
Stormwater Maintenance	\$3,000	\$51,400	\$54,400
Water Resources	\$48,600	\$153,000	\$201,600
Overall	\$135,600	\$438,700	\$574,300

Appendices

YoY Variance to Market Median by Enterprise Fund
Approach for Market-based Pay Adjustments
Market Data Exhibits
Survey Benchmarks

Year-Over-Year Variance to Market Median by Enterprise Fund

Enterprise Fund	2021 Variance from Market Median	2022 Variance from Market Median
Airport Operations	-28%	-37%
Energy Services	-12%	-17%
Parks and Recreation	NA	-18%
Stormwater Maintenance	-13%	-11%
Water Resources	-19%	-18%
Overall	-16%	-17%



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, City Manager

DATE: February 14, 2023

FROM: Brian J. Borne, City Manager

PREPARED BY: Bridgette H. Robinson, City Clerk

SUBJECT: Update from Charlotte Regional Transportation Planning Organization and North Carolina Department of Transportation on Project Development Processes for Transportation

SUMMARY STATEMENT

Update from the Charlotte Regional Transportation Planning Organization and the North Carolina Department of Transportation on Project Development Processes for Transportation.

REVIEW

By request of Council Member James Kerr and with City Manager approval, the Charlotte Regional Transportation Planning Organization and the North Carolina Department of Transportation will provide updates on project development processes for transportation.

RECOMMENDATION

There is no action required from Council. This item is for informational purposes only.



Charlotte Regional Transportation Planning Organization

Transportation Planning in Our Region

City of Monroe
February 14, 2023

- **Overview of MPOs and CRTPO**
- **CRTPO Responsibilities**
 - **Plans and Programs**
- **Discretionary Projects Program**
- **Comments and Questions**



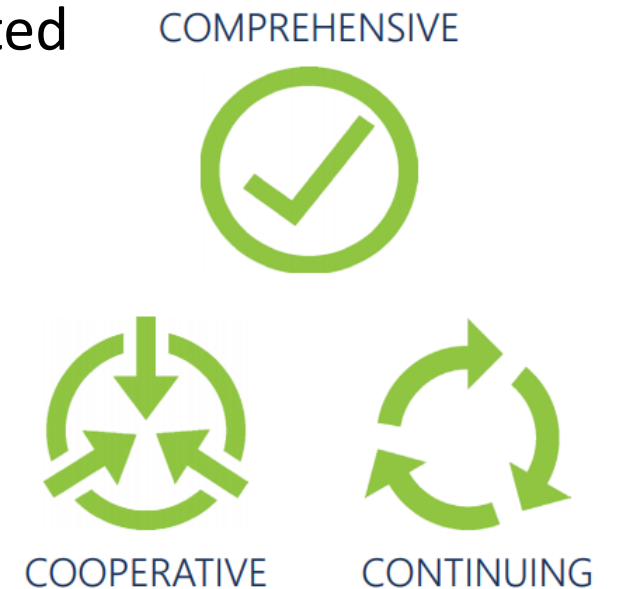
What is an MPO?

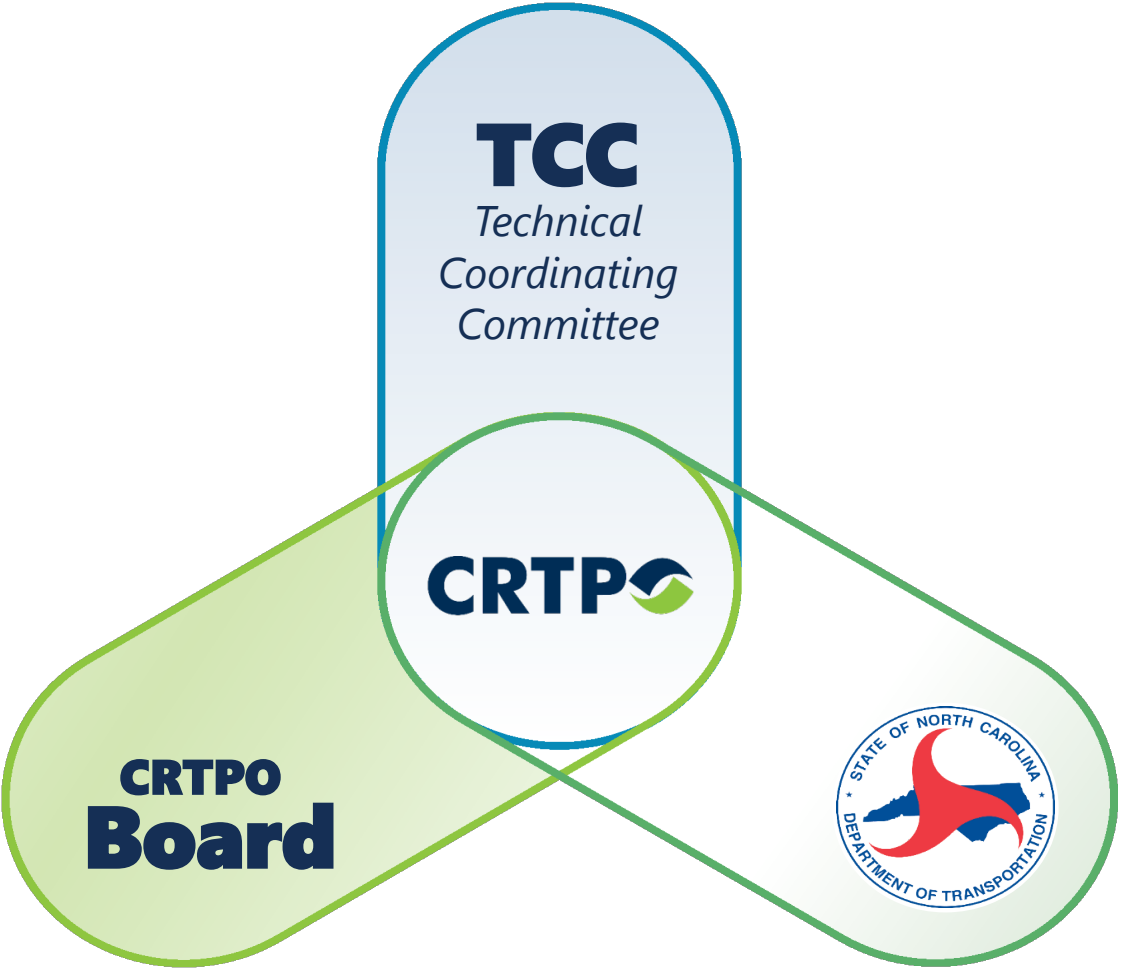
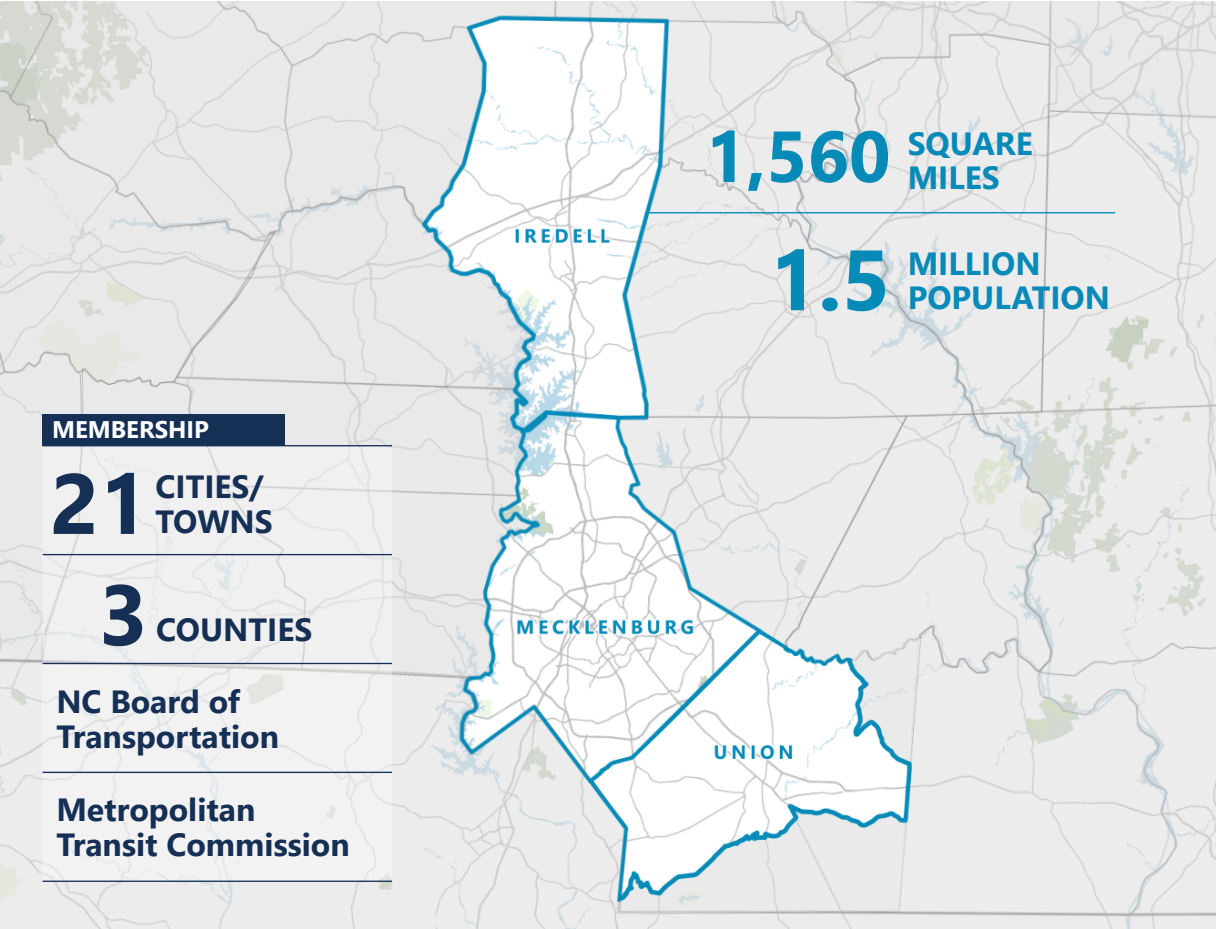
Metropolitan Planning Organization (MPO)

- Federally-designated transportation planning agencies for urbanized areas with populations > 50,000
- ~400 MPOs throughout US
- 1962: Federal-Aid Highway Act
 - Required urban transportation planning process
- 1970s: MPOs created to ensure planning process proceeding as envisioned in 1962

Charlotte Regional Transportation Planning Organization (CRTPO)

- Federally designated MPO for the Charlotte Urbanized Area
- Planning area boundary includes Iredell, Mecklenburg and Union counties
- Funding is contingent upon implementing the federally-mandated 3-C transportation planning process.
 - Continuing
 - Cooperative
 - Comprehensive

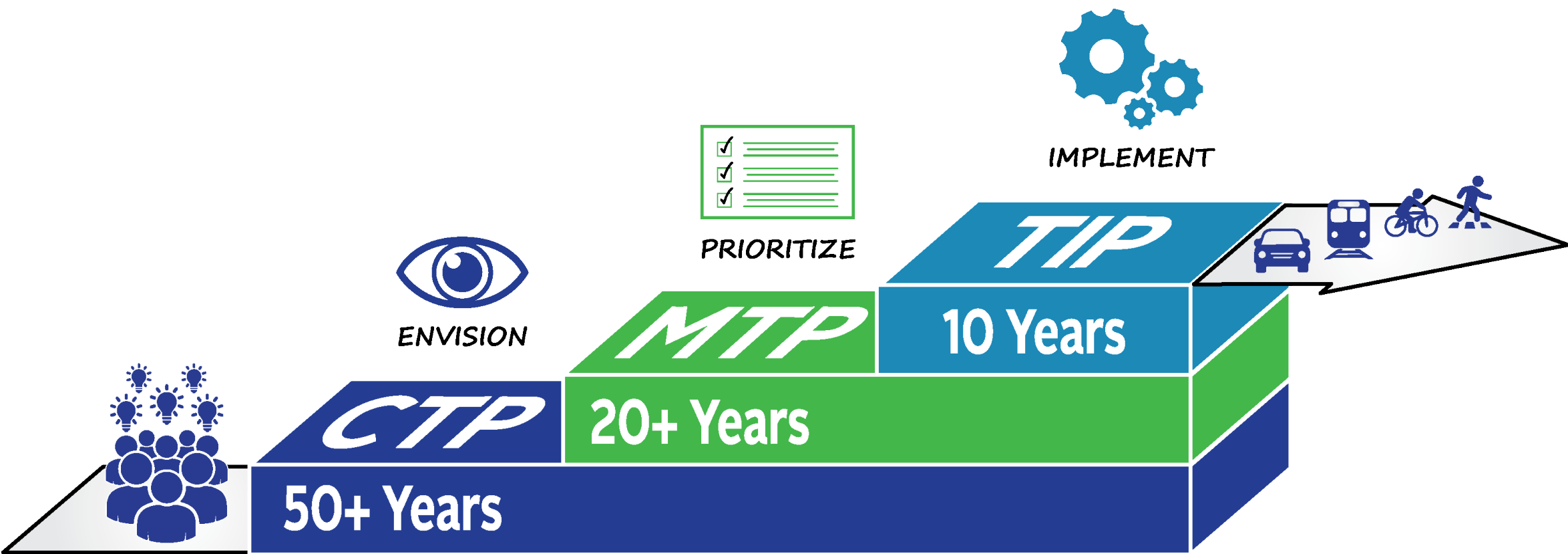




Required planning products ensure CRTPO's primary responsibilities are met

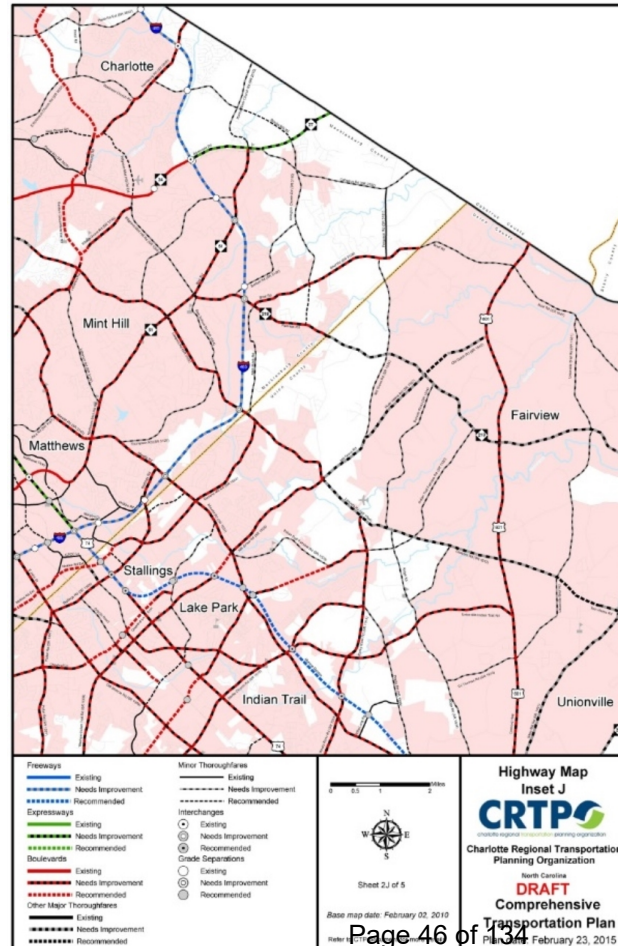
- Coordinate transportation policy for local governmental jurisdictions
- Allocate federal transportation funds; ensure funds are spent in accordance with federal policy



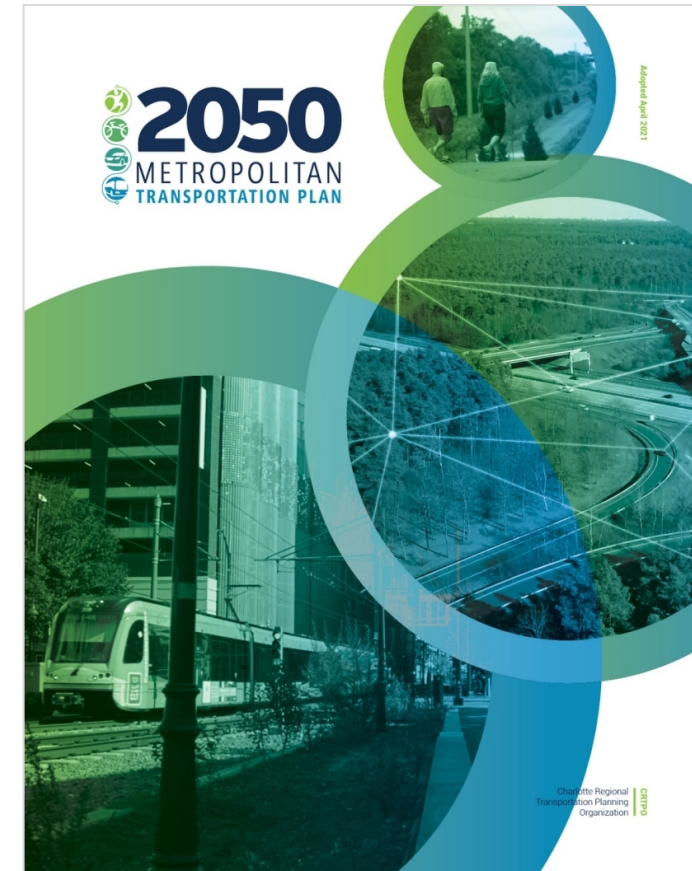


Comprehensive Transportation Plan (CTP)

- Long-term vision for the region's transportation network build-out
- Not fiscally constrained
- Emphasizes multi-modal approach
- Four elements
 - Highway
 - Public Transportation & Rail
 - Bicycle
 - Pedestrian
- Coordination with NCDOT has started on CTP 2.0



- MTP stands for **M**etropolitan **T**ransportation **P**lan
- It is a **long-range plan** that establishes goals, objectives, and transportation priorities over the next 20+ years
- It considers **all modes of surface transportation** as well as impacts to the environment, economy, public health, and overall quality of life
- The plan must be **fiscally constrained**, meaning the projects in the plan can be implemented using committed or anticipated revenues
- The plan is **updated a minimum of every 4 years**
- Projects in the **MTP** typically come from the **CTP**



- **FHWA Requirements**

- NCDOT must adopt a new STIP every four years
 - Typically, two-year development cycle for STIP in NC
- MPO's TIPs incorporated directly, without change, into North Carolina's STIP
- Fiscal Constraint
- Conforms with State Implementation Plan for air quality
 - CRTPO is maintenance status for Ozone

- **CRTPO Requirements**

- Ensure TIP is consistent with NCDOT STIP
- Amendments to current MTP
- Air Quality Conformity determination



Process for 2024-2033 STIP Development

Step 1 – Start from scratch – build next STIP from existing 2020-2029 STIP funded projects (no new P6 evaluated projects)

Step 2 – Develop list of “Delivery projects” – first funded based on upcoming let dates, right-of-way purchases, and grants

Step 3 – Determine which of the remaining 2020-2029 funded projects remain in STIP: Seniority Approach (P3-P4-P5)

Notes:

- Projects will retain STIP funding as budget allows per category
- Projects with funding removed will be re-evaluated in P7
- Previously committed projects that maintain funding may also have to be re-evaluated in P7 scoring

Action	Agency Responsible	Milestones
NCDOT releases revised Draft 2024-2033 STIP to MPOs/RPOs	NCDOT	August 4, 2022
Project Schedule Exchange Deadline (with concurrence from NCDOT Division)	MPOs	October 30, 2022
Draft 2033-2024 STIP released for public comment	NCDOT	December 2022

The CRTPO Board approved the two project status swaps within the 2024-2033 STIP:

- 1. September 21 meeting: Approved the exchange of two sections of US 74/Independence Boulevard project (U-2509C for U-6103).
- 2. October 19 meeting: Approved the exchange Idlewild Rd for Lawyers Rd and Independence Pointe Parkway (U-4913 for U-2509B and U-6170).

Next Steps: NCDOT 2024-2033 STIP Development

Action	Agency Responsible	Anticipated Milestones (2023)
Open public comment period on Conformity Determination Report, 2050 MTP Amendments, and DRAFT 2024-2033 TIP	CRTPO	March
Public Comment Period (30 Days)	CRTPO	March / April
2024 – 2033 TIP Information Item	CRTPO	June
2024 – 2033 STIP Adoption	NC Board of Transportation	June
2024 – 2033 TIP Adoption	CRTPO Board	July

Prioritization 7.0: Schedule

Action	Anticipated Milestones	
P7 Workgroup Began	Fall 2022	P7 Workgroup Develops Recommendations
Board of Transportation Approves P7 Workgroup Recommendations	Spring 2023	
P7 Submittal Window Opens: MPOs/RPOs/NCDOT Divisions Project Submittal Window	July-September 2023	P7 Project Submittal Window
P7 Scoring Begins	Fall 2023	
NCDOT-SPOT Office develops P7 Quantitative Project Scores	Oct 2023-Mar 2024	

Discretionary Projects Program

- Discretionary funds support projects that improve the community's transportation system
- CRTPO manages and allocates approximately \$59 million in federal discretionary funds annually
- Federal funds originate from four funding sources

**Surface Transportation
Block Grant - Direct
Attributable
(STBG-DA)**

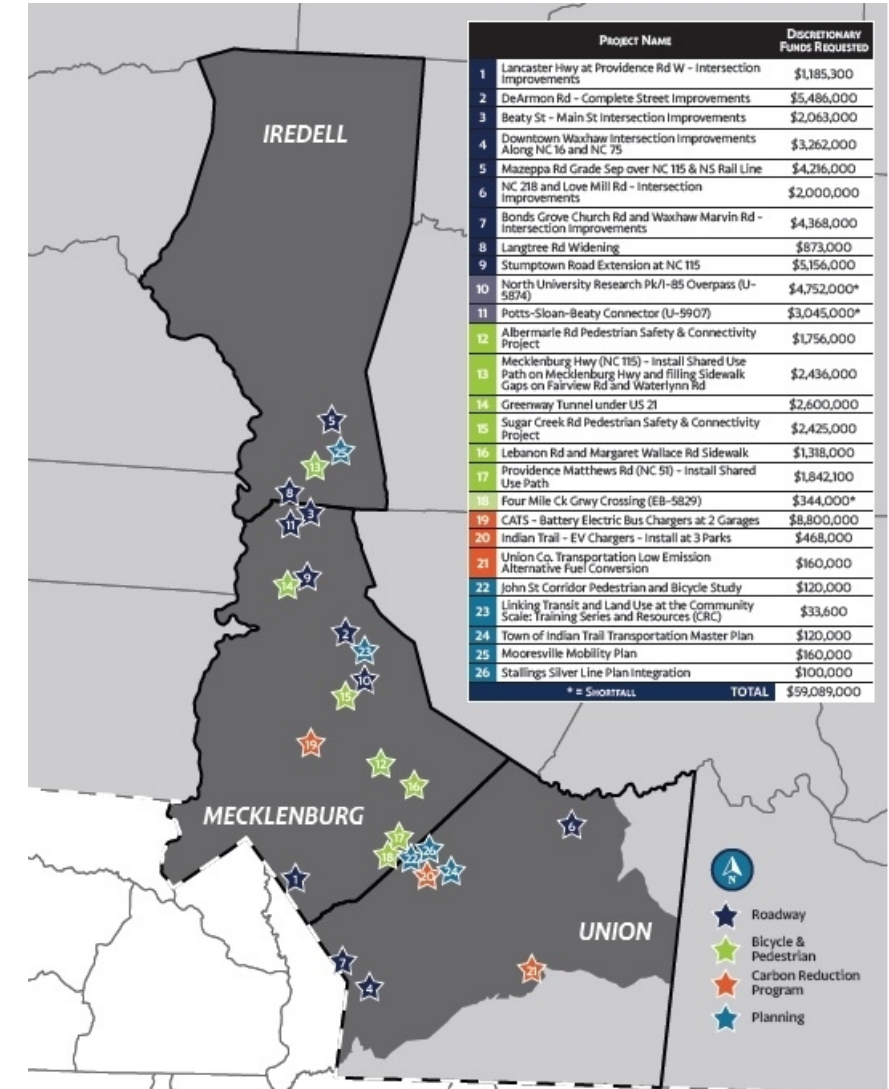
**Transportation
Alternatives Program -
Direct Attributable
(TAP-DA)**

**Congestion Mitigation
Air Quality (CMAQ)**

**Bonus Allocation
(BA)**

Discretionary Projects Program: 2022 Fall Call

Number of Applications (34)	Category	Requested Amount (in Millions)
5	Planning Studies	\$0.5
3	Carbon Reduction Program	\$9.5
9	Highway	\$28.6
14	Bicycle & Pedestrian	\$33
2	Shortfall Roadway	\$7.8
1	Shortfall Bicycle & Pedestrian	\$0.3
Requested Amount		\$79.7 million
Total Available		\$59.1 million
		(\$20.6 million)



Proposed 2022 Discretionary Projects (Union County)

Planning Studies

- Town of **Indian Trail** Transportation Master Plan
- **Stallings** Silver Line Plan Integration

Bicycle and Pedestrian Projects

- Lebanon Rd and Margaret Wallace Rd Sidewalk (Gristmill Ln - Idlewild Rd)

Carbon Reduction Funds

- Union County Transportation - Low Emission Alternative Fuel Conversion (Motor Pool Facility)
- Indian Trail - EV Chargers - Install at 3 Parks (Crooked Creek, Chestnut Square and Crossing Paths Parks)

Intersection Improvements

- Downtown Waxhaw Intersection Improvements along NC 16 and NC 75
- NC 218 and Love Mill Rd - Intersection Improvements
- Bonds Grove Church Rd and Waxhaw Marvin Rd - Intersection Improvements

- **2020 Census: Urban Areas**
 - Coordination with adjacent MPOs on boundaries
 - MOU renegotiation
- **Regional Plan Implementation**
 - CONNECT Beyond: Advancing the Plan Committee
 - Beyond 77 Implementation Task Force
 - CRTPO Strategic Plan
 - 2050 MTP
- **2055 MTP kickoff**
- **Transportation Improvement Program**
 - 2024-2033 TIP adoption – June/July
 - 2026-2035 TIP Development – NCDOT Prioritization 7.0
 - CRTPO submit projects to NCDOT for evaluation (July-Sept 2023)
- **I-77 Unsolicited Proposal**

J. Travis Johnson

704-336-8307

Travis.johnson@charlottenc.gov

Meetings are being held virtually and are streamed on Facebook Live

TCC Meeting

1st Thursday of the month at 10 a.m.

CRTPO Board Meeting

3rd Wednesday of the month at 6 p.m.



www.crtpo.org



facebook.com/crtpo



email@crtpo.org

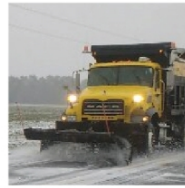


twitter.com/cltregionaltpo



NORTH CAROLINA

Department of Transportation

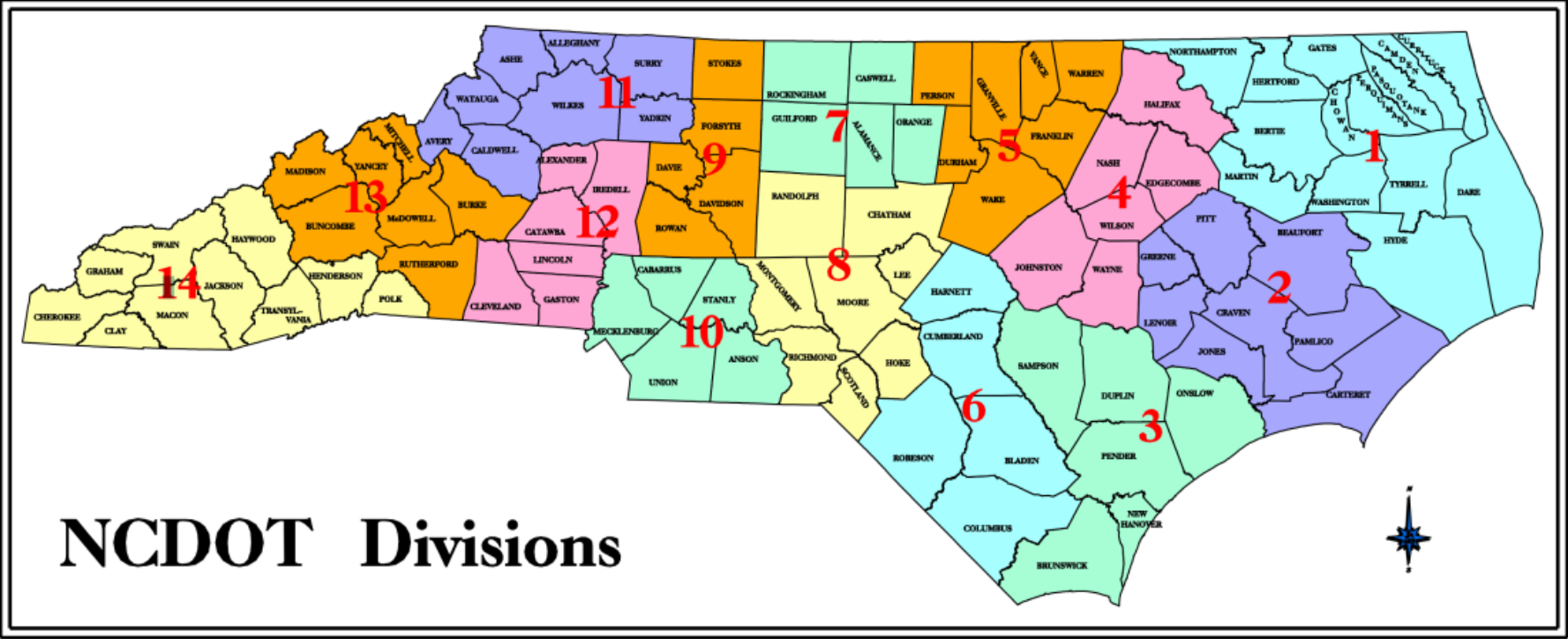


City of Monroe – NCDOT Update

Theo Ghitea, PE

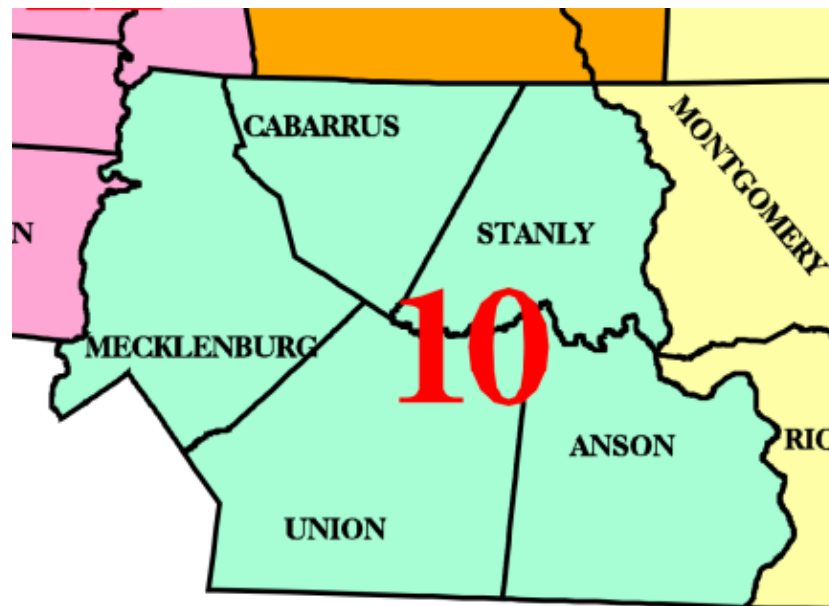
Division 10 Senior Planning Engineer

February 14, 2023

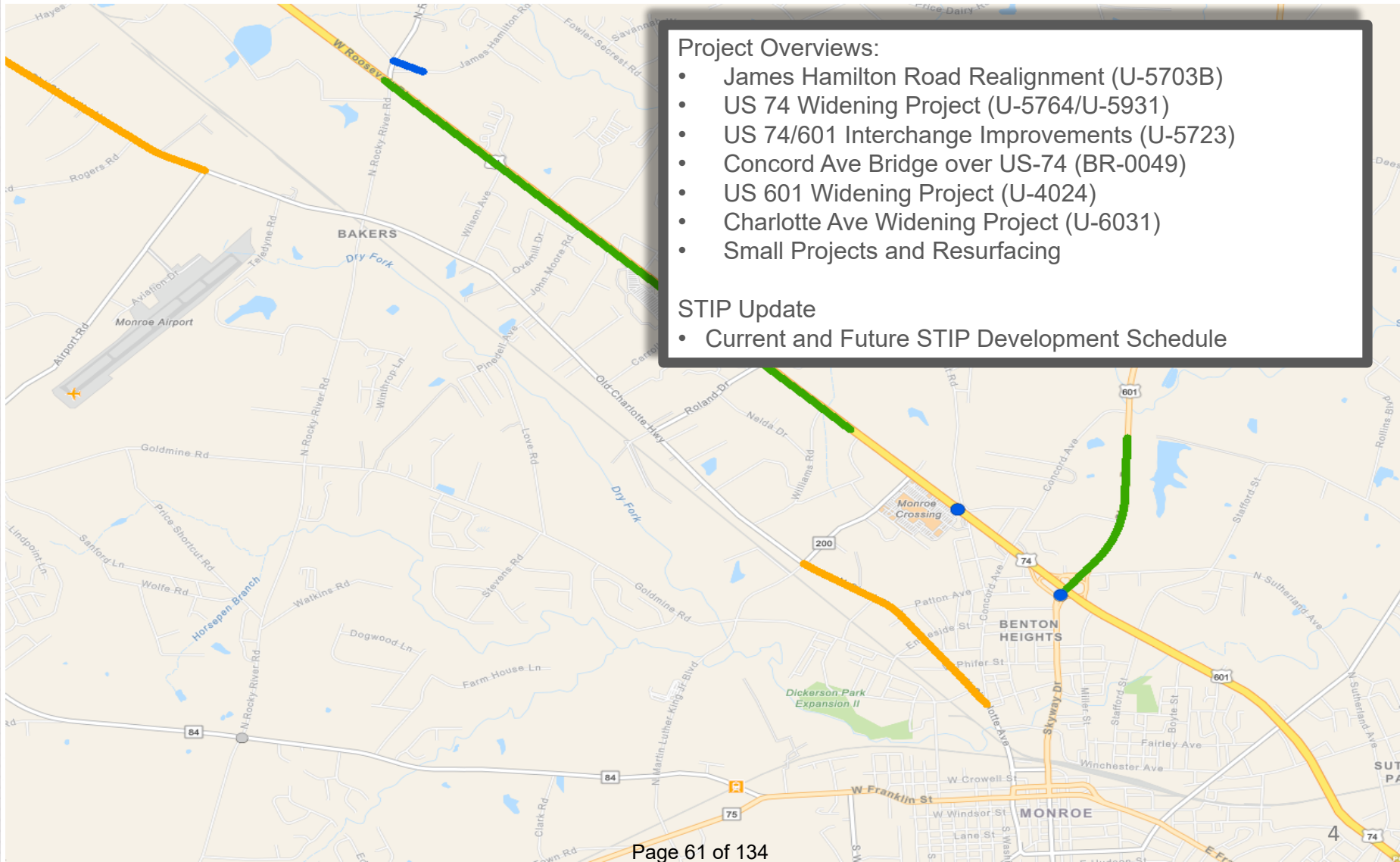


NCDOT Division 10

- Covers five Counties – Mecklenburg, Union, Cabarrus, Stanly, Anson Counties
- 400 employees
- Offices across five Counties
- Works very closely with the City of Monroe and Charlotte Regional Transportation Planning Organization (CRTPO) on transportation related projects within Union County



Today's Roadmap



James Hamilton Road Realignment (U-5703B)

Scope: Realign James Hamilton

Rd to align with Myers Rd

Right of Way: FY2023

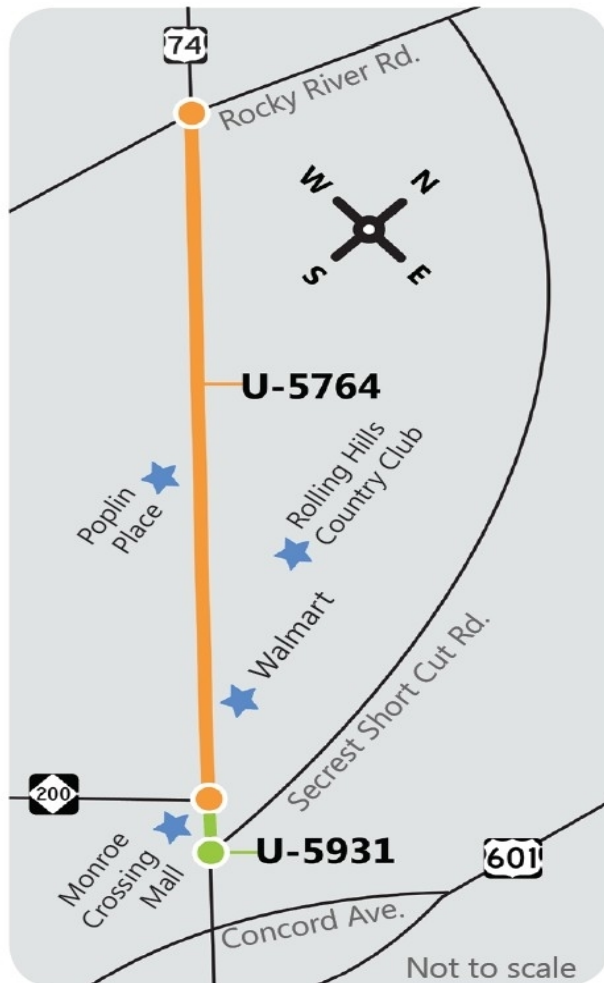
ROW Cost: \$3.5M

Construction: FY2025

Con. Cost: \$1.7M



US 74 Widening Project (U-5764/U-5931)



Project Area: US 74 from Rocky River Rd to Dickerson Blvd/Secrest Short Cut Rd

Scope: Widen from four lanes to six lanes with RCI type intersections

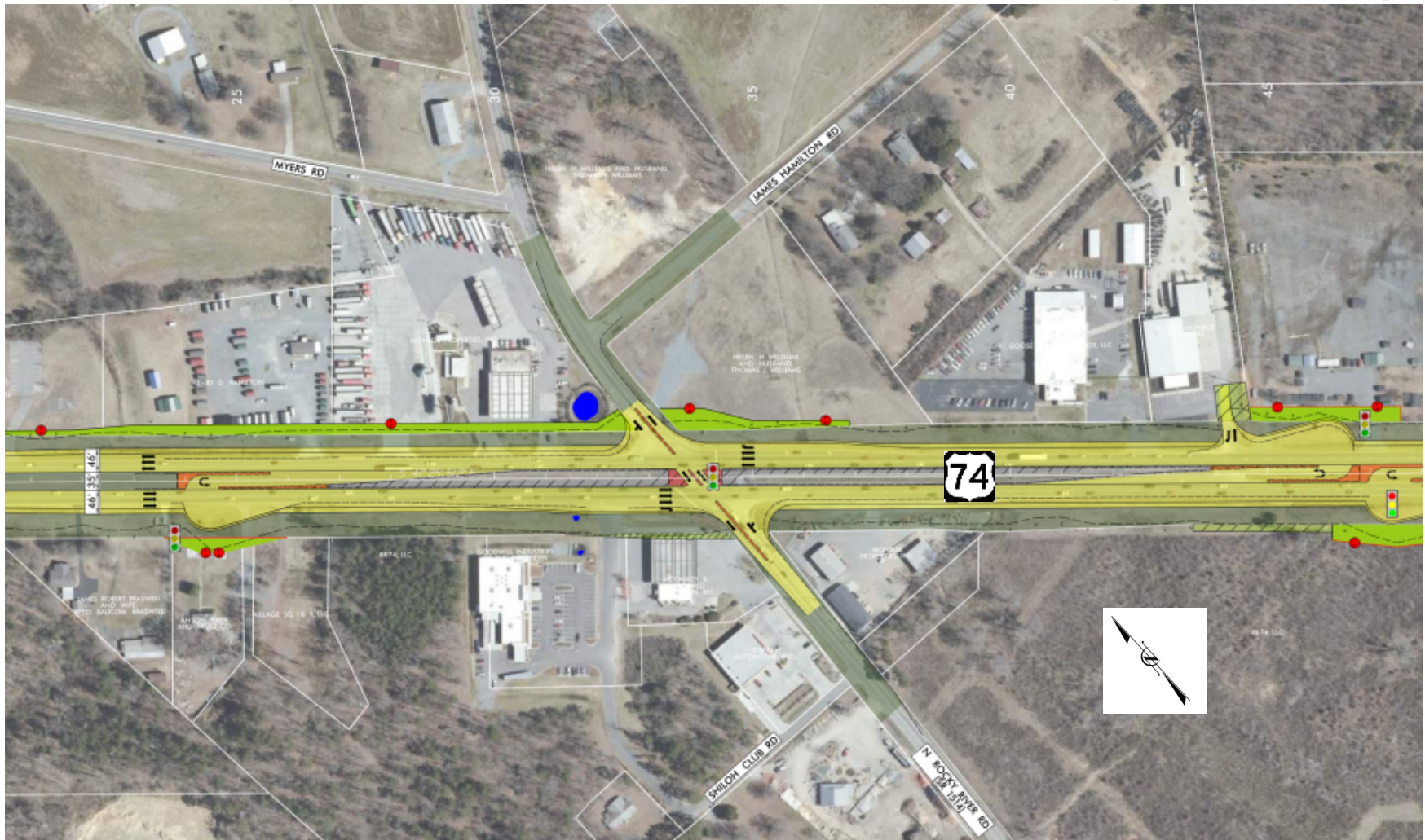
Right of Way: FY2025

Construction: FY2028

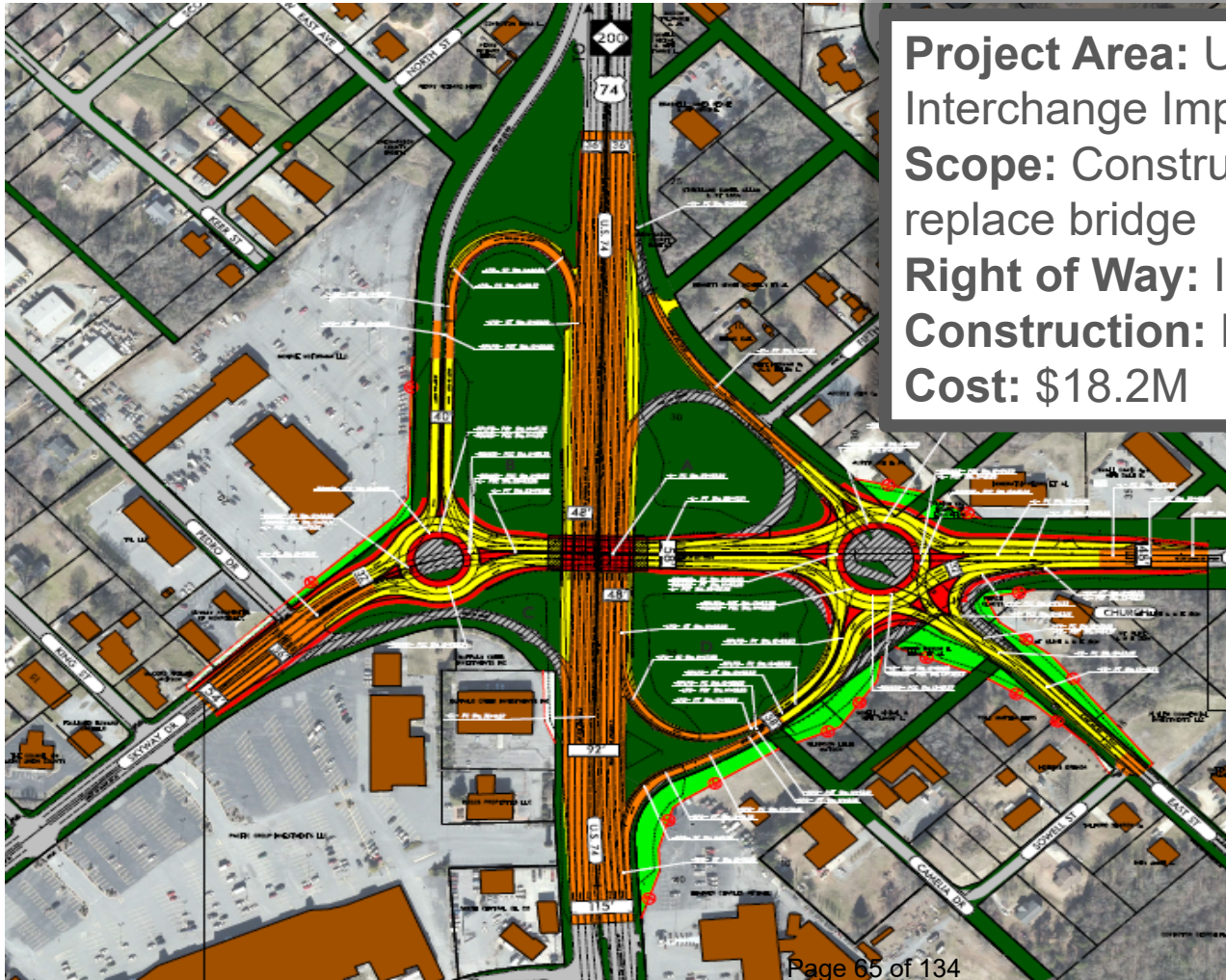
Cost: \$70.5M/\$6.5M

US 74 Widening

N Rocky River Rd Intersection (U-5764)



US 74/US 601 Interchange Improvements(U-5723)



Project Area: US 74/US 601

Interchange Improvements

Scope: Construct roundabouts and replace bridge

Right of Way: In Process

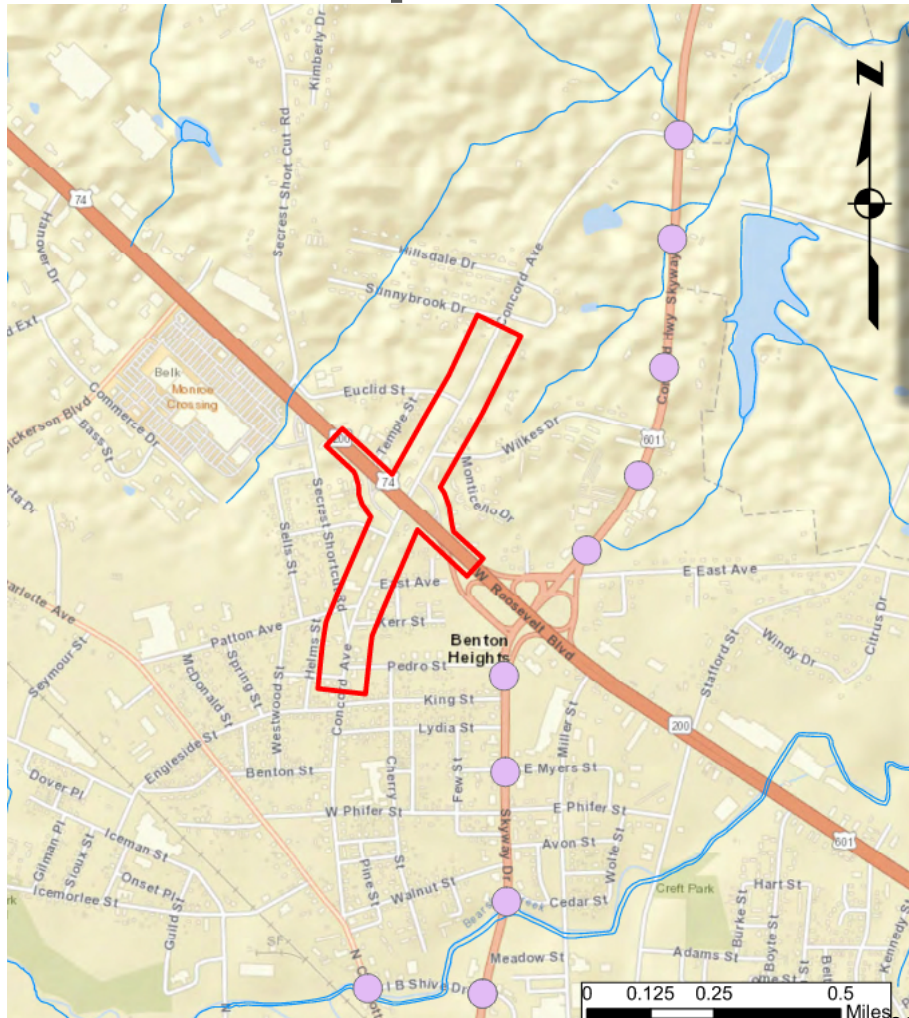
Construction: FY2026*

Cost: \$18.2M

*New bridge to be raised approximately six feet to provide adequate clearance over US 74

*Schedule may need to be adjusted to avoid this bridge being replaced at the same time as the US 74/Concord Ave bridge

US 74/Concord Ave Bridge Replacement (BR-0049)



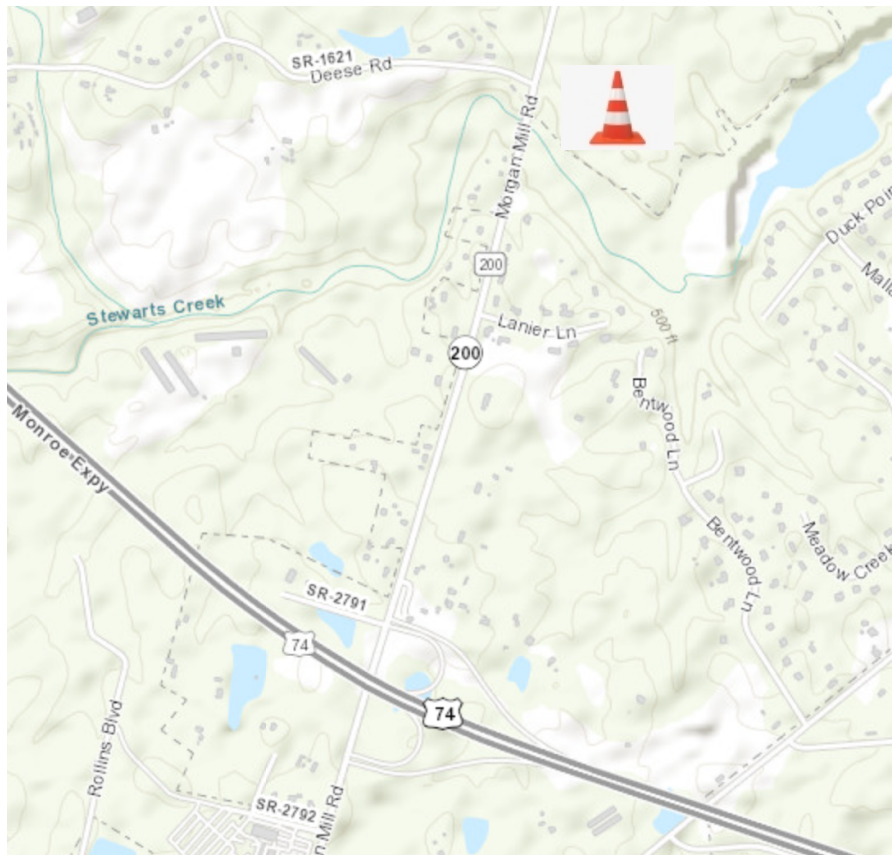
Project Area: US 74/Concord Ave Bridge Replacement
Scope: Replace Bridge
Right of Way: FY2024
Construction: FY2025*
Cost: \$5.3M

*Schedule may need to be adjusted to avoid this bridge being replaced at the same time as the US 74/US 601 bridge

Legend

-  Project Study Area
-  Offsite Detour
-  streams

NC200 / Morgan Mill Rd Bridge Replacement (B-5949)



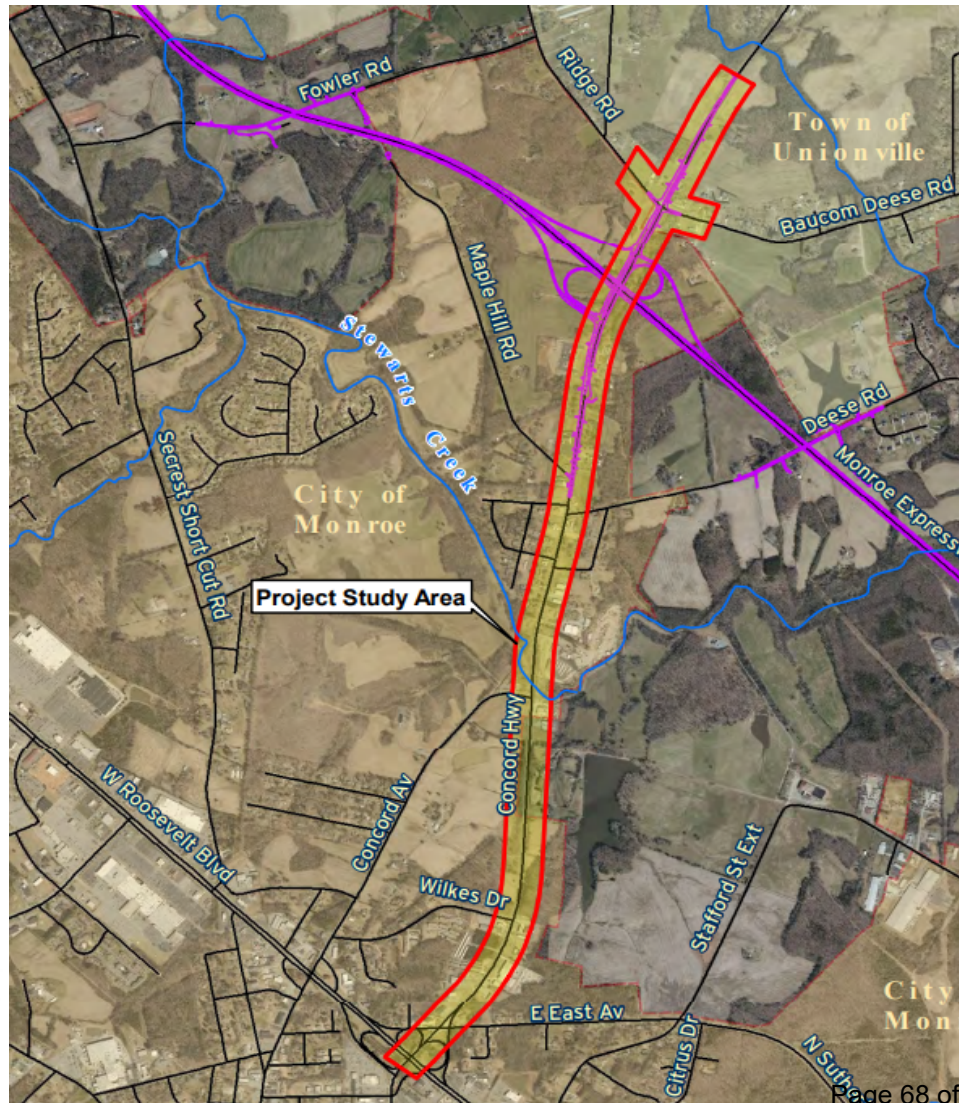
Project Area: NC200 over Stewards Creek

Scope: Replace Bridge

Construction: FY2026

The existing bridge will remain open while the new bridge is constructed.

US 601 Widening (U-4024)



Project Area: US 601 from Monroe Expressway to US 74 (Roosevelt Blvd)

Scope: Widen from two lanes to four lanes with median

Right of Way: FY2028

Construction: FY2030

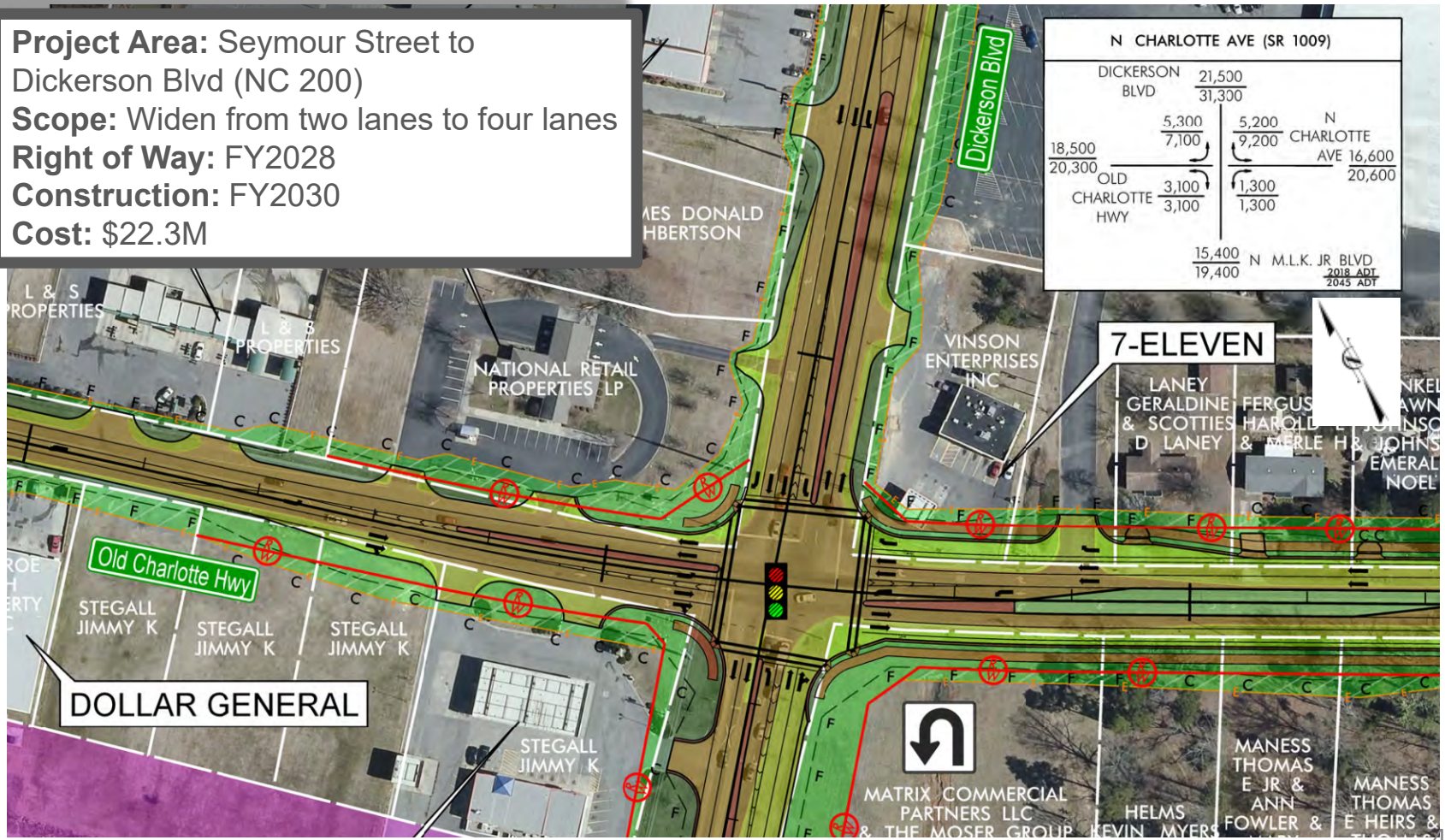
Cost: \$17.4M

Traditional Full Movement vs Reduced Conflict Intersection design to be determined.

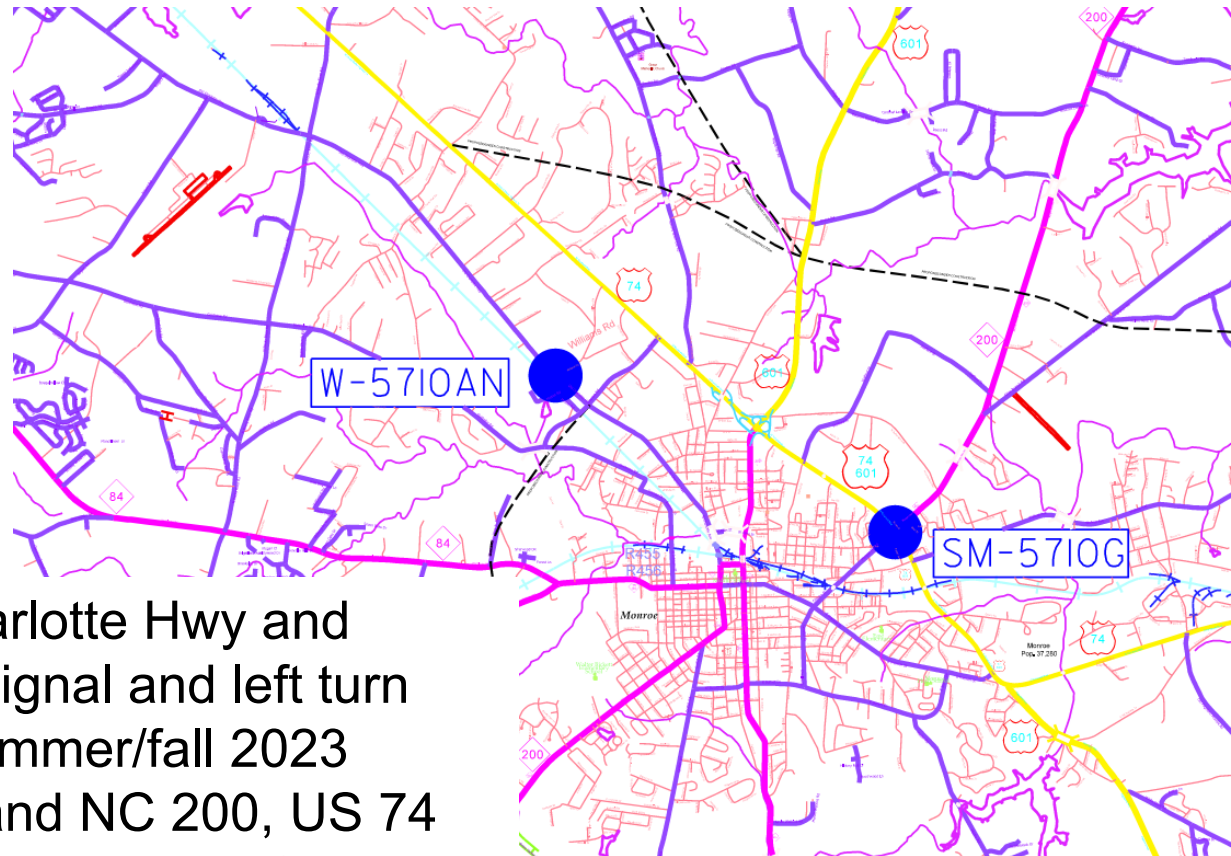
Public Involvement will occur as the project schedule progresses.

Charlotte Avenue Widening Project (U-6031)

Project Area: Seymour Street to Dickerson Blvd (NC 200)
Scope: Widen from two lanes to four lanes
Right of Way: FY2028
Construction: FY2030
Cost: \$22.3M

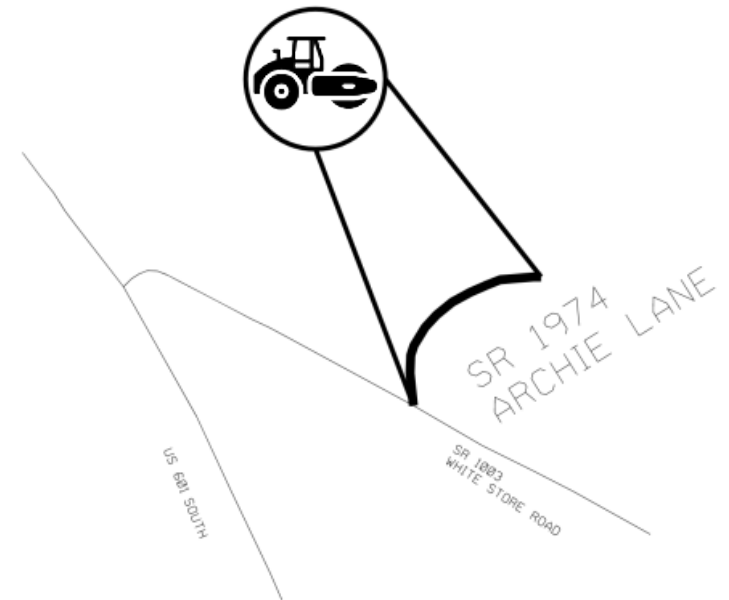
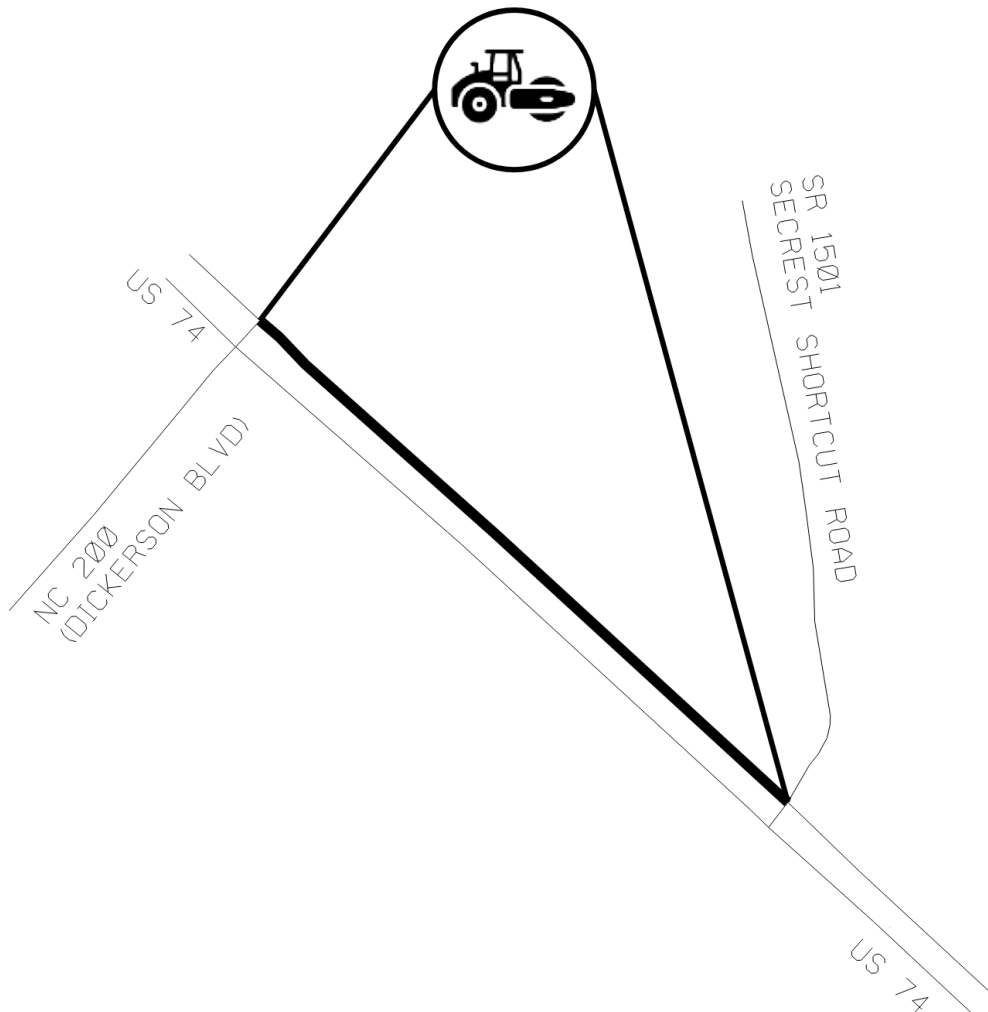


Small Projects

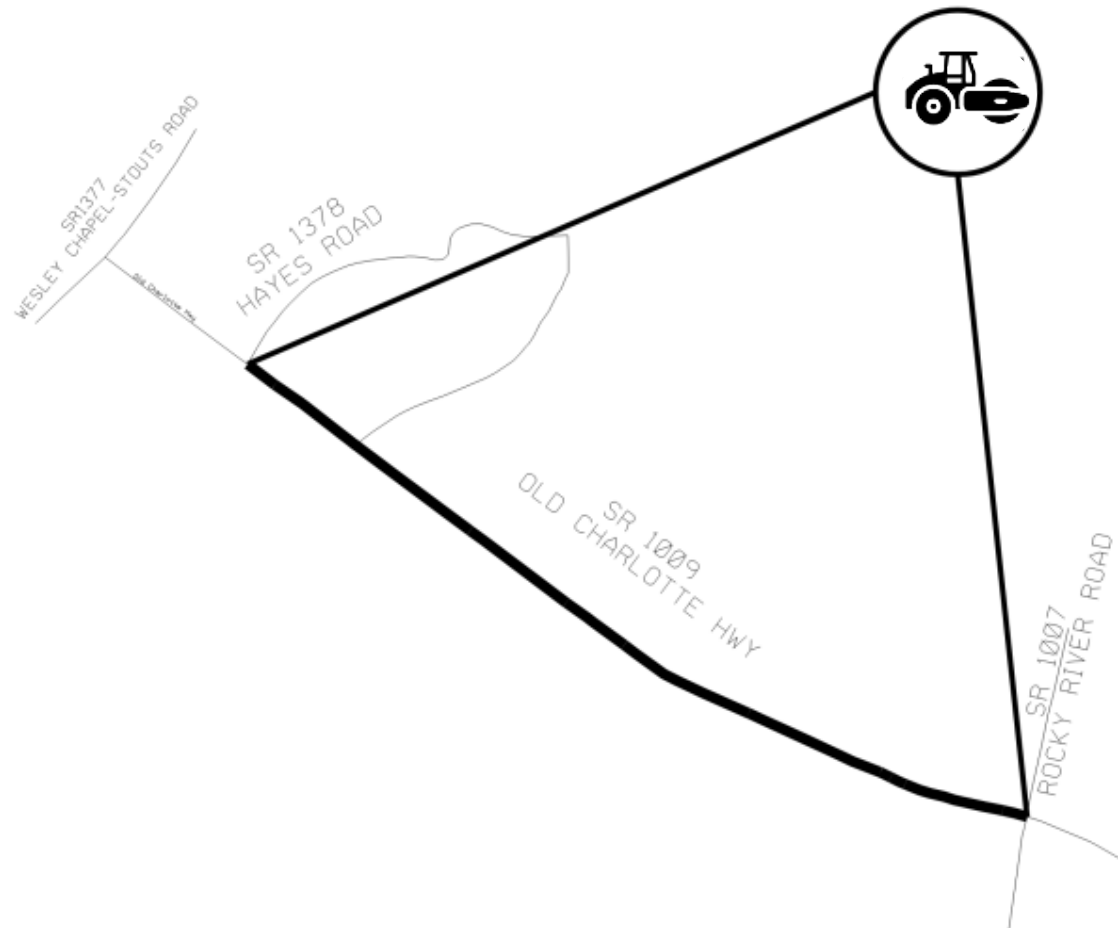


- W-5710AN – Old Charlotte Hwy and Williams Rd, Traffic Signal and left turn lane, Construction summer/fall 2023
- SM-5710G – US 74 and NC 200, US 74 EB dual left turn lanes and NB NC 200 receiving lanes, Construction summer/fall 2023

Resurfacing



Resurfacing



HL-0039A

- COVID-19 Relief Funds that were awarded to CRTPO in 2021
- CRTPO transferred those funds to NCDOT for maintenance needs
- Funds will be used to resurface North Charlotte Avenue from Walnut St to NC 200.
- Work will completed this year.

NCDOT STIP Update

General Schedule and Timeline

- Winter/Spring 2023
 - P7.0 (2026-2035 STIP) Workgroup in process.
- Summer 2023
 - NCDOT Board of Transportation (BOT) to adopt the 2024-2033 STIP (P6.0)
 - BOT to adopt methodology process for P7.0
 - Submittal window opens for P7.0
- Spring/Summer 2024
 - P7.0 quantitative scores released and local input point assignment begins
- 2025
 - February – release of draft 2026-2035 STIP
 - August – Final STIP 2026-2035 approval

Questions?

Thank you!



Theo Ghitea, PE
Division 10 Planning Engineer
tghitea@ncdot.gov
980-262-6292



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, City Manager

DATE: February 14, 2023

FROM: Brian J. Borne, City Manager

PREPARED BY: Brian J. Borne, City Manager

SUBJECT: Fiscal Year 2024 Budget Departmental Discussions

SUMMARY STATEMENT

To discuss Fiscal Year 2024 Departmental Budget items.

REVIEW

The following Departments will present for discussion items proposed for funding in the Fiscal Year 2024 Budget: Parks and Recreation; Engineering; and, Planning.

RECOMMENDATION

To discuss and establish Fiscal Year 2024 budget priorities.

FY 2024 Departmental Budget Discussion

Parks and Recreation/Recreation and Parks Maintenance Divisions

Base Budget Deficiencies/Deferred

- Increase in accounts critical to day to day operations in the Recreation Division.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in general cost associated with supplies and maintenance needs.
- Interest/Need:
 - Due to increase in costs associated with general maintenance repairs and general supplies required for daily operation, an increase in the amount allocated to several accounts that are critical to day to day operation is requested.
- Estimated Costs:
 - Materials/Facility (Non-Personnel):
 - Operating Expenses (7010) - \$340 - Increase associated with general increase in supply costs.
 - Repair and Maintenance to Equipment - \$3,560 - Increase associated with cost relative to repair of community center equipment. Current allocation is not sufficient.
 - Software License and Support - \$1,500 - Increase associated with increase in usage of online registration program.
 - General Supplies - \$720 - Increase associated with general increase in supply costs.
 - Operating Expenses - \$10,000 - Increase associated with general increase in supply costs relevant to all community center program needs, including supplies needed for the Bazemore Active Adult Center.
 - Special Events - \$9,000 - Increase associated with the general increase to event entertainment amenities and general supply cost increases.
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$25,120
 - Total Recurring Annual Cost
 - \$25,120

Base Budget Deficiencies/Deferred

- Increase in costs associated with service contracts in the Recreation Division.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in general cost associated with maintenance contracts related to equipment requests.
- Interest/Need:
 - Additional funds requested due to general increase in costs associated with an increase of service maintenance plans related to additional budget requests in the Recreation Division.
- Estimated Costs:
 - Materials/Facility (Non-Personnel):
 - Technical Contracted Services - \$233 - Funds requested for the additional service plans related to requests for additional cameras at community centers.
 - Telecommunications - \$1,375 - Funds requested to cover shortcomings in cable services contract at community center lobbies.
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$1,608
 - Total Recurring Annual Cost
 - \$1,608

Base Budget Deficiencies/Deferred

- Increase in accounts critical to day to day operations in the Parks Maintenance Division.
 - Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in general cost associated with supply and maintenance needs.
 - Interest/Need:
 - Due to increase in costs associated with general maintenance repairs and general supplies required for daily operation, an increase in the amount allocated to several accounts that are critical to day to day operation is requested.
 - Estimated Costs:
 - Repair and Maintenance to Equipment - \$5,000 - Increase associated with cost relative to repair of parks maintenance equipment.
 - Software License and Support - \$1,100 - Additional funds requested for the Rastrac service contract for the GPS software as a part of the installation of GPS in all Leaf Trucks.
 - Repair and Maintenance to Buildings - \$3,000 - Increase associated with general increase in supply costs, as well as, addition of new amenities in parks.
 - Repairs/Maintenance to City Beautification - \$4,500 - Increase associated with Christmas decorations for Gateway Park. Item was funded with savings in FY23 and the public enjoyed the added decoration to the park.
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$13,600
 - Total Recurring Annual Cost
 - \$13,600

Capital Improvements/New Initiatives

- Creft Park Renovation - Land and Water Conservation Fund Matching Grant Funds
 - Additional needed for improvement:
 - \$200,000
 - Interest/Need:
 - Phase III of the Bearskin Greenway includes connecting Don Griffin Park to Creft Park. This connection will provide access to Belk Tonawanda Park would also connect the Historic Downtown Greenway. Creft Park is a park designated as an eligible Land and Water Conservation Fund funding park. Staff is in the process of applying for Parks and Recreation Trust Fund funding to assist with the greenway connection, however, it would be proactive to apply for funding through the LWCF to renovate Creft Park as we connect this park to the Downtown area. PARTF funding for greenway construction match exists in current greenway reserves. LWCF funding would be exclusive to construction related to renovating Creft Park.
 - Estimated Costs:
 - Materials/facility (non-personnel):
 - Matching funds - \$200,000
 - Additional Personnel required to implement:
 - Not Applicable
 - Total Cost to implement first year:
 - \$200,000
 - Total Recurring annual cost:
 - Routine Maintenance and repairs - \$1000

Capital Improvements/New Initiatives

- Purchase of new Toro 4100D Mower to replace current Toro 4100D mower #6129.
 - Additional needed for improvement:
 - \$112,000
 - Interest/Need:
 - This mower has reached its end of life and is scheduled for replacement.
 - Estimated Costs:
 - Materials/facility (non-personnel):
 - Not applicable
 - Additional Personnel required to implement:
 - Not Applicable
 - Total Cost to implement first year:
 - \$112,000
 - Total Recurring annual cost:
 - Not applicable

Capital Improvements/New Initiatives

- Purchase of new Leaf Truck to replace leaf truck #2286.
 - Additional needed for improvement:
 - \$270,000
 - Interest/Need:
 - This Leaf Truck has reached its end of life and is scheduled for replacement.
 - Estimated Costs:
 - Materials/facility (non-personnel):
 - Not applicable
 - Additional Personnel required to implement:
 - Not Applicable
 - Total Cost to implement first year:
 - \$270,000
 - Total Recurring annual cost:
 - Not applicable

Capital Improvements/New Initiatives

- Addition of Restroom at Sunset Park.
 - Additional needed for improvement:
 - \$130,000
 - Interest/Need:
 - Currently, restrooms are shared with the school system and must be unlocked for youth baseball. Staff has added a picnic shelter for reservation and a restroom will provide appropriate amenities for these reservations.
 - Estimated Costs:
 - Materials/facility (non-personnel):
 - Not applicable
 - Additional Personnel required to implement:
 - Not Applicable
 - Total Cost to implement first year:
 - \$130,000
 - Total Recurring annual cost:
 - Not applicable

Priorities

- Deficiencies/Deferred:
 1. Operating Expenses - Recreation
 2. Repair & Maint. to Equipment - Parks Maintenance
 3. Special Events - Recreation
- Capital:
 1. Creft Park Renovation - LWCF Matching Grant Funds (Recreation Division)
 2. Replace Leaf Truck (Parks Maintenance Division)
 3. Replace Toro 4100D (Parks Maintenance Division)
- Personnel:
 1. Administrative Receptionist (FT)
 2. Recreation Superintendent (FT)
 3. Administrative Receptionist (PT 20+)

FY 2024 Departmental Budget Discussion

Parks and Recreation/Monroe Aquatics and Fitness Center

Base Budget Deficiencies/Deferred

- Request to increase costs associated with the cleaning service contract.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in cost associated with additional nights to the cleaning service contract.
 - Interest/Need:
 - As the facility recovers from the effects of COVID, customer service is a priority. Administration was able to repurpose staff during COVID to address appropriate cleaning throughout the facility while the facility was closed or partially open. Now that the facility is operating in a normal environment, staff must focus on primary responsibilities and requires the cleaning service to take a larger role and that includes additional days to clean. Amount requested is the amount needed to move the frequency of cleaning from 4 days a week to 7 days a week.
 - Estimated Costs:
 - Materials/Facility (Non-Personnel):
 - \$32,000
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$32,000
 - Total Recurring Annual Cost
 - \$32,000

Base Budget Deficiencies/Deferred

- Request for increase associated with additional features related to MAFC communication and marketing.
 - Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in costs needed to diversify marketing and to better utilize current Club Automation programs.
 - Interest/Need:
 - Due to increase in costs associated with general maintenance repairs and general supplies required for daily operation, an increase in the amount allocated to several accounts that are critical to day to day operation is requested.
 - Estimated Costs:
 - \$2,500 - Funds requested to enhance the mobile app experience through Club Automation.
 - \$4,200 - Increase to cover an increase in usage of text messaging through Club Automation for updates related to MAFC specials and general information.
 - \$5,000 - Increase requested to allow staff to add and edit videos to the website that include virtual tours.
 - \$220 - Yearly fee associated with purchasing the Canva publishing software to provide higher quality marketing materials in house.
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$11,920
 - Total Recurring Annual Cost
 - \$11,920

Base Budget Deficiencies/Deferred

- Request for increase associated with increase in general costs for uniforms.
 - Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover an increase in costs associated with uniforms
 - Interest/Need:
 - Increase is requested to address general increase in cost for staff uniforms.
 - Estimated Costs:
 - \$1,575
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$1,575
 - Total Recurring Annual Cost
 - \$1,575

Base Budget Deficiencies/Deferred

- Request to increase travel and training.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to provide better training opportunities to MAFC staff.
- Interest/Need:
 - The North Carolina Recreation and Parks Conference is a yearly statewide conference that provides networking and access to evolving recreation trends. Participants are exposed to new and innovative programming approaches. This request would include registration for the MAFC Superintendent and two division supervisors that would attend on a rotating basis. The Fitness Expo allows fitness staff the opportunity to learn about the most recent trends and creative way to provide fitness programs and equipment.
- Estimated Costs:
 - \$2,700 - NCRPA Conference
 - \$1,800 - Fitness Expo
 - \$500 - Group Exercise Training
- Additional Personnel:
 - Not applicable
- Total Cost to Implement First Year:
 - Increase of \$5,000
- Total Recurring Annual Cost
 - \$5,000

Base Budget Deficiencies/Deferred

- Request to increase funds allocated to general housekeeping supplies.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover general increase in cost for general housekeeping supplies.
 - Interest/Need:
 - Funds are requested to cover general increase in cost for housekeeping supplies.
 - Estimated Costs:
 - \$500
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$500
 - Total Recurring Annual Cost
 - \$500

Base Budget Deficiencies/Deferred

- Request to increase funds allocated to pool chemicals.
- Additional needed to close gap (current funding vs. actual need):
 - Funds are requested to cover general increase in cost for pool chemicals.
 - Interest/Need:
 - Funds are requested to cover general increase in cost for pool chemicals.
 - Estimated Costs:
 - \$2,750
 - Additional Personnel:
 - Not applicable
 - Total Cost to Implement First Year:
 - Increase of \$2,750
 - Total Recurring Annual Cost
 - \$2,750

Capital Improvements/New Initiatives

- Project/Initiative?: (greater than \$100,000)

- Strategic

- Building Improvements - \$80,000 - Funds requested to renovate the front lobby area to promote a more welcoming entrance and to update that area to promote an appropriate first impression when entering the building.
 - Roof Repair - \$36,750 - Funds requested to replace the roof section over the fitness room and back hallways. This request is based on the replacement schedule.
 - Water Park Pool Grate Replacement - \$19,000 - Funds requested to replace water park pool grates. These grates are original to the water park. Detriorating grates create gaps which cause appearance and safety issues.
 - Indoor Pool Deck Resurfacing - \$10,500 - Funds requested to address areas in the pool deck that are uneven due to usage over time. Uneven areas cause standing water issues which can be a safety issue, as well as, a maintenance issue. High traffic areas are deteriorating quickly.

Total - \$146,250

Capital Improvements/New Initiatives

- Project/Initiative?: (greater than \$100,000)

Replacement

- Replace Treadmills - \$72,000 - Treadmill replacements were deferred during COVID. Staff was able to partially catch up to the replacement schedule in the current FY. Funds requested would realign the replacement schedule that of pre-COVID.
- Octane Lateral XL8000 Cross Trainer - \$13,964 - Funds requested to replace one of the ellipticals. This item has been deferred since COVID and are in need of replacement.
- Replace Industrial Dryer - \$8,325 - Funds requested to replace the unit installed in 2003. This equipment is 3 years passed its life expectancy and is recommended for replacement.
- Replace Hot Water Heater (130 Gallon) - \$22,000 - Funds requested to replace the hot water heater for the men's and women's locker room. It is scheduled for replacement. This equipment was installed in 2010 with a 10 - 12 year life expectancy.
- Replace 20 Ton HVAC System - \$29,000 - Funds requested to replace the HVAC system associated with the cardio area and gymnasium. This system was last replaced in 2014 and has a life expectancy of 10 - 12 years.

Total - \$145,289

Total Capital Requests - \$291,539

Personnel

- There are no personnel requests submitted for the Monroe Aquatics and Fitness Center.

Priorities

- Deficiencies/Deferred:
 1. Increase in costs associated with the cleaning service contract.
 2. Increase associated with additional features related to MAFC communication and marketing.
 3. Request to increase travel and training.
- Capital:
 1. Roof Repair - \$36,000
 2. HVAC Repair - \$29,000
 3. Building Improvements - \$80,000
- Personnel:
 1. Not applicable

FY 2024 Departmental Budget Discussion

Engineering

Base Budget Deficiencies - Engineering

- Other Operating Expense - Engineering (3010)
 - Additional needed to close the gap: \$8,000 (Current \$1,500; Needed \$9,500)
 - Interest/Need: This is used to cover supplies and items that fall outside the guidelines of other accounts. Actual expenses have been over \$10K the last few years.
 - Estimated Costs:
 - Materials/facility (non-personnel): \$8,000
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$8,000
 - Total Recurring annual cost: \$8,000

Strategic Plan Project

- Church St and Crowell St Parking Lot Resurfacing
 - Additional needed to close the gap: \$67,000
 - Interest/Need: Asphalt pavement in this parking lot is in poor condition
 - Estimated Costs:
 - Materials/facility (non-personnel): \$67,000
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$67,000
 - Total Recurring annual cost: \$0



Strategic Plan Project

- Charlotte Ave at Crowell St Parking Lot (in front of new PD)
 - Additional needed to close the gap: \$10,000
 - Interest/Need: Need to restore the parking lot in front of the new PD once construction is completed. Improvements include minor asphalt patching, re-striping, and landscaping.
 - Estimated Costs:
 - Materials/facility (non-personnel): \$10,000
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$10,000
 - Total Recurring annual cost: \$0

Capital Improvements - Engineering

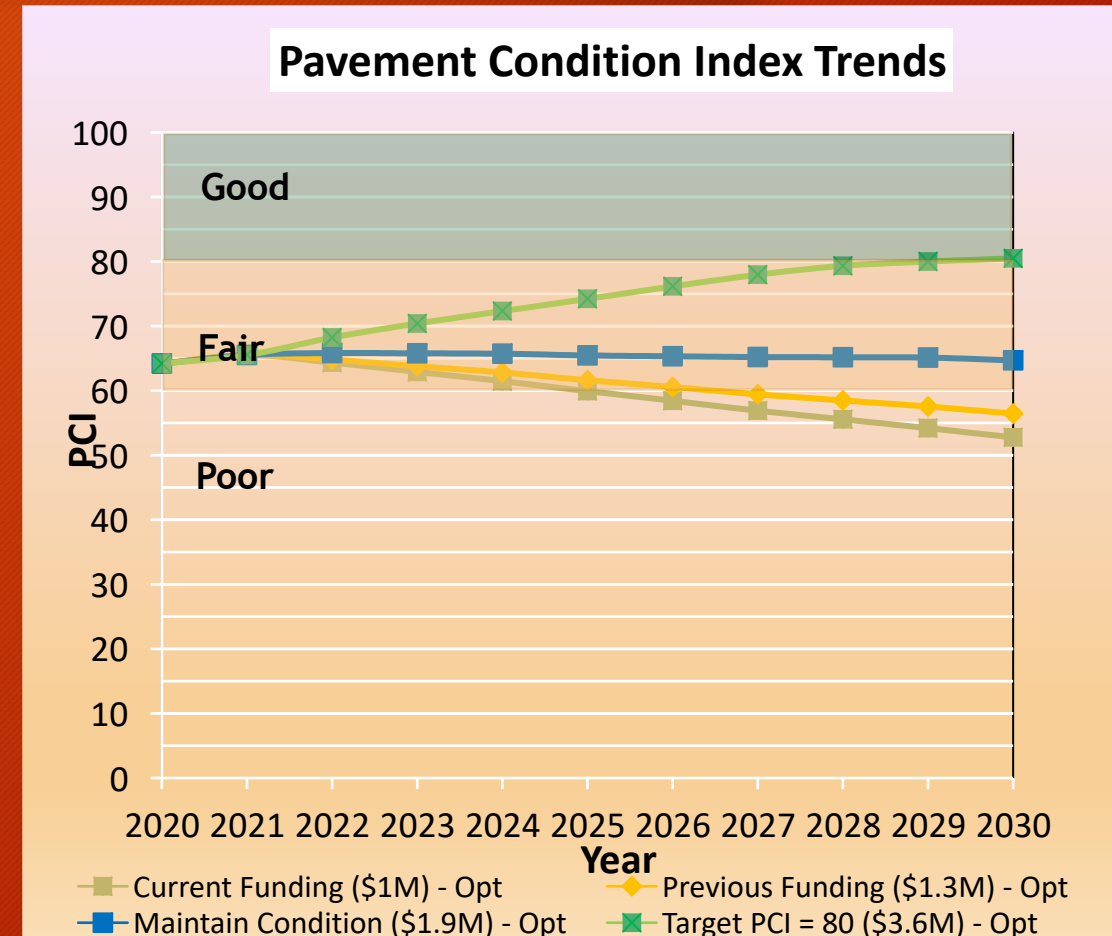
- Hayne Street Streetscape

- Additional needed for improvement: \$1,224,000
- Interest/Need: Gateway into downtown with complaints received regarding curb and gutter. Hayne Street is maintained by NCDOT with sidewalk maintenance deferred to the City. Project would install monolithic sidewalk along both sides of Hayne St from Houston St to Sunset Dr.
- Estimated Costs:
 - Materials/facility (non-personnel): \$1,224,000
 - Additional Personnel required to implement: \$0
 - Total Cost to implement first year: \$1,224,000
 - Total Recurring annual cost: \$0



Base Budget Deficiencies - Streets

- Additional Resurfacing Funds
 - Additional needed to close the gap: \$500k
current \$1,591,500 needed - \$2,091,500
 - Interest/Need: 2020 Pavement Condition Survey identified the need for a minimum of \$1.9M in funding to maintain the current condition.
- Estimated Costs:
 - Materials/facility (non-personnel): \$500k
 - Additional Personnel required to implement: \$0
 - Total Cost to implement first year: \$500k
 - Total Recurring annual cost: \$500k



Base Budget Deficiencies - Streets

- Pavement Condition Survey
 - Additional needed: \$60,000
 - Interest/Need: Last survey was completed in 2020 and a 3 year cycle is recommended for updated surveys. The survey recommends to most cost effective plan to resurface the streets and predicts the trajectory of the overall condition of City streets in the future.
 - Estimated Costs:
 - Materials/facility (non-personnel): \$0
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$60,000
 - Total Recurring annual cost: \$0

Base Budget Deficiencies - Streets

- Training and Travel - Streets (3020)
 - Additional needed to close the gap: \$18,400 (Current \$1,500; Needed \$19,900)
 - Interest/Need: CDL training now costs \$4,000 per employee (Budgeting for 4 at \$16,000). High turnover has created the need to train new drivers. Additional training needed for new employees and existing. (Budgeting for \$200 for 12 employees)
 - Estimated Costs:
 - Materials/facility (non-personnel): \$18,400
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$18,400
 - Total Recurring annual cost: \$18,400

Personnel - Street Division

- Street Division - Two Equipment Operator I's
 - Equipment Operator I's - this would add two members to the concrete crew returning the crew to a 6-person crew as it existed prior to 2011.
 - Need: Additional personnel are needed to return the concrete crew to independent functionality.
 - Estimated Costs:
 - Equipment/supplies, etc. (one time, non-personnel): \$8,950
 - Salary/benefits, etc.: \$122,299
 - Total Recurring annual salary/benefits: \$129,406

Personnel - Street Division

- Street Division - Street Sign Technician
 - Street Sign Technician- a two-person crew is desired for installation and maintenance of street signs as well as for right-of-way maintenance. This position was eliminated in 2011 due to budget constraints.
 - Need: Additional personnel is needed to assist with street sign maintenance and right-of-way maintenance.
 - Estimated Costs:
 - Equipment/supplies, etc. (one time, non-personnel): \$4,510
 - Salary/benefits, etc.: \$61,150
 - Total Recurring annual salary/benefits: \$64,703

Base Budget Deficiencies - Stormwater

- Training and Travel - Stormwater
 - Additional needed to close the gap: \$4,000 (Current \$8,000; Needed \$12,000)
 - Interest/Need: CDL training now costs \$4,000 per employee (Budgeting for 1 at \$4,000). High turnover has created the need to train new drivers.
Estimated Costs:
 - Materials/facility (non-personnel): \$4,000
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$4,000
 - Total Recurring annual cost: \$4,000

Capital Improvements - Stormwater

- James Hamilton Road Design to replace culvert
 - Additional needed for improvement: \$140,000
 - Interest/Need: Project identified through stormwater master planning. Replacement of a 60” culvert that occasionally experiences flooding and overtopping of the roadway.
 - Estimated Costs:
 - Materials/facility (non-personnel): \$140,000
 - Additional Personnel required to implement: \$0
 - Total Cost to implement first year: \$140,000
 - Total Recurring annual cost: \$0

Base Budget Deficiencies - Solid Waste

- Small Equipment - Cart Inventory
 - Additional needed to close the gap: \$35,000 (Current \$126,050; Needed \$161,050)
 - Interest/Need: New homes being built and cost of resin continues to increase.
 - Estimated Costs:
 - Materials/facility (non-personnel): \$35,000
 - Additional Personnel: \$0
 - Total Cost to implement first year: \$35,000
 - Total Recurring annual cost: \$35,000

Priorities

Engineering

- Deficiencies/Deferred:
 1. Other operating expenditures
- Capital:
 1. Hayne St Streetscape (Houston St to Sunset Dr)

Streets

- Deficiencies/Deferred:
 1. Additional Resurfacing Funds
 2. Pavement Condition Survey
 3. Additional Travel and Training
- Projects
 1. Parking lot improvements at Charlotte and Crowell
 2. Parking lot improvements at Church and Crowell
- Personnel:
 1. Sign Technician
 2. Equipment Operator I's

Stormwater

- Deficiencies/Deferred:
 1. Travel and Training
- Capital:
 1. James Hamilton Road Culvert Replacement Design

FY 2024 Departmental Budget Discussion

Planning and Development

Base Budget-Technical Contracted Services

- Tree Inventory for Historic District:
 - Additional needed to close gap: \$20,000 (current \$5,000; Needed \$25,000)
 - Interest/Need: The trees in Historic District are an asset to the Historic District and Monroe as a whole. The last inventory was conducted in 2001 and only included the original section of the district. One of the action items listed in the adopted future Land Use Plan-Forward Monroe-is to create an updated list of historic assets. Updating the tree inventory will provide guidance on what trees have been lost/remain in the original district and will also provide a baseline data pertaining to trees in the section of the district that was adopted in 2008.
- Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel: None
 - Total Cost to implement first year: \$20,000
 - Total Recurring annual cost: None

Capital Improvements/New Initiative

- 74X/Union County Express Bus Service:
 - Additional needed to close gap: \$18,000 (current \$13,555; Needed \$31,555)
- Interest/Need: Union County is requesting the City of Monroe to commit to helping Union County pay for the current express bus service in FY24. The 74X/Union County Express Bus Service provides a public transportation option from Monroe and Indian Trail to uptown Charlotte, which is funded by Union County and operated by CATS (Charlotte Area Transit System). CATS is increasing Union County's cost to operate while at the same time the ridership has decreased. Union County conducted a Monroe Road/US 74 Corridor Transit Study to receive public input regarding the service. During this study, Monroe expressed an interest in keeping the service.
- Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel: None
 - Total Cost to implement first year: \$18,000
 - Total Recurring annual cost: \$18,000

Capital Improvements/New Initiatives

- Implementation of Concord Avenue Small Area Redevelopment Plan:
 - Additional needed for improvement: \$500,000
 - Interest/Need: This request will provide funding to assist with implementing the prioritized action items outlined in the Concord Avenue Small Area Redevelopment Plan. Specific actions items include: 1) property acquisition program to remove slum and blight (environmental, appraisals, purchase & demo) and 2) Request for Qualifications (RFQ) for Transportation Improvements (feasibility study, planning and design).
 - Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel required to implement: None
 - Total Cost to implement over multiple years: \$500,000
 - Total Recurring annual cost: None

Personnel-Administrative Receptionist-City Hall

- Administrative Receptionist-City Hall:
 - Administrative Receptionist for City Hall; greet and answer questions from internal and external customers; ascertain nature of business and direct to appropriate authority; receive packages from various shippers and notify recipients; screen and check-in and out all visitors and vendors; activate panic button in case of a security incident;
- Need:
 - Re-establish City Hall Receptionist position that was lost in 2012.
 - Remove extra City Hall Receptionist job responsibilities from the Administrative Assistant II position that was received in 2012 as a result of lost position.
 - Dedicate a position that will serve as the lead for City Hall receptionist job responsibilities and security measures outlined in the revised City Hall Security policy.
- Estimated Costs:
 - Equipment/supplies, etc. (one time, non-personnel): \$8,130:
 - Salary/benefits: \$36,822 salary and \$24,927
 - Total Recurring annual salary/benefits: \$61,749

Personnel-Permit Technician

- Permit Technician:
 - Permit Technician; responsible for receiving, verifying, entering, distributing and issuing permits, inspection results and plan review comments, routes permit/development plans for review, schedule inspections, process permit fees, and assist internal and external customers with questions, concerns or comments regarding the permit/development process;
- Need:
 - 7,572 lots have been approved since 2016
 - 22 residential developments are currently under construction
 - 12 residential developments are in the construction plan review status
 - Approximately 1,090 residential housing permits are currently under construction or will be submitted to the Permit Center within the near future.
 - Staff projects within the next two years approximately 2,055 additional residential housing permits will be submitted to the Permit Center
- Estimated Costs:
 - Equipment/supplies, etc. (one time, non-personnel): \$10,000:
 - Salary/benefits: \$40,513 salary and \$25,842
 - Total Recurring annual salary/benefits: \$66,355

FY 2024 Departmental Budget Discussion

Planning and Development/Planning Board (1022)

Base Budget-Planning Board-Other Expenditure

- Planning Board Training:
 - Additional needed to close gap: \$1,000 (current \$2,200; Needed \$3,200)
- Interest/Need: Planning Board's other expenditure account is utilized for public engagement, educational supplies such as books, subscriptions, etc., food, recording fees, etc. The additional money would be utilized for board training.
- Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel: None
 - Total Cost to implement first year: \$1,000
 - Total Recurring annual cost: \$1,000

FY 2024 Departmental Budget Discussion

Planning and Development/Board of Adjustment (1023)

Base Budget-Board of Adjustment-Other Expenditure

- Board of Adjustment Training:
 - Additional needed to close gap: \$1,250 (current \$525; Needed \$1,775)
- Interest/Need: Board of Adjustment's other expenditure account is utilized for legal fees for advertisements, food and recording fees. The additional money would be utilized for board training and to cover shortfalls for legal advertisement fees.
- Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel: None
 - Total Cost to implement first year: \$1,250
 - Total Recurring annual cost: \$1,250

FY 2024 Departmental Budget Discussion

Planning and Development/Building Standards (3530)

Base Budget-Software License and Support

- CityView Maintenance and Support Plan-Bronze Membership:
 - Additional needed to close gap: \$13,800 (current \$38,312; Needed \$52,112)
- Interest/Need: Permitting, Plan Review and Inspection Software titled “CityView” provides a standard maintenance and support plan that the City pays for each year. The standard maintenance only provides maintenance and support for the existing implementation and configuration in CityView. The Bronze Membership would include: 1) Customer Conference-1 prepaid attendee; 2) Environmental Health Check; 3) 6 hours of Custom, Remote Training and 4) 12 hours of expert help with software configuration, reports and customizations.
- Estimated Costs:
 - Materials/facility (non-personnel): None
 - Additional Personnel: None
 - Total Cost to implement first year: \$13,800
 - Total Recurring annual cost: \$13,800

Priorities

- Deficiencies:
 - 1.CityView Maintenance and Support Plan-Bronze Membership
 - 2.Planning Board Training
 - 3.Board of Adjustment Training
 - 4.Tree Inventory for Historic District
 - 5.74X/Union County Express Bus Service
- Capital:
 1. Implementation of Concord Avenue Small Area Redevelopment Plan
 - 2.
 - 3.
- Personnel:
 1. Permit Technician I
 2. Administrative Receptionist-City Hall
 - 3.



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, City Manager

DATE: February 14, 2023

FROM: Ron Fowler, Fire Chief

PREPARED BY: Lisa Strickland, Finance Director

SUBJECT: Budget Amendment for Staffing at Fire Station #6

SUMMARY STATEMENT

Nine personnel consisting of three Engineers and 6 Firefighters are requested to properly staff the new Fire Station #6. A budget amendment is proposed to cover salary and benefit expense as well as necessary equipment.

REVIEW

A permanent Fire Station #6 is a necessity in order to improve response times. The construction of the station is currently under design. A temporary location has been identified to utilize until the permanent station is built. The Fire Department will be able to rent a house to house the personnel and apparatus. Last year, the Fire Department applied for a SAFER grant to provide funding for the staffing of the new Fire Station #6. The City was not awarded grant funding for this purpose.

Nine personnel consisting of three Engineers and six Firefighters are still needed to properly staff this fire station. Approval of the additional nine positions is requested as of the effective date of March 1, 2023. A Budget Amendment will be needed to provide funding for the remainder of the fiscal year for salary and benefits in the amount of \$229,856. Funding is also needed for the new employee equipment and uniforms, shoes and protective equipment totaling \$111,925. Better than expected investment earnings can be utilized in the current fiscal year to cover these expenses totaling \$341,781. It is anticipated that investment earnings will continue to be favorable for at least the next year and that property tax revenue is sufficient to fund these positions in future fiscal years.

RECOMMENDATION

Staff requests that City Council approve the addition of nine positions to staff Fire Station #6 and approve a budget amendment to cover salary and benefit expenses and necessary equipment totaling \$341,781.

Attachment(s):
Budget Amendment BA-2023-04

**BUDGET AMENDMENT
BA-2023-04**

1. Amendment necessary to designate and appropriate funds received from investment earnings to be used for the addition of nine positions to staff Fire Station #6. The amendment provides funding to cover salary and benefit expenses and necessary equipment.

General Fund:

Revenues:

Investment Earnings	\$341,781
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Expenditures:

Public Safety	\$341,781
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Adopted this 14th day of February, 2023.

Marion L. Holloway, Jr., Mayor

Attest:

Bridgette H. Robinson, City Clerk



STAFF REPORT

TO: City Council

VIA: Brian J. Borne, City Manager

DATE: February 14, 2023

FROM: Ron Fowler, Fire Chief

PREPARED BY: Lisa Strickland, Finance Director

SUBJECT: Budget Ordinance and Reimbursement Resolution for
Construction of Fire Station #6

SUMMARY STATEMENT

Fire Station #6 construction was previously approved by City Council and is under design at this time. The funding that was provided for this project on October 21, 2021 is not adequate with the current increase in construction costs. A Budget Ordinance is requested to change the funding from cash funding to tax exempt financing. In order to use tax exempt financing as the source, a reimbursement resolution is also requested.

REVIEW

A permanent Fire Station #6 is a necessity in order to improve response times in the northwest area of the City. The construction of the station is currently under design. Initial cost estimates are in the \$10 million range for construction of this station. This amount does not include utilities or furnishings. The City previously approved funding in the amount of \$280,000 for a temporary station #6 facility and subsequently approved \$5,000,000 from the General Fund unassigned fund balance for construction of Fire Station #6 for a total funding amount of \$5,280,000. A contract for design service has been entered into in the amount of \$330,000 and some other necessary site expenses have been spent from this project budget.

Since the budget for the fire station is not adequate to construct the station and other needs have been identified, staff is proposing that the Fire Station be funded by installment financing. \$4,900,000 in funding that was provided by the General Fund in 2021 is proposed to be allocated as follows:

- \$100,000 for price increase on fire truck to serve Fire Station #6
- \$300,000 for administrative office remodeling at the Ellen Fitzgerald Center
- \$214,400 for temporary fire station #6 costs. Costs include rent, utilities, furnishings (which will be transferred to permanent station when complete), IT network cabling, metal awning for fire truck and other necessary expenses to activate this temporary facility.

The remainder of the funding, \$4,285,600 will be returned to the General Fund unassigned balance.

A Reimbursement Resolution is also requested. The purpose of this resolution is to be authorized to reimburse the City for any expenses that are incurred prior to the issuance of tax exempt debt. It is proposed in an amount of not to exceed \$12,000,000, which includes estimated costs for design, construction, utilities and furnishings.

RECOMMENDATION

Staff requests that City Council approve the Budget Ordinance BO-2023-02 to change the funding source for Fire Station #6 and reallocate funds previously appropriated and approve the Reimbursement Resolution R-2023-10 to allow the City to be reimbursed for expenses incurred prior to debt issuance.

Attachment(s):
Budget Ordinance BO-2023-02
Resolution R-2023-10

**CAPITAL PROJECT BUDGET ORDINANCE
FIRE STATION #6 PROJECT
BO-2023-02**

WHEREAS, the City previously approved the construction of a temporary fire station on a parcel of land on Secrest Shortcut just east of Rocky River Road; and

WHEREAS, the City is filling a service gap and reducing response times to citizens in the northwest area of the City; and

WHEREAS, the City would like to reallocate funding that was previously allocated to construction as follows:

- Return funding of \$4,285,600 to the General Fund unassigned balance;
- Transfer \$100,000 for price increase on fire truck to serve Fire Station #6;
- Transfer \$300,000 for administrative office remodeling at the Ellen Fitzgerald Center;
- Transfer \$214,400 for temporary fire station #6 costs. Costs include rent, utilities, furnishings (which will be transferred to permanent station when complete), IT network cabling, metal awning for fire truck and other necessary expenses to activate this temporary facility.

WHEREAS, the City would like to change the funding from cash funding to tax exempt debt.

NOW, THEREFORE, BE IT ORDAINED that the City Council of the City of Monroe adjusts the following adjustments to the funding in capital projects and for purposes listed above:

Capital Project Fund:

Revenues:

Debt Proceeds (GB1902)	\$12,000,000
Transfer from General Cap Project Fund (GB2302)	\$300,000
Transfer from General Cap Project Fund (GB2301)	\$209,000

Expenses:

Project Costs (GB1902-FS #6)	\$7,100,000
Transfer to General Fund (GB1902)	\$4,391,000
Transfer to General Capital Projects (GB1902)	\$509,000
Project Costs (GB2302-Ellen Fitzgerald Center)	\$300,000
Project Costs (GB2301-Temp Station)	\$209,000

General Fund:

Revenue:

Transfer from General Capital Projects Fund	\$4,391,000
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Expenses:

Public Safety	\$105,400
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Appropriation to Fund Balance	\$4,285,600
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Adopted this 14th day of February, 2023.

Marion L. Holloway, Jr., Mayor

Attest:

Bridgette H. Robinson, City Clerk

**REIMBURSEMENT RESOLUTION
WITH REGARD TO TAX EXEMPT FINANCING
R-2023-10**

AUTHORIZING CITY OF MONROE, NORTH CAROLINA TO UNDERTAKE CERTAIN EXPENDITURES WITH RESPECT TO DESIGN, CONSTRUCTION AND FURNISHING OF FIRE STATION #6 PRIOR TO THE ISSUANCE OF TAX-EXEMPT DEBT THE CITY FOR SUCH PURPOSES IN AN AMOUNT NOT TO EXCEED \$12,000,000.

WHEREAS, the City of Monroe, North Carolina (“City”) intends to finance the costs of design, construction, and furnishing of Fire Station #6 (the “Project”);

WHEREAS, the City presently intends, at one time or from time to time, to finance all or a portion of the costs of the Project with proceeds of tax-exempt obligations and reasonably expects to execute and deliver its tax-exempt obligations (the “Obligations”) to finance, or to reimburse itself for, all or a portion of the costs of the Project; and

WHEREAS, the City desires to proceed with the Project and will incur and pay certain expenditures in connection with the Project prior to the date of execution and delivery of the Obligations (the “Original Expenditures”), such Original Expenditures to be paid for originally from a source other than the proceeds of the Obligations, and the City intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the Obligations to be executed and delivered at a date occurring after the dates of such Original Expenditures;

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Monroe as follows:

Section 1. ***Official Declaration of Intent.*** The City presently intends, and reasonably expects, to reimburse itself for the Original Expenditures incurred and paid by the City on or after the date occurring 60 days prior to the date of adoption of this Resolution from a portion of the proceeds of the Obligations. The City reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the Project and the maximum principal amount of Obligations expected to be executed and delivered by the City to pay for all or a portion of the costs of the Project is \$12,000,000.

Section 2. ***Compliance with Regulations.*** The City adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the City’s intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

Section 3. ***Itemization of Capital Expenditures.*** The City’s Finance Officer, with advice from the City’s bond counsel, is hereby authorized, directed and designated to act on behalf of the City in determining and itemizing all of the Original Expenditures incurred and paid by the City in connection with the Project during the period commencing on the date occurring 60 days prior to the date of adoption of this Resolution and ending on the date of execution and delivery of the Obligations. The reimbursement allocation must be made not later than 18 months after the later of the date the Original Expenditure is paid or the date the project is either placed in service; provided, however in no event may the reimbursement allocation be made more than 3 years after the date the Original Expenditure is paid.

Section 4. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

Adopted this 14th day of February, 2023.

Attest:

Marion L. Holloway, Jr., Mayor

Bridgette H. Robinson, City Clerk