CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
JANUARY 10, 2023– 4:00 P.M.
AGENDA
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1. Fiscal Year 2024 Budget Departmental Discussions
   A. Police
   B. Fire
   C. Finance
   D. Legislative

- **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, City Manager
DATE:	January 10, 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: Police; Fire; Finance; and Legislative.

RECOMMENDATION

To discuss and establish Fiscal Year 2024 budget priorities.

FY 2024 Departmental Budget Discussion

Police Department

Capital Improvements/New Initiatives

- Capitalized Motor Vehicles: (1105010-424010)
  - Additional needed for improvement: (base budget = $576,000):
    - Yearly replacement cycle according to mileage and maintenance requirements ($144,000)
    - Vehicles prematurely taken out of service due to not at fault accidents ($180,000)
  - Interest/Need: High
  - Estimated Costs:
    - Total Cost to implement first year: $274,000
    - Total Recurring annual cost: $144,000

Priorities

- Capital:
  1. Capitalized Motor Vehicles
- Deficiencies/Deferred:
  1. **Bullet Proof Vests**
  2. **Small Equipment**
  3. **Training & Travel Expenditures**
  4. **PC's Peripherals**
  5. **Legal Services**
  6. **Psychological Exams**

Base Budget Deficiencies/Deferred

- **Bullet Proof Vests:** (Account #1105010-451350):
  - Additional needed to close gap (current $9,350 + $8,000 =$17,350):
  - This request is being made due to the fact that we have multiple officers vests going out of date. Additionally, with the new positions provided and providing newly hired officers vests, we recognize that this line item will require an increase to accommodate this need.
  - Interest/Need: High
  - Estimated Costs:
    - Total Cost to implement first year: +$8,000
    - Total Recurring annual cost: $8,000

Base Budget Deficiencies/Deferred

- **Small Equipment:** (Account #1105010-461500):
  - Additional needed to close gap (current $203,000 + $10,000 =$213,000):
    - We've experienced significant increases in the price of ammunition. Ammunition is a necessity for officers, not only based on state mandated training requirements but also for assigned duty equipment. The state ammunition contract has been put out for bidding and although we have been advised that Kiesler Police Supply won the bid for the state of NC, we do not have updated pricing for this item. However, we have been advised that prices are going up.
  - Interest/Need: High
  - Estimated Costs:
    - Total Cost to implement first year: +$10,000
    - Total Recurring annual cost: $10,000

Base Budget Deficiencies/Deferred

- **Training & Travel Expenditures:** (Account #1105010-458020):
  - Additional needed to close gap (current $61,000 + $10,000 =$71,000):
    - Inflationary increases in the cost associated with attending training related to hotels/lodging, registration, attendance and general costs associated with attending training courses.
  - Interest/Need: Medium
  - Estimated Costs:
    - Total Cost to implement first year: +$10,000
    - Total Recurring annual cost$10,000

Base Budget Deficiencies/Deferred

- **PC's Peripherals:** (Account #1105010-461510):
  - Additional needed to close gap (current $25,070 + $5,000 =$30,070):
  - This request is being made based upon experienced inflationary costs in purchasing new PC's, software and computer equipment needed for operation. As technology evolves and the needs/requirements of the department change, we are required to more frequently provide "documentation" in an electronic format. This means that we've had to purchase new electronic equipment that provides the means for us to comply with this new required method (flash drives, electronic file duplication technology, etc...)
  - Interest/Need: Medium
  - Estimated Costs:
    - Total Cost to implement first year: +$5,000
    - Total Recurring annual cost: $5,000

Base Budget Deficiencies/Deferred

- **Legal Services:** (Account #1105010-432010):
  - Additional needed to close gap (current $35,000 + $5,000 =$40,000):
    - Legal services for the police department have increased in costs due to increased needs. Legal services are requested related to legal updates, legal/court actions, criminal justice standards updates, etc.
  - Interest/Need: Medium
  - Estimated Costs:
    - Total Cost to implement first year: +$5,000
    - Total Recurring annual cost: $5,000

Base Budget Deficiencies/Deferred

- **Psychological Exams:** (Account #1105010-434110):
  - Additional needed to close gap (current $10,000 + $5,000 =$15,000):
    - Psychological exams have increased in price per exam. We have also added positions that will require this exam to be completed for employment.
  - Interest/Need: Medium
  - Estimated Costs:
    - Total Cost to implement first year: +$5,000
    - Total Recurring annual cost: $5,000

FY 2024 Departmental Budget Discussion

Fire Department/5510

Base Budget – Medical Supplies

- Medical Supplies:
  - Additional needed to close gap: $15,000 (Current $5,000; Needed $20,000)
  - Interest/Need: Extreme price increases on medical supplies and increased call volume necessitates this increase. Items are necessary to respond to medical calls.
  - AEDs are coming off of warranty and will need battery replacements next year.
  - Estimated Costs:
    - Materials/facility (non-personnel): None
    - Additional Personnel:None
    - Total Cost to implement first year:$15,000
    - Total Recurring annual cost: $15,000

Base Budget – Overtime Account

- Overtime:
  - Additional needed to close gap: $30,000 (Current $392,855; Needed $422,855)
  - Interest/Need:
    - Call back personnel needed more frequently to maintain minimum staffing.
    - Off duty training needs.
    - Swift water training is not offered locally due to lack of moving water availability.
  - Estimated Costs:
    - Materials/facility (non-personnel): None for this increase request
    - Additional Personnel: None
    - Total Cost to implement first year: $30,000
    - Total Recurring annual cost: $30,000

Base Budget – Wellness Account

- Wellness Program:
  - Additional needed to close gap: $12,000 (Current $31,000; Needed $43,000)
  - Interest/Need: Needed for annual physicals and return to work exams. Increase based on usage history and additional Station 6 staffing.
  - Estimated Costs:
    - Materials/facility (non-personnel): None
    - Additional Personnel: None
    - Total Cost to implement first year: $12,000
    - Total Recurring annual cost: $12,000

Base Budget – Explorer Program

- Explorer Program:
  - Additional needed to close gap: $6,500 (Current $2,000; Needed $8,500)

  - Interest/Need: Very active and growing explorer program.
  - Uniforms, activities, insurance costs, etc. have increased.
  - Have hired three personnel that went through the program. Great outreach in difficult recruitment times.
  - Good learning opportunity for our youth.

  - Estimated Costs:
    - Materials/facility (non-personnel): None
    - Additional Personnel: None
    - Total Cost to implement first year:$6,500
    - Total Recurring annual cost: $6,500

Base Budget – Accreditation and Training RMS

- Accreditation Fee & Training Software:
  - Additional needed to close gap: $951 (Current $13,621; Needed $14,572)

  - Interest/Need: Required annual accreditation fee has increased from $1,270 to $1,330.
  - The training Records Management System (RMS) is user based and will increase $891 with the addition of Station 6 personnel.

  - Estimated Costs:
    - Materials/facility (non-personnel): None for this increase request
    - Additional Personnel: None
    - Total Cost to implement first year: $951
    - Total Recurring annual cost: $951

Base Budget – Other Operating Expenses

- Other Operating Expenses :
  - Additional needed to close gap $5,000 (Current $35,000; Needed $40,000)

  - Interest/Need: Account covers supplies and items that fall outside of the guidelines of other accounts.
  - Rising costs along with increased activities necessitate this increase.

  - Estimated Costs:
    - Materials/facility (non-personnel): None
    - Additional Personnel: None
    - Total Cost to implement first year:$5,000
    - Total Recurring annual cost: $5,000

Capital Improvements/New Initiatives

- Fire Apparatus Replacement (Rescue 1):
  - Additional Needed for Improvement: Rescue 1 is due for replacement.

  - Interest/Need: Staying on replacement plan schedule is necessary, especially with delivery time projections and schedule replacements in coming years.
  - Specialty apparatus that carries specialized rescue and other equipment. (Only one we have.)
  - Estimated delivery time of three years, after order is placed.
  - Recommend retaining the current truck for reserve use.

  - Estimated Costs:
    - Materials/facility (non-personnel): $1,400,000
    - Additional Personnel required to implement: None
    - Total Cost to implement first year: (Installment Financing?)
    - Total Recurring annual cost: General maintenance cost.

Capital Improvements/New Initiatives

- Metal Storage & Apparatus Building at Training Ground:
  - Additional Needed for Improvement: Building for proper storage of training equipment and apparatus.

  - Interest/Need: Currently storage at the training grounds is in conex boxes. These are not heated and do not allow for adequate and proper storage due to size.
  - A building would provide heated storage and a configuration better suited for longevity of equipment.
  - Would allow for apparatus storage for training use.

  - Estimated Costs:
    - Materials/facility (non-personnel): $104,625 for the building, pad and electrical needs.
    - Additional Personnel required to implement: None
    - Total Cost to implement first year: $104,625
    - Total Recurring annual cost: General maintenance cost.

Capital Improvements/New Initiatives

- Replace Driving Pad at Training Ground:
  - Additional Needed for Improvement: Concrete pad of adequate size to conduct necessary fire apparatus driver training.

  - Interest/Need: Parking area at the training grounds was previously used for driver training. Suspended use due to deterioration of the asphalt pad.
  - Concrete pad at old Scott building is no longer available for this use.
  - Limited options for new driver training and in-service training on large fire apparatus. These skills are essential for safe operations during emergency conditions.
  - Would likely get use from other city departments for driver training.

  - Estimated Costs:
    - Materials/facility (non-personnel): $477,590
    - Additional Personnel required to implement: None
    - Total Cost to implement first year: $477,590
    - Total Recurring annual cost: General maintenance cost (Low if any).

Personnel – Ladder/Rescue Personnel

- Ladder/Rescue Personnel: 3 Captains (1 Per Shift)
  - Captain: Supervises, commands and directs personnel assigned to a company and provides management of day-to-day operations of their company and station.

  - Need: Separate the combined ladder/rescue company.
  - Improved personnel distribution and crew continuity.
  - Provides better crew continuity for safer hazardous operations.
  - Aid in ISO grading with additional stand alone company.

  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $49,350
    - Salary/benefits, etc.: $237,369 (FY24)
    - Total Recurring annual salary/benefits: $301,000
    - (Recommend applying for Federal SAFER Grant.)

Personnel – Ladder/Rescue Personnel

- Ladder/Rescue Personnel: 9 Firefighters (3 Per Shift)
- Firefighter: Fights fire, provides patient care, performs rescues, provides fire prevention education and maintains stations, grounds and equipment.

  - Need: Separate the combined ladder/rescue company.
  - Improved personnel distribution and crew continuity.
  - Provides better crew continuity for safer hazardous operations.
  - Aid in ISO grading with additional stand alone company.
  -
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $131,988
    - Salary/benefits, etc.: $520,252 (FY24)
    - Total Recurring annual salary/benefits: $650,652
    - (Recommend applying for Federal SAFER Grant.)

Personnel – Administrative Captain

- Administrative Captain (Reclassify and Upgrade Current PT Data Analyst
  - Administrative Captain; 40 Hour Schedule; Perform administrative functions, Accreditation management, data analysis, planning, logistical support, incident reporting quality control and statistical analysis.
  - Need: Upgrade current part time Data Analysis position to full Administrative Captain position to provide necessary administrative support functions.
  - Provide necessary salary range to attract appropriately qualified applicants.
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $78,829
    - Salary/benefits, etc.: $86,303 (FY24)(Current funding for P/T $16,497)
    - Total Recurring annual salary/benefits: $86,303

Personnel – Training Captain

- Training Captain:
  - Training Captain; 40 Hour Schedule; Assist the Training Chief in developing and delivering training, perform administrative training functions; assist in logistical needs, assist with safety at emergency incidents; deliver recruit school instruction and management.
  - Need: Provide needed fire and rescue training capability improvements.
  - Training workload demand to meet regulations and industry standards in various fire and rescue services provided has outgrown the capabilities of one position to adequately manage.
  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $98,961
    - Salary/benefits, etc.: $86,303 (FY24)
    - Total Recurring annual salary/benefits: $86,303

Personnel – Battalion Chief

- Battalion Chief: 3 Positions (1 per Shift)
  - Battalion Chief: Provides administration of an operational shift of personnel including incident command of fire and rescue operations at emergencies, etc.

  - Need: Establish a second Battalion Chief on each shift.
  - Divide the management responsibilities of the seven companies.
  - Provide improved emergency incident supervision and safety.

  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $134,151
    - Salary/benefits, etc.: $257,627 (FY24)(Position requested to start October 1, 2023)
    - Total Recurring annual salary/benefits: $343,502

Personnel – Deputy Fire Marshal

- Deputy Fire Marshal:
  - Deputy Fire Marshal; 40 Hour Schedule; Assist Fire Marshal with administrative duties; conduct fire inspections, plan/permit reviews, fire investigations; provide second in command.

  - Need: Establish a second in command of the Fire Marshal Division to support the Fire Marshal and allow more focus on administrative duties.
  - Needed due to growth of the city and added work load of this division.
  - Better meet the needs of our business and industrial community.

  - Estimated Costs:
    - Equipment/supplies, etc. (one time, non-personnel): $100,311
    - Salary/benefits, etc.: $101,099 (FY24)
    - Total Recurring annual salary/benefits: $101,099

Priorities

- Deficiencies/Deferred:
  1. Medical Supplies
  2. Overtime Increase
  3. Wellness Program

- Capital:
  1. Replace Rescue 1
  2. Metal Storage and Apparatus Building at the training grounds.
  3. Replace current driving pad at the training grounds.

- Personnel:
  1. Ladder / Rescue Personnel (Recommend SAFER grant application.)
  2. Administrative Captain
  3. Training Captain

FY 2024 Departmental Budget Discussion

Finance Department

Base Budget Deficiencies/Deferred

- No items requested by the Finance Department were deferred.

Capital Improvements/New Initiatives

- Project/Initiative?: Construction of New 6 Bay Fleet Maintenance Facility
  - Additional needed for improvement: Paving/parking including storm water permits, grading, fencing, relocation of current vehicle lifts, install tire racks. Location possibly at Energy Services.
  - 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 - $3,500,000
    - Additional Personnel required to implement: None
    - Total Cost to implement first year: $3,500,000
    - Total Recurring annual cost: Utilities - $5,500

Personnel

- Currently there are no personnel needs identified for the Finance Department.

FY 2024 Departmental Budget Discussion

City Council

Base Budget

- Council Discretionary Budget (Account #1101010-468080):
  - City Council Discretionary Funds and Purchasing Policy GA-15
    - Mayor $3,000 per Fiscal Year
    - Mayor Pro Tem $3,000 per Fiscal Year
    - Council Member $3,000 per Fiscal Year

Base Budget

- Council Travel Budget (Account #1101010-458020):
  - Travel Policy for Elected Officials GA-02
    - Mayor $5,000 per Fiscal Year
    - Mayor Pro Tem $5,000 per Fiscal Year
    - Council Member $5,000 per Fiscal Year
  - No transfers are permitted to change this allocation unless approved by Council. (This includes between Council Members and from Discretionary Funds.)

Base Budget

- Council Youth Council Budget (Account #1101010-468070):
  - Budgeted at $42,000
  - Includes 2 trips and other meeting and event expenses

Base Budget

- Wage:
  - Median Family Income (MFI)is prepared by the U.S. Census Bureau and used by the Department of Housing and Urban Development. The Council's pay adjustments are linked to this index.
  - Need: Council wages are based on a specified percentage amount of the MFI. The percentage will vary depending on the position held by the member of Council. The percentage for the Major will be the highest, followed by the Major Pro Tem and then by a Councilmember. The MFI is prepared annually and Council wages will self-adjust annually with changes to the MFI index, as long as the MFI increases.
  - Estimated Costs:
    - FY22 Wages: Mayor – $15,210.24; Mayor Pro Tem – $14,611.56; Council – $12,525.00
    - FY23 Wages: Mayor – $15,337.87; Mayor Pro Tem – $14,734.16; Council – $12,629.13
    - FY24 Wages: Mayor - $17,542.01; Mayor Pro Tem - $16,851.54; Council - $14,216.95
    - Total annualized wage increase: $12,256.25

Base Budget

- Stipends (per month):
  - Cell Phone Allowance:
    - Mayor $125
    - Mayor Pro Tem $125
    - Council Member $100
  - Health Insurance Benefits – Benefit is equal to that of a full-time employee
  - Internet Stipend:
    - Mayor $45
    - Mayor Pro Tem $45
    - Council Member $45
  - Office Expenses:
    - Mayor $50
    - Mayor Pro Tem $50
    - Council Member $50
  - Travel (in Union County):
    - Mayor $400
    - Mayor Pro Tem $350
    - Council Member $300