



AGENDA COMMUNITY HUMAN SERVICES ADVISORY BOARD

September 17, 2020 06:00 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/86140027413?pwd=Ukt0OQ2hIR2xqQnJ0RFNwelZ1TFF3QT09>

Meeting ID: 861 4002 7413

Passcode: 671573

Find your local number: <https://us02web.zoom.us/j/86140027413?pwd=Ukt0OQ2hIR2xqQnJ0RFNwelZ1TFF3QT09>

CALL TO ORDER

ROLL CALL

- | | |
|---|---|
| <input type="checkbox"/> Interim Chair Tuttle | <input type="checkbox"/> Boardmember Lunstrum |
| <input type="checkbox"/> Boardmember Balk | <input type="checkbox"/> Boardmember Mehta |
| <input type="checkbox"/> Boardmember Bloss | <input type="checkbox"/> Boardmember Nino de Guzman |
| <input type="checkbox"/> Boardmember Evans | <input type="checkbox"/> Boardmember Sial |
| <input type="checkbox"/> Boardmember Gagnon | <input type="checkbox"/> Member Plum |
| <input type="checkbox"/> Boardmember Harrigan | <input type="checkbox"/> Member Strickler |
| <input type="checkbox"/> Boardmember Lipsy | |

PUBLIC COMMENT

This time is set aside for members of the public to speak to the Board. Comments by individuals are limited to three (3) minutes. The Board may not respond to matters brought up during public comment and may, if appropriate, address the matter at a subsequent meeting.

APPROVAL OF MINUTES

September 3, 2020

OLD BUSINESS

1. Community Human Services Advisory Board Purpose & Review
2. Icebreaker

NEW BUSINESS

1. Open Public Meetings Act and Public Records Act – Becky Hasart, Interim City Clerk



AGENDA COMMUNITY HUMAN SERVICES ADVISORY BOARD

September 3, 2020 06:00 PM Pacific Time (US and Canada)

2. Discuss Budget 101 and 2021 Budget Assumptions – Becky Hasart, Finance Director
3. Review 2021 Budget Proposals – Deborah Knight, City Administrator

DISCUSSION BY BOARDMEMBERS AND STAFF

ADJOURNMENT

ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES WILL BE PROVIDED UPON REQUEST.
For assistance, please contact the City Hall at 360-794-7400 48 hours in advance of the meeting.

**THE COMMUNITY HUMAN SERVICES ADVISORY BOARD MAY ADD AND TAKE
ACTION ON OTHER ITEMS NOT LISTED ON THIS AGENDA**

**COMMUNITY HUMAN SERVICES ADVISORY BORAD
SEPTEMBER 3, 2020**



CALL TO ORDER AND ROLL CALL

The September 3, 2020 Community Human Services Advisory Board (CHSAB) meeting was called to order at 6:00PM by Ms. Bridgette Tuttle. Ms. Rachel Adams facilitated roll call.

Attendees:

Board Members

Tony Balk
Jim Bloss
Roger Evans
Lynsey Gagnon
James Harrigan

Brian Lipsy
Sarah Lunstrum
Aisha Sial
Bridgette Tuttle

City of Monroe

Rachel Adams
Tyler Christian
Deborah Knight
Mayor Geoffrey Thomas
Councilmember Heather Rousey

Members

Todd Strickler

Amy Plumb

Absent:

Amber Mehta
Jose Luis Nino de Guzman

APPROVAL OF MINUTES

Jim Bloss moved to approve the minutes from the August 20, 2020 meeting. Tony Balk seconded.

Meeting minutes passed: 9 Yes/0 No

PUBLIC COMMENT

None.

OLD BUSINESS

Ms. Knight read the CHSAB Purpose Statement. The statement is consistent with the resolution to establish the board and from the CHSAB application.

Ms. Knight revisited the CHSAB Responsibilities: Adopt multi- year strategy, implement the HPAC recommendations, and Consider human service policy issues.

Ms. Adams led the getting to know one another Personality Profile Discussion and Icebreaker conversation.

COMMUNITY HUMAN SERVICES ADVISORY BORAD
SEPTEMBER 3, 2020



NEW BUSINESS

Ms. Knight led the discussion going through each major subject of the Homeless Policy Advisory Committee (HPAC) Recommendations. There was lots of discussion around data, and data collection.

Ms. Knight shared the progress that has been made in implementing the HPAC recommendations.

BOARD DISCUSSION

Mr. James Harrigan requested as a topic for a future agenda the perspective from local businesses and their challenges and struggles impacting local shopping and creating strong community.

Mr. Roger Evans brought up the concern about not having a cold weather shelter this year during Covid19. Ms. Sarah Lunstrum will follow up with information from Take the Next Step.

Mr. James Harrigan inquired about the board's previous discussion on deciding to use the Land Acknowledgment. Ms. Knight responded that it is not part of the current template at this time for City Boards and Committees.

Any hand-outs for the next meeting will be emailed to Board Members

Next Meeting 9/17 (6-7:30pm)

ADJOURNMENT

The meeting adjourned at 7:30PM.

CHSAB

Community Human
Services Advisory
Board

September 17, 2020



Agenda

September 17, 2020

CALL TO ORDER

ROLL CALL

- | | |
|---|---|
| <input type="checkbox"/> Interim Chair Tuttle | <input type="checkbox"/> Boardmember Lunstrum |
| <input type="checkbox"/> Boardmember Balk | <input type="checkbox"/> Boardmember Mehta |
| <input type="checkbox"/> Boardmember Bloss | <input type="checkbox"/> Boardmember Nino de Guzman |
| <input type="checkbox"/> Boardmember Evans | <input type="checkbox"/> Boardmember Sial |
| <input type="checkbox"/> Boardmember Gagnon | <input type="checkbox"/> Member Plum |
| <input type="checkbox"/> Boardmember Harrigan | <input type="checkbox"/> Member Stoddard |
| <input type="checkbox"/> Boardmember Lipsy | <input type="checkbox"/> Member Strickler |

PUBLIC COMMENT

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APPROVAL OF MINUTES

September 3, 2020

OLD BUSINESS

1. Community Human Services Advisory Board Purpose & Review
2. Icebreaker

NEW BUSINESS

1. Open Public Meetings Act and Public Records Act – Becky Hasart, Finance Director
2. Discuss Budget 101 and 2021 Budget Assumptions – Becky Hasart, Finance Director
3. Review 2021 Budget Proposals – Deborah Knight, City Administrator

DISCUSSION BY BOARDMEMBERS AND STAFF

ADJOURNMENT

ROLL CALL & CALL TO ORDER

Interim Chair Tuttle
Boardmember Balk
Boardmember Bloss
Boardmember Evans
Boardmember Gagnon
Boardmember Harrigan
Boardmember Lipsy

Boardmember Lunstrum
Boardmember Mehta
Boardmember Nino de Guzman
Boardmember Sial
Member Plum
Member Strickler

Public Comment

This time is set aside for members of the public to speak to the Board

Comments are limited to **three (3) minutes**.

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Approval of Minutes

September 3, 2020

September 17, 2020 CHSAB Meeting - Objectives

- Getting to know one another Icebreaker (Rachel)
- Review Open Public Meetings Act and Public Records Act Requirements (Finance Director, Becky Hasart)
- Discuss Budget 101 and 2021 Budget Assumptions (Finance Director, Becky Hasart)
- Review 2021 Budget Proposals from the TAC (City Administrator, Deborah Knight)

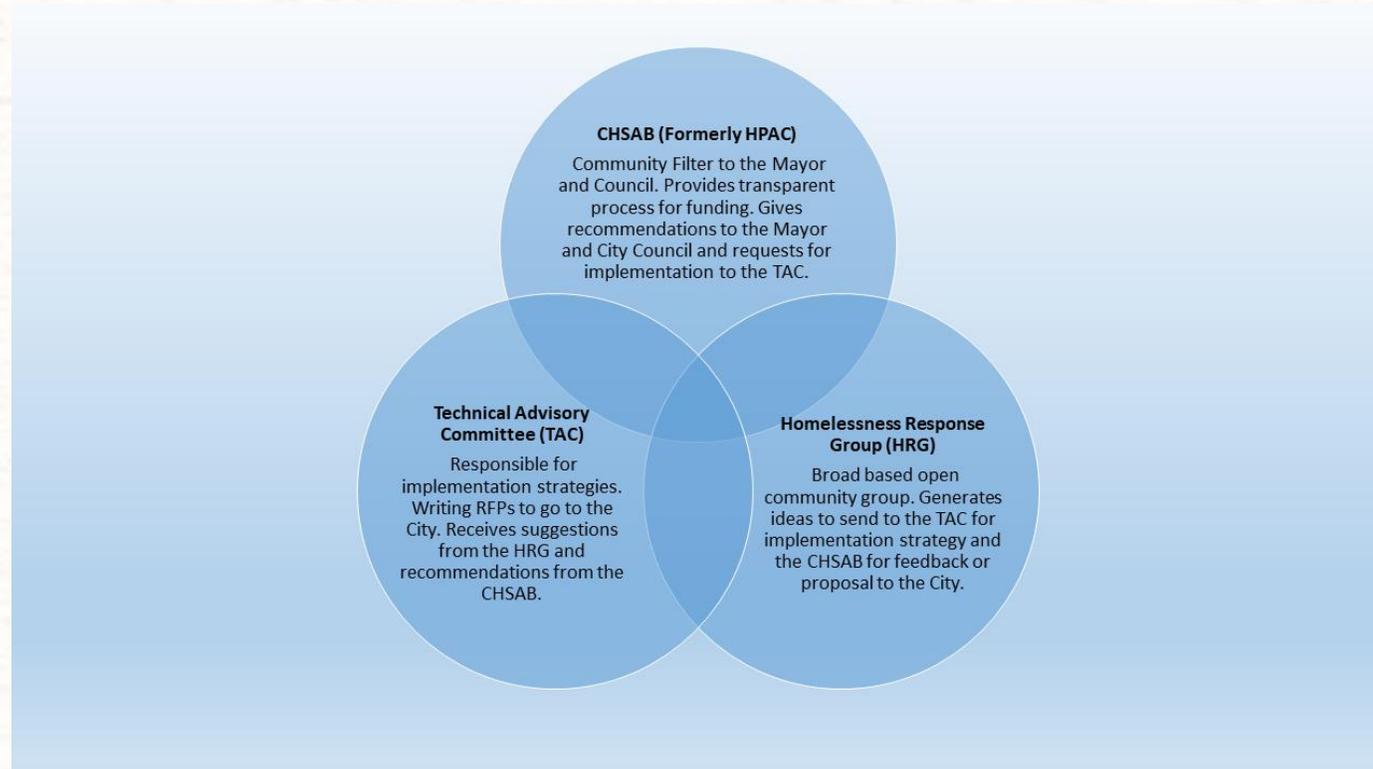
Old Business

1. Purpose Statement
2. Ice Breaker

Old Business Item #1

Community Human Services Advisory Board Purpose Statement

- **Advice and guidance to the Mayor and Council on issues related to**
 - Equity, recovery, and community resiliency.
- **Seek solutions and assistance for**
 - Unsheltered persons,
 - Marginalized communities,
 - Those experiencing poverty or adversely effected by crisis within the City.
- **Provide a forum to coordinate information**
 - Among residents and stakeholders in the City of Monroe



Old Business Item #2

Getting to know one another (2-3mins per person)

- Where is your “Happy Place”?

Board Members				
Sarah Lunstrum	Aisha Sial	James Harrigan	Roger Evans	Amy Plumb
Tony Balk	Lynsey Gagnon	Jose Luis Nino de Guzman	Todd Strickler	Jim Bloss
Amber Mehta	Bridgette Tuttle	Bryan Lipsy		
City Staff				
Becky Hassart	Rachel Adams	Tyler Christian	Deborah Knight	

*We will do this, or something similar, at every meeting for a while to give us a chance to get to know each other.

New Business

1. Open Public Meetings Act and Public Records Act
2. Budget 101 and 2021 Budget Assumptions
3. Technical Advisory Committee 2021 Budget Recommendations

New Business Item #1

Open Public Meetings Act

New Business Item #1

Public Records Act

New Business Item #2

**Discuss Budget 101 &
Budget Assumptions**

New Business Item #2

Becky's Slides

New Business Item #3

Review 2021 Budget Proposals

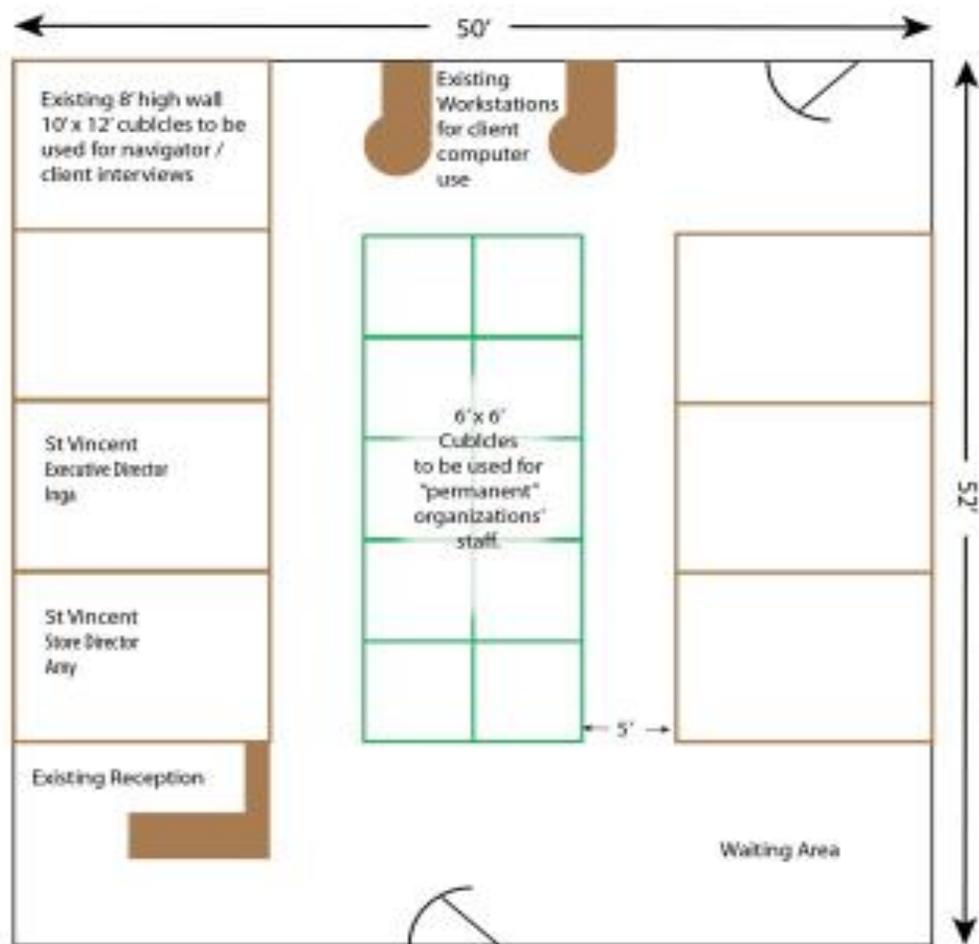
New Business Item #3

2021 Budget Request

- Tenant Improvements at Saint Vincent DePaul to create a Community Resource Center \$40,000
- Needs Assessment \$50,000

New Business Item #3

Monroe Community Resource Center



Office / Navigator Space

- High-wall cubicles (existing) provide private interview space (5 - 7 spaces to be used for client interviews by visiting navigators and "permanent" staff)
- 10 cubicles (new green) for "permanent" Resource Center Organizations' staff
- Workstations for client use

Common Area Space

(between Resource Center and Master JI's)

- Open area for classes, training, etc.
- Possible future use:
 - Community Court
 - Day Center
- Build-out:
 - Conference Room
 - Staff Lunch / break room
 - Storage: emergency food, hygiene kits, etc.

New Business Item #3

Monroe Community Resource Center Projected Budget

<u>Operational Expenses</u>	Monthly Expense	9 / 1 to 12 / 31 / 2020	Annual Thereafter
Facility Rental (paid to St Vincent de Paul) <i>includes utilities and maintenance</i>	\$1,500	\$6,000	\$18,000
Center "Backbone" Management	\$1,000	\$4,000	\$12,000
Center Receptionist <i>40 hours per week at \$17.00 per hour fully funded</i>	\$3,600	\$14,400	\$43,200
Shared office supplies, Internet, phone, equipment maintenance, etc	\$1,000	\$4,000	\$12,000
Preliminary Estimate of Operational Expense	\$7,100	\$28,400	\$85,200
Initial build-out, furnishing, electrical, etc*		\$40,000	
Total Cost for 2020		\$68,400	

To make this meaningful and impactful, the City must commit to long term funding and support of the Community Resource Center. Without that assurance, most service providers will not make the move to the Center.

New Business Item #3

Needs Assessment

Phase 1 - Asset Mapping 1/21-4/21	Phase 2 - Develop/Issue RFP 5/21-8/21	Phase 3 – Award Implement Recommendations 9/21-12/21
<ul style="list-style-type: none">• Hire an outside facilitator• Kick off meeting• Interview stakeholders• Survey agencies• Facilitate two focus group meetings• Create community asset map• Assess funding gaps/overlaps• Identify funding resources• Evaluate best practices for service delivery during Covid19 and recommend safety measures• Summary report• Half-day workshop to review report findings and recommendations• Final report• Wrap up meeting	<p>Half-day workshop to build scope of work and create the critical path to issue RFP</p> <ul style="list-style-type: none">• Create RFP• Issue RFP• Award RFP	

Discussion and Next Meeting Agenda

Board Members, Staff and Consultants

Board Discussion

- General comments about agenda or other topics of interest to board members
- Open Public Meetings Act and Public Records Act Requirements
 - Training regarding Open Public Meetings Act and Public Records Act



Next Meeting – October 1, 2020 6pm-7:30pm

- Review Proposed Temporary Encampment Regulations – Shana Restall, Senior Planner
- Enviro Issues Consultant Willow Russel will present the Human Services communication plan.
- Review WeAreMonroeWA (facebook & Instagram)
- Does anyone have anything to add to an upcoming agenda?

Hand Outs & Homework

- Please review documents
 - Temporary Encampment Regulations
 - Communications Assessment
 - Enviro Issues Communication Plan
 - Facebook & Instagram “WeAreMonroeWA pages”
- Come back with feedback and questions
- Consider how Diversity Equity and Inclusion will be a part of our work.

Thank you!!



WeAreMonroe

CHSAB 09-17-2020

OPMA Overview

OPMA - Open Public Meetings Act

- ▶ Defines what a meeting is
- ▶ Meeting occurs when a quorum gathers to conduct business
- ▶ Councils, boards, certain Council committees are subject to OPMA (committees that act on behalf of the Council which can take testimony or public comment)
- ▶ Meetings do not have to be in person. Can occur by telephone, email, other electronic media, etc.
- ▶ Be careful of the “serial meeting”

CHSAB 09-17-2020

OPMA Overview

OPMA - Open Public Meetings Act - Penalties for Noncompliance

- ▶ Action taken at a meeting in violation of the OPMA becomes null and void
- ▶ Potential personal liability for those who knowingly violate OPMA - \$500 for first violation and \$1,000 for subsequent violations

OPMA - Training Requirements

- ▶ Must complete training within 90 days of oath or assuming duties
- ▶ Refresher training required every four years thereafter

**Training may be found at the Washington State Attorney Generals Site:
atg.wa.gov/open-government-training**

CHSAB 09-17-2020

PRA Overview

PRA - Definition

- ▶ A public record is defined in [RCW 42.56.010\(3\)](#) as any writing that is prepared, owned, used, or retained by any state or local government agency, and which contains information that relates to the conduct of government, or the performance of any governmental or proprietary function. The term “writing” is broadly defined in the PRA, to include not only traditional written records, but also photos, maps, videos, voicemails, webpage and social media content, emails, text messages and tweets ([RCW 42.56.010\(4\)](#)).

CHSAB 09-17-2020

PRA Overview

PRA - Public Records Act

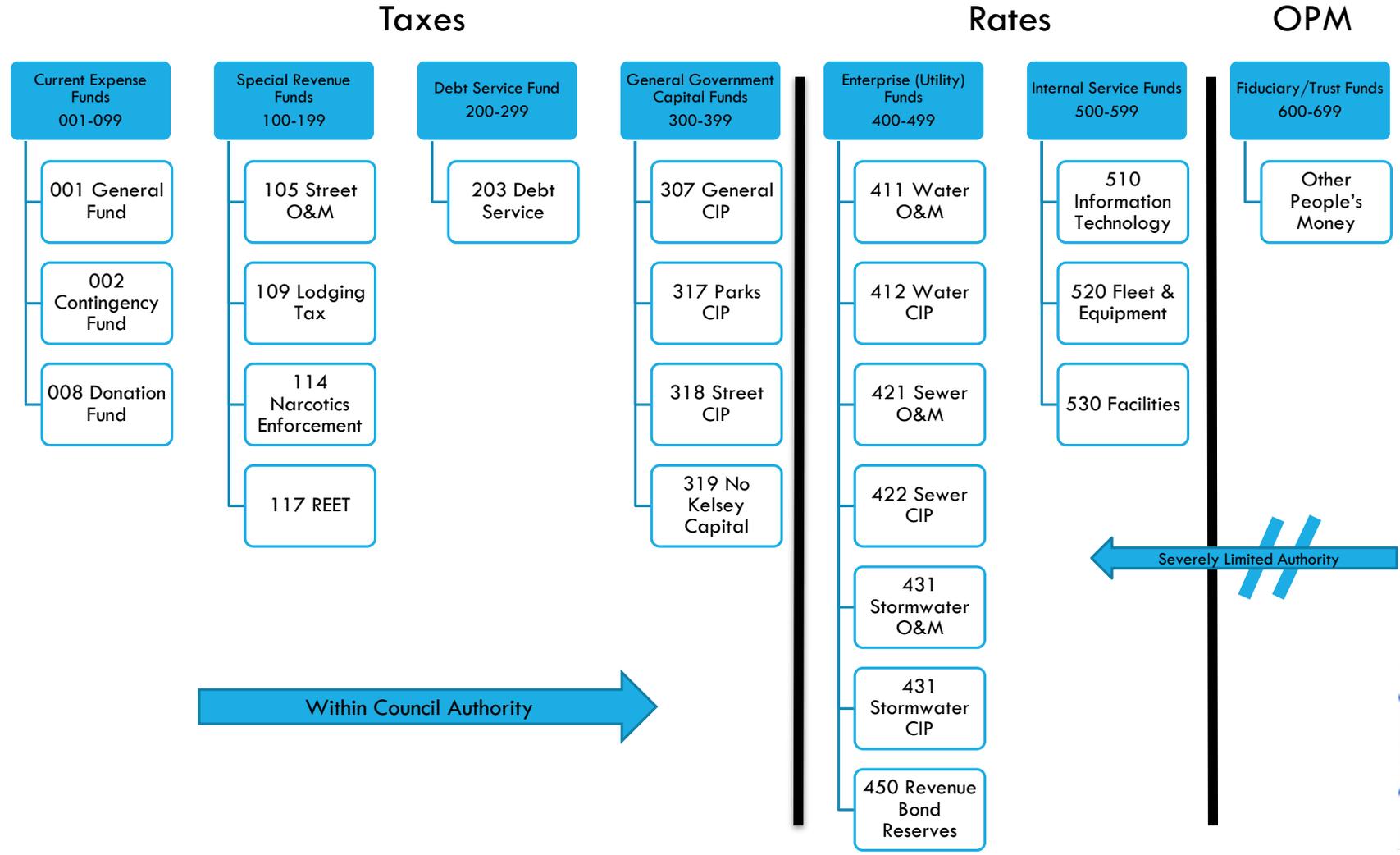
- ▶ Requires all public records maintained by state and local agencies (including Council appointed boards and committees) be made available to all members of the public
- ▶ Very narrow statutory exemptions - exemption must be specifically stated in statute to apply
- ▶ When in doubt, assume the record must be maintained
- ▶ Criminal penalties can be assessed for the intentional destruction of public records
- ▶ More information may be found at: <http://mrsc.org/Home/Explore-Topics/Legal/Open-Government/Public-Records-Act/Public-Records-Act-Basics.aspx>

City of Monroe Budget Update

09/17/2020 CHSAB

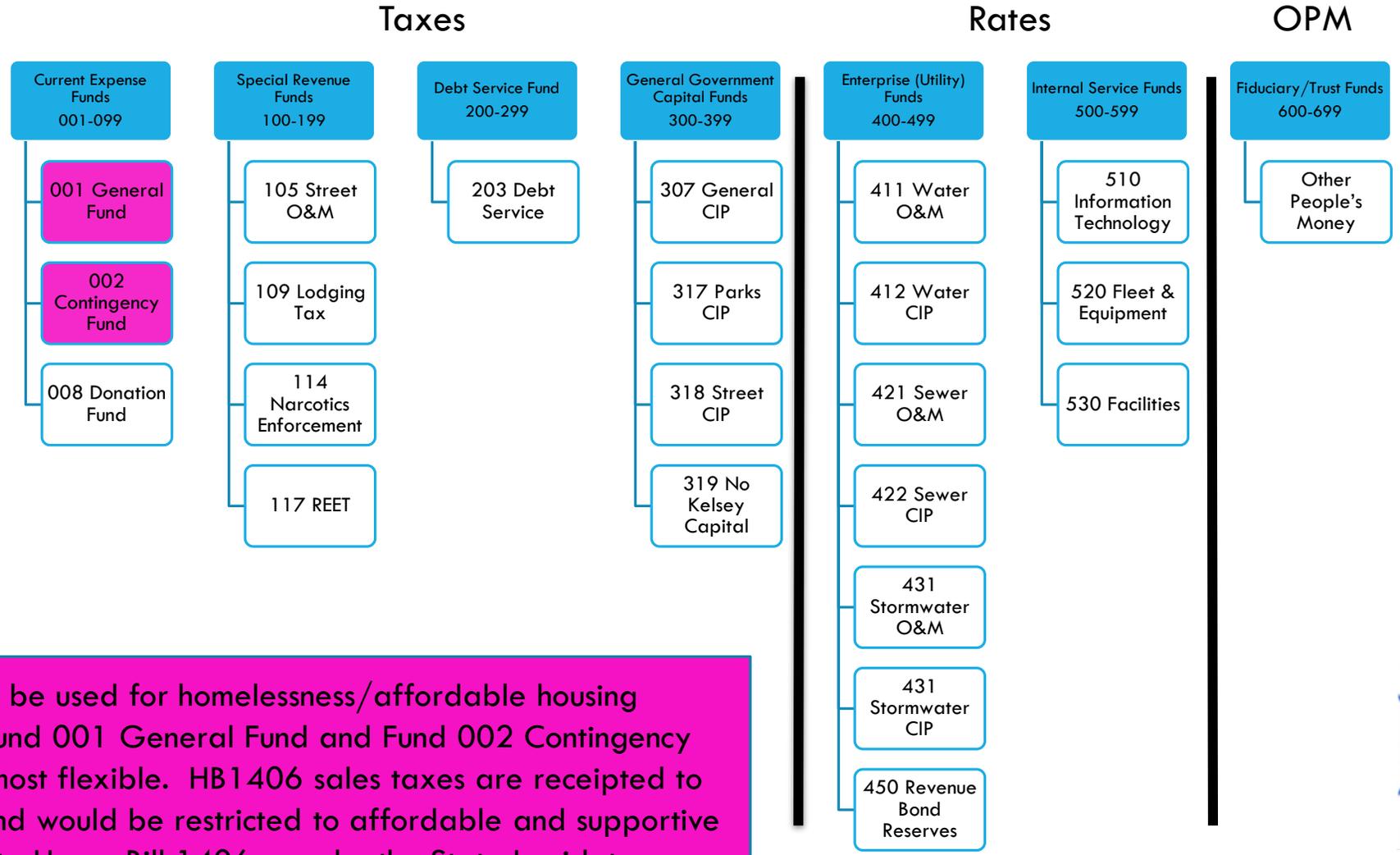
SOURCES OF REVENUE

**THE ADVENTURE
STARTS HERE!**



GENERAL AND SPECIAL REVENUE FUNDS

THE ADVENTURE STARTS HERE!



Funds in purple may be used for homelessness/affordable housing recommendations. Fund 001 General Fund and Fund 002 Contingency Fund would be the most flexible. HB1406 sales taxes are receipted to the General Fund and would be restricted to affordable and supportive housing per Substitute House Bill 1406 pass by the State Legislature.



**THE ADVENTURE
STARTS HERE!**

GENERAL FUND AVAILABLE REVENUES - Pre COVID

Fund	Description	Estimated Max Rev 2020
General Fund Beginning Balance	Available when revenues exceed expenditures	\$300,000
General Fund expense	2020 Budget appropriation	\$100,000
One-time Construction Sales Tax	One-time sales tax from new construction	\$410,554
Property Tax Banked Capacity *	Monroe has not taken 1% property tax increase leaving “banked capacity”. Banked capacity could fund priority projects	\$252,850

* New source of revenue **must be adopted** by City Council

CONTINGENCY (RESERVE) FUND

Pre-COVID

	2019	2020
Assessed Value	\$2,600,459,852	\$2,883,672,250
Beginning Balance	\$856,744	\$973,386
Contingency Max	\$975,172	\$1,081,377
Transfer in/(out)	\$102,562	\$95,450
Interest Earnings	\$17,121	\$13,063
Ending Balance	\$976,427	\$1,081,899

- Limited to emergencies and one-time expenses
- Contingency is restricted by RCW to \$0.375 per \$1,000 of assessed value or 8% of General Fund Budget which ever is lower.

AFFORDABLE HOUSING FOR ALL FUND

**THE ADVENTURE
STARTS HERE!**

Adoption on 12/10/2019 by City Council by Ordinance 025/2019.
Began collecting tax in July 2020.

New State Approved Revenue stream per Substitute House Bill 1406	2020 Estimate
First year estimate (6 months)	\$22,000
Annual estimate	\$44,000

- City Council approval only – money comes from the State’s portion of existing sales tax collection
- May be used for acquisition, construction or rehabilitation of affordable housing or facilities providing supportive housing
- May be used for operations and maintenance of affordable or supportive housing
- If eligible, can be used to provide rental assistance to tenants

THE ADVENTURE STARTS HERE!

Sales Tax Rate Breakdown for Monroe Transactions

Jurisdiction Receiving Tax	Rate	Notes
State of WA general tax	6.5%	Ongoing (no sunset)
State of WA Criminal Justice tax	0.1%	Ongoing
City Regular and Option tax	1.0%	Ongoing
Monroe Transportation Benefit tax	0.2%	Ends December 2024
Monroe Public Safety tax	0.1%	Ongoing
Local Transit tax	1.2%	Ongoing
Snohomish County Mental Health tax	0.1%	Ongoing
Snohomish County 911	0.1%	Ongoing
Total Sales Tax	9.3%	

Note: The City of Monroe only receives 1.3% of the 9.3% sales tax total for local priorities.

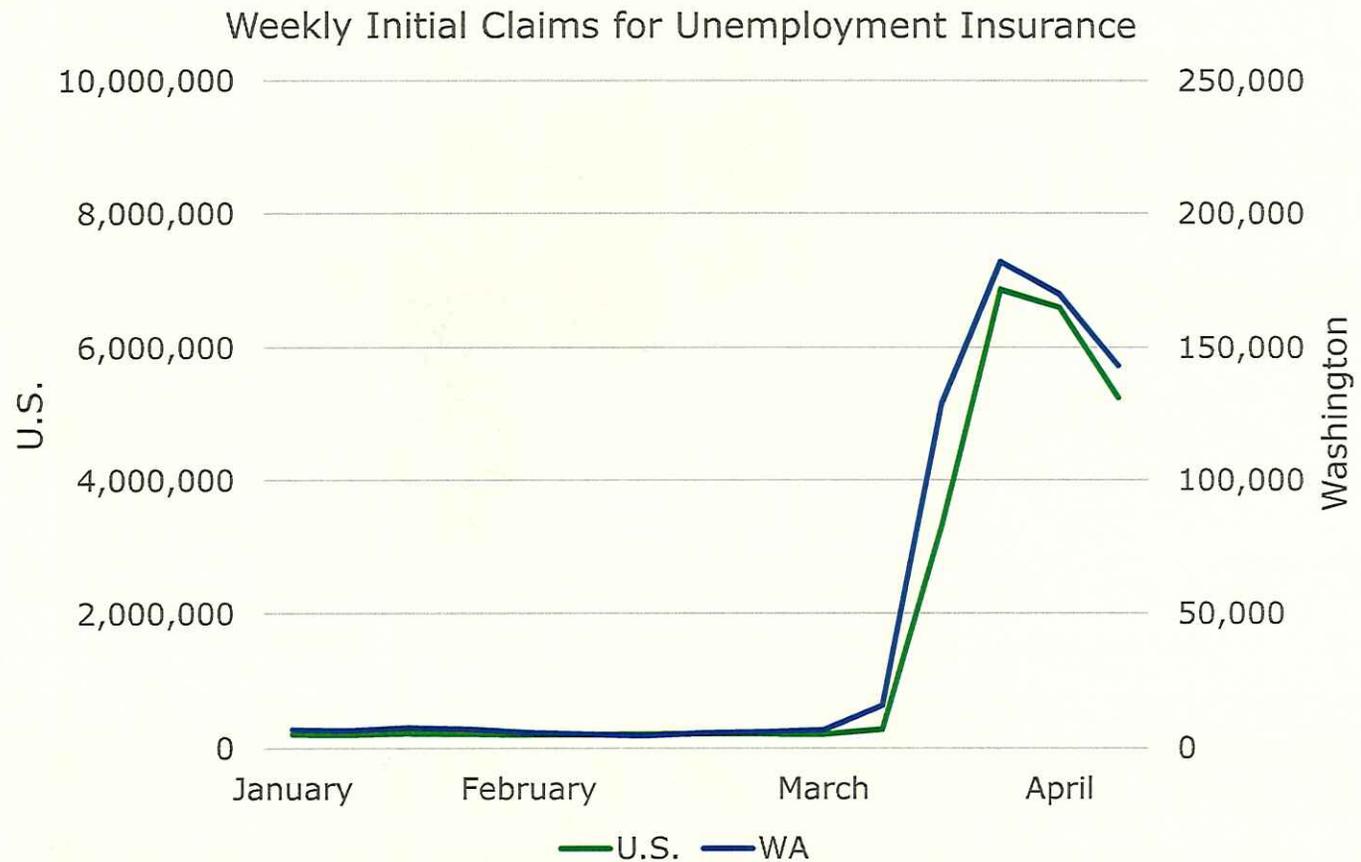
THE ADVENTURE STARTS HERE!

Monroe Sales Tax Rate Comparison

Jurisdiction	Rate
Monroe	9.3%
Bothell in SnoCo	10.4%
Everett	9.8%
Gold Bar	9.0%
Granite Falls	9.0%
Lake Stevens	9.0%
Lynnwood	10.5%
Marysville	9.3%
Mill Creek	10.5%
Snohomish	9.2%
Sultan	9.0%



Initial claims for unemployment insurance have surged



April 23, 2020

Slide 9

Source: U.S. Bureau of Labor Statistics, WA Employment Security Dept., data through week ending April 11 2020

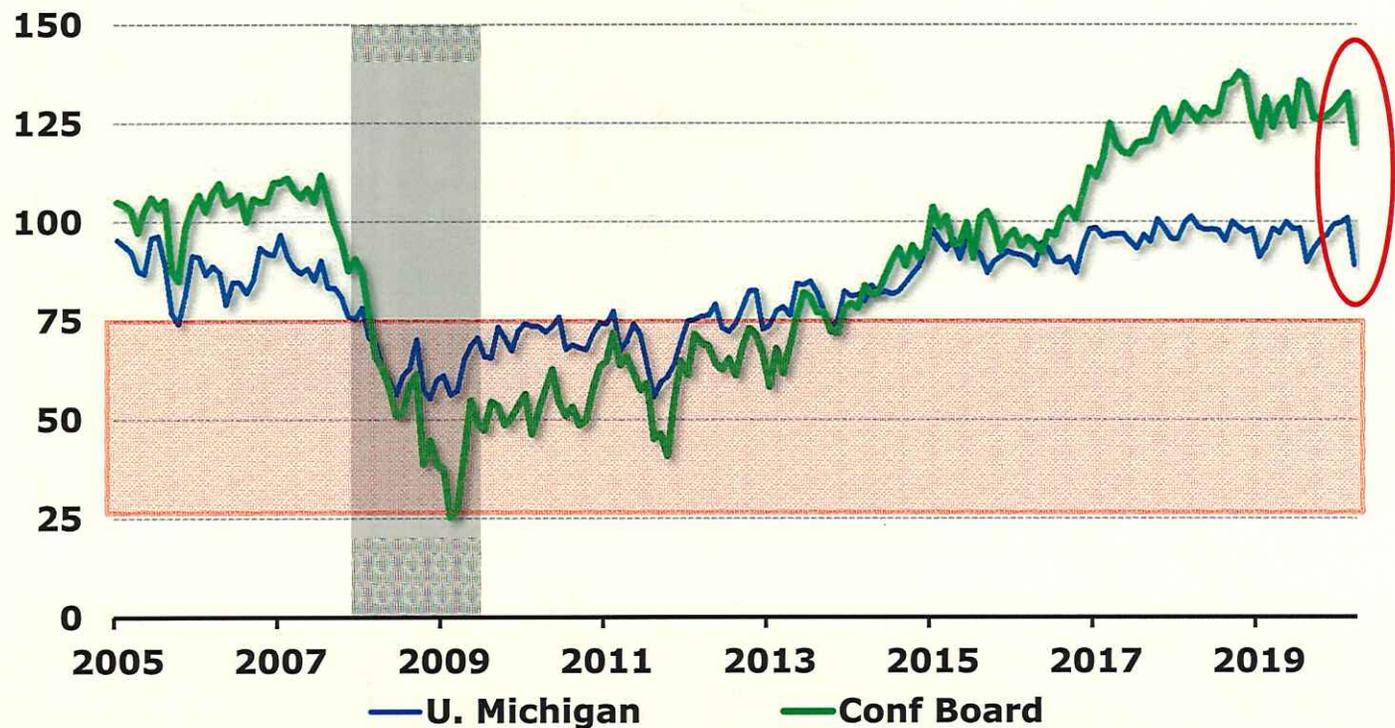
WASHINGTON STATE ECONOMIC AND REVENUE FORECAST COUNCIL



Consumer confidence declined in March

An early March survey by Boston Consulting Group found that 56% of consumers expect a recession due to the coronavirus

Index
Mich: 1966Q1 = 100, SA
Conf Board: 1985 = 100, SA



April 23, 2020

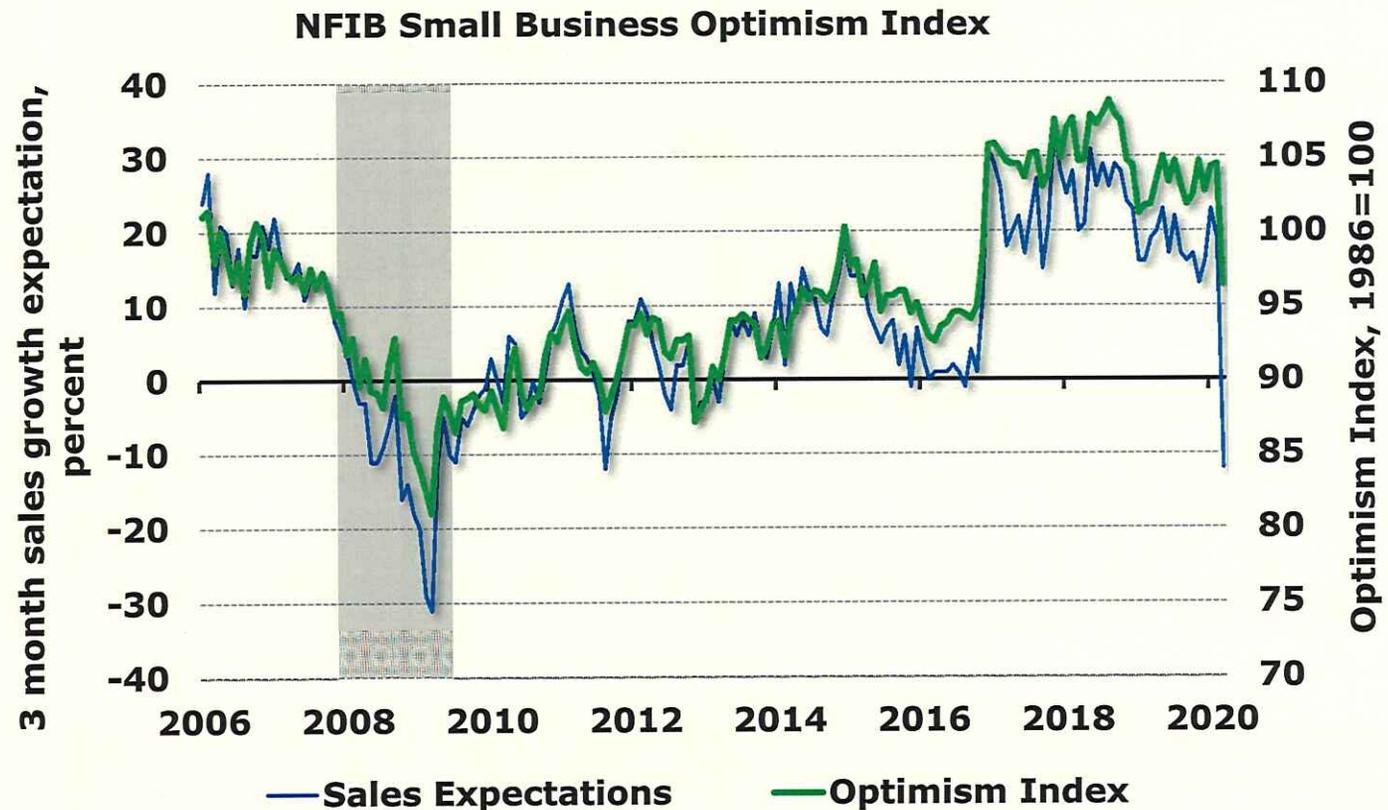
Slide 11

Sources: University of Michigan, Conference Board data through Mar. 2020

WASHINGTON STATE ECONOMIC AND REVENUE FORECAST COUNCIL



Small business optimism declines as sales expectations go negative



April 23, 2020

Slide 12

Source: National Federation of Independent Business; data through March 2020

WASHINGTON STATE ECONOMIC AND REVENUE FORECAST COUNCIL



The outlook for the single family housing market collapsed in April

NAHB Housing Market Index



Source: National Association of Home Builders; data through April 2020

April 23, 2020

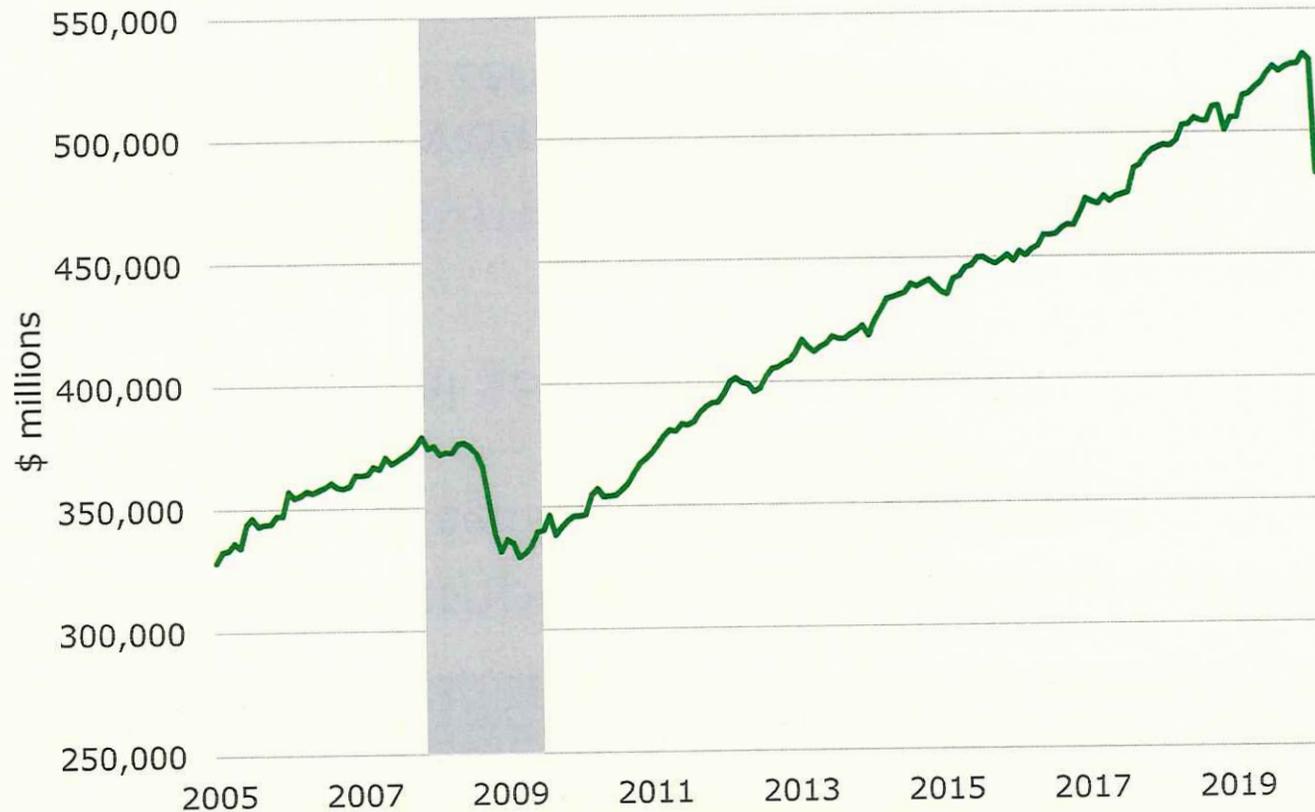
Slide 13

WASHINGTON STATE ECONOMIC AND REVENUE FORECAST COUNCIL



U.S. retail sales in March fell 8.7% compared to February

U.S. retail and food service sales, SA



April 23, 2020

Slide 14

Source: U.S. Census Bureau; advanced data through March 2020

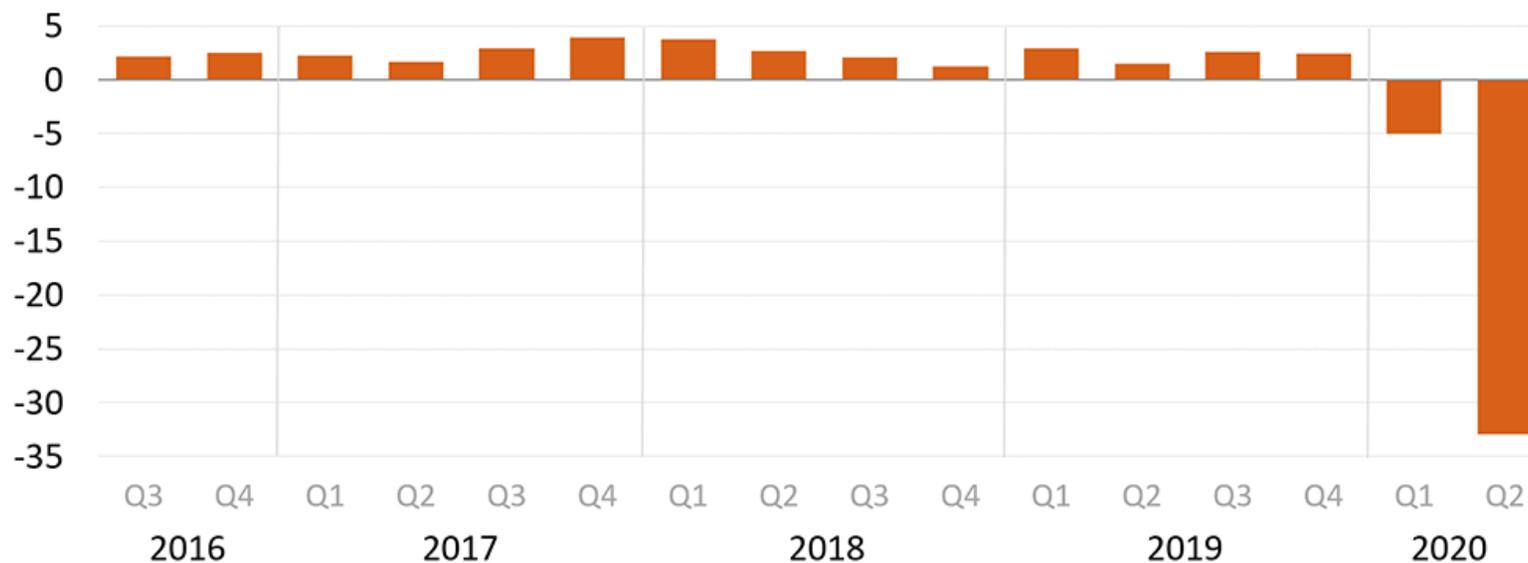
WASHINGTON STATE ECONOMIC AND REVENUE FORECAST COUNCIL

Gross Domestic Product, 2nd Quarter 2020 (Advance Estimate) and Annual Update

Real gross domestic product (GDP) decreased at an annual rate of 32.9 percent in the second quarter of 2020 (table 1), according to the "advance" estimate released by the Bureau of Economic Analysis. In the first quarter, real GDP decreased 5.0 percent.

The GDP estimate released today is based on source data that are incomplete or subject to further revision by the source agency (see "Source Data for the Advance Estimate" on page 2). The "second" estimate for the second quarter, based on more complete data, will be released on August 27, 2020.

Real GDP: Percent change from preceding quarter



U.S. Bureau of Economic Analysis

Seasonally adjusted at annual rates

Personal Income and Outlays: June 2020

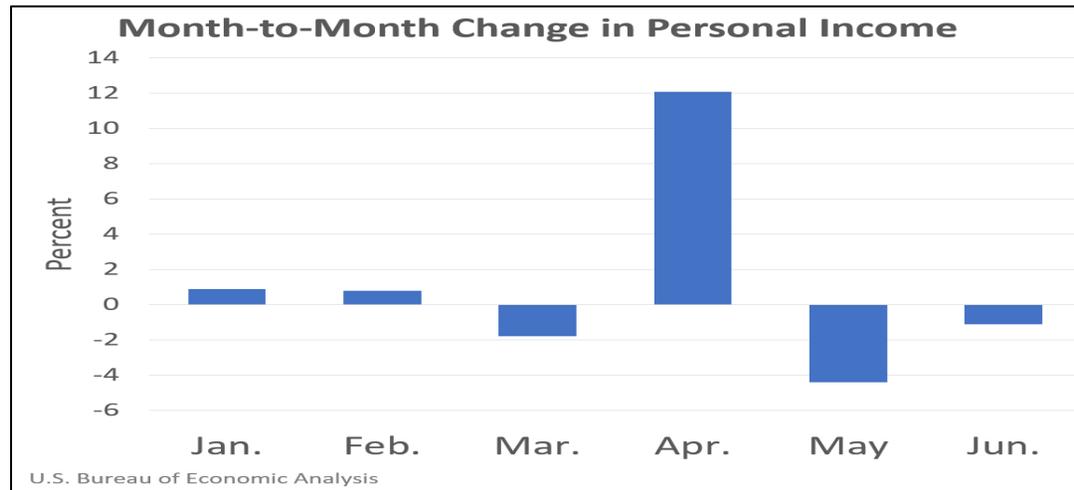
June 2020	-1.1%
May 2020	-4.4%

Personal income decreased 1.1 percent while consumer spending increased 5.6 percent in June, according to estimates released today by the Bureau of Economic Analysis.

Current Release

Current release: July 31, 2020

Next release: August 28, 2020



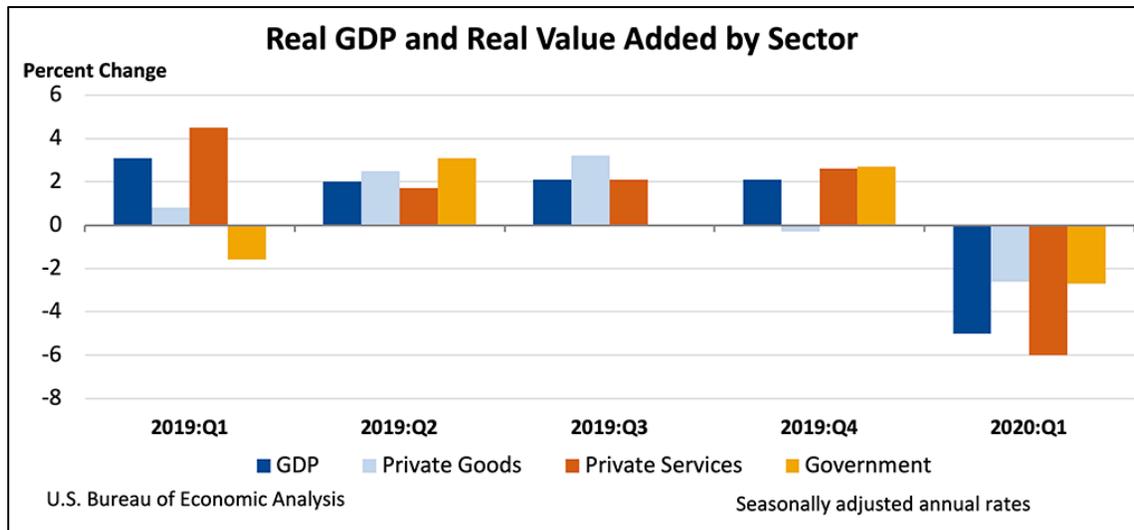
Gross Domestic Product by Industry, 1st Quarter 2020

Accommodation and food services; finance and insurance; and health care and social assistance industries were the leading contributors to the 5.0 percent (annual rate) decrease in gross domestic product (GDP) in the first quarter of 2020.

Current Release

Current Release: July 6, 2020

Next Release: September 30, 2020



Sales Tax Analysis

Month	2014	% of total	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Projected	Difference
Jan	256,725.00	7.10%	278,286.15	6.85%	308,703.08	6.85%	371,743.10	7.14%	385,886.50	7.38%	424,395.97	7.74%	7.18%	366,855.82	421,461.32	54,605.50
Feb	351,275.20	9.71%	410,911.16	10.11%	482,650.11	10.72%	498,044.58	9.57%	505,774.30	9.68%	501,821.82	9.16%	9.82%	502,058.13	508,541.19	6,483.06
March	249,356.94	6.89%	283,983.52	6.99%	309,073.91	6.86%	401,781.85	7.72%	380,522.24	7.28%	384,354.33	7.01%	7.13%	364,204.86	405,070.64	40,865.78
April	259,851.87	7.18%	300,151.66	7.39%	318,029.04	7.06%	355,099.65	6.82%	355,300.43	6.80%	354,631.64	6.47%	6.95%	355,386.61	339,389.50	(15,997.11)
May	327,428.00	9.05%	328,259.64	8.08%	357,228.69	7.93%	392,830.48	7.55%	449,189.37	8.59%	474,569.40	8.66%	8.31%	424,720.65	377,479.45	(47,241.20)
June	290,916.62	8.04%	311,569.32	7.67%	353,006.84	7.84%	428,892.83	8.24%	385,791.14	7.38%	435,094.92	7.94%	7.85%	401,264.46	424,720.61	23,456.15
July	302,693.02	8.37%	341,975.43	8.41%	374,196.61	8.31%	420,545.15	8.08%	444,537.93	8.50%	467,550.64	8.53%	8.37%	427,667.96	535,244.53	107,576.57
Aug	332,895.43	9.20%	384,891.07	9.47%	414,128.70	9.20%	484,098.82	9.30%	496,991.90	9.51%	510,414.66	9.31%	9.33%	476,939.66	400,000.00	(76,939.66)
Sept	296,785.70	8.20%	357,499.71	8.80%	386,998.79	8.59%	466,673.49	8.97%	447,792.77	8.57%	493,649.26	9.01%	8.69%	444,090.02	375,000.00	(69,090.02)
Oct	326,890.86	9.04%	361,661.74	8.90%	407,033.37	9.04%	484,566.93	9.31%	470,234.09	9.00%	475,184.15	8.67%	8.99%	459,556.15	390,000.00	(69,556.15)
Nov	329,011.86	9.10%	381,613.23	9.39%	419,599.29	9.32%	464,177.07	8.92%	446,100.51	8.53%	511,856.72	9.34%	9.10%	465,043.13	395,000.00	(70,043.13)
Dec	293,379.20	8.11%	323,252.87	7.95%	373,195.70	8.29%	434,526.03	8.35%	459,165.71	8.78%	446,529.56	8.15%	8.27%	422,766.55	355,000.00	(67,766.55)
Total	3,617,209.70	100.00%	4,064,055.50	100.00%	4,503,844.13	100.00%	5,202,979.98	100.00%	5,227,286.89	100.00%	5,480,053.07	100.00%	100.00%	5,110,554.00	4,926,907.24	(183,646.76)

Becky Hasart:
15% decrease rounded down to nearest \$5K ish

% increase from prior year

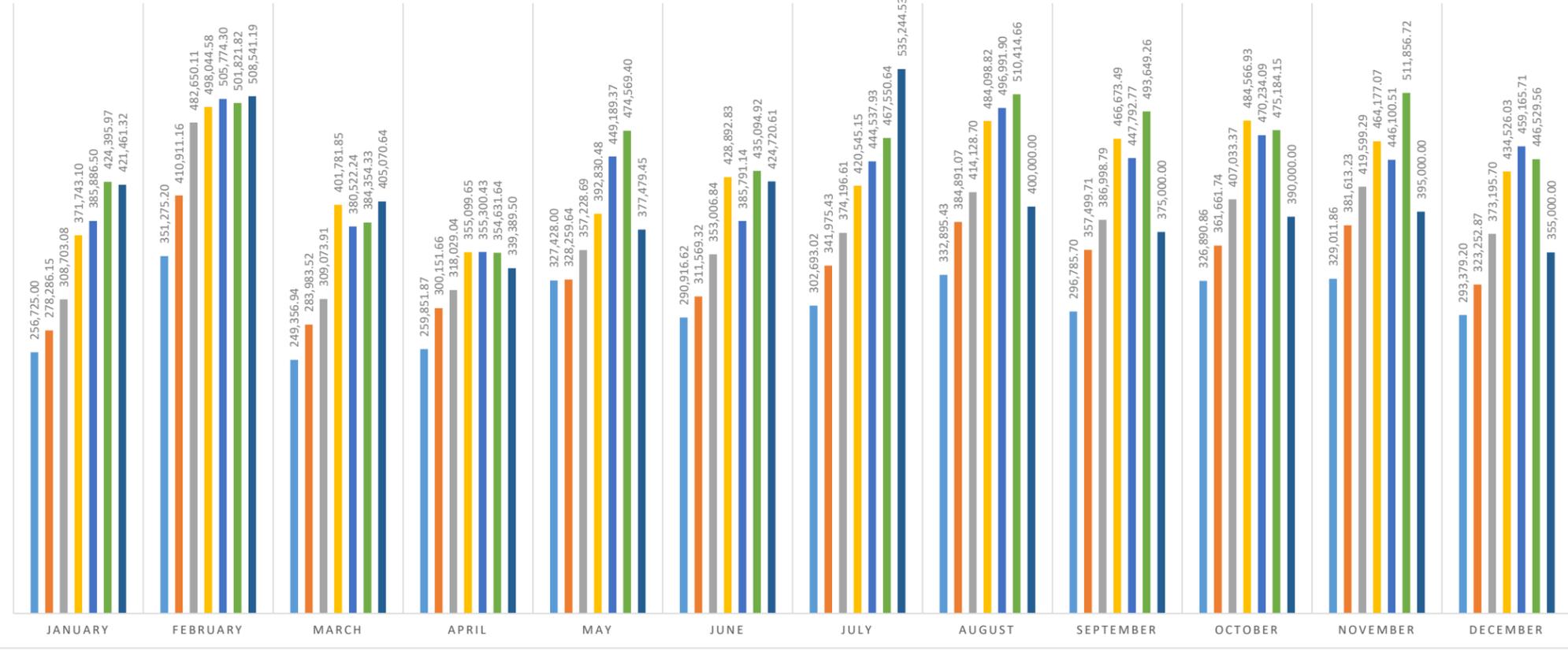
12.35%	10.82%	15.52%	0.47%	4.84%	-2.23%
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Total % inc

	January	February	March	April	May	June	July	August	September	October	November	December	2,963,020.00	
2014	256,725.00	351,275.20	249,356.94	259,851.87	327,428.00	290,916.62	302,693.02	332,895.43	296,785.70	326,890.86	329,011.86	293,379.20	2,999,246.00	1.22%
2015	278,286.15	410,911.16	283,983.52	300,151.66	328,259.64	311,569.32	341,975.43	384,891.07	357,499.71	361,661.74	381,613.23	323,252.87	3,444,040.01	14.83%
2016	308,703.08	482,650.11	309,073.91	318,029.04	357,228.69	353,006.84	374,196.61	414,128.70	386,998.79	407,033.37	419,599.29	373,195.70	3,617,209.70	5.03%
2017	371,743.10	498,044.58	401,781.85	355,099.65	392,830.48	428,892.83	420,545.15	484,098.82	466,673.49	484,566.93	464,177.07	434,526.03	4,064,055.50	12.35%
2018	385,886.50	505,774.30	380,522.24	355,300.43	449,189.37	385,791.14	444,537.93	496,991.90	447,792.77	470,234.09	446,100.51	459,165.71	4,503,844.13	10.82%
2019	424,395.97	501,821.82	384,354.33	354,631.64	474,569.40	435,094.92	467,550.64	510,414.66	493,649.26	475,184.15	511,856.72	446,529.56	5,202,979.98	15.52%
2020	421,461.32	508,541.19	405,070.64	339,389.50	377,479.45	424,720.61	535,244.53	400,000.00	375,000.00	390,000.00	395,000.00	355,000.00	5,227,286.89	0.47%
													5,480,053.07	4.84%
													4,926,907.24	-5.75%

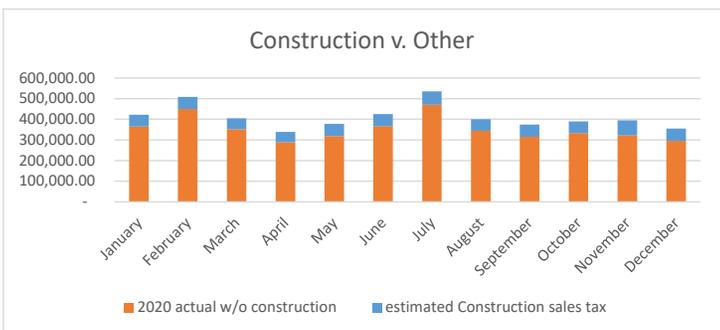
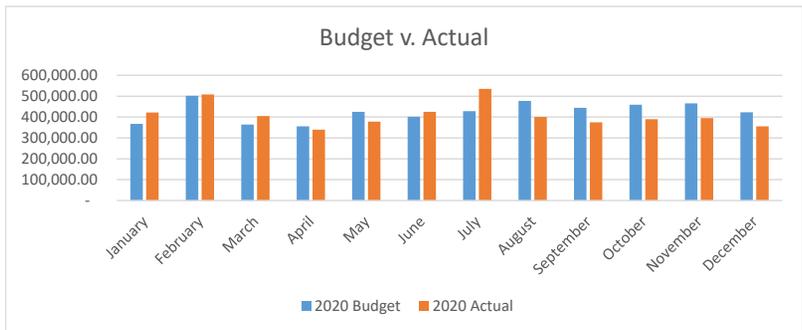
SALES TAX COLLECTION HISTORY

■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020



Ave Receipts % by month per history		2020 Budget	2020 Actual	Difference over/(under)	% over/(under) budget	estimated Construction sales tax	2020 actual w/o construction	Construction % of total	
7.18%	January	366,855.82	421,461.32	54,605.50	14.88%	January	56,801.81	364,659.51	13.48%
8.82%	February	502,058.13	508,541.19	6,483.06	1.29%	February	58,390.17	450,151.02	11.48%
7.13%	March	364,204.86	405,070.64	40,865.78	11.22%	March	53,019.27	352,051.37	13.09%
6.95%	April	355,386.61	339,389.50	(15,997.11)	-4.50%	April	49,885.45	289,504.05	14.70%
8.31%	May	424,720.65	377,479.45	(47,241.20)	-11.12%	May	59,644.62	317,834.83	15.80%
7.85%	June	401,264.46	424,720.61	23,456.15	5.85%	June	57,986.23	366,734.38	13.65%
8.37%	July	427,667.96	535,244.53	107,576.57	25.15%	July	64,736.80	470,507.73	12.09%
9.33%	August	476,939.66	400,000.00	(76,939.66)	-16.13%	August	55,320.00	344,680.00	13.83%
8.69%	September	444,090.02	375,000.00	(69,090.02)	-15.56%	September	60,225.00	314,775.00	16.06%
8.99%	October	459,556.15	390,000.00	(69,556.15)	-15.14%	October	56,121.00	333,879.00	14.39%
9.10%	November	465,043.13	395,000.00	(70,043.13)	-15.06%	November	72,956.50	322,043.50	18.47%
8.27%	December	422,766.55	355,000.00	(67,766.55)	-16.03%	December	59,427.00	295,573.00	16.74%
100.00%		<u>5,110,554.00</u>	<u>4,926,907.24</u>	<u>(183,646.76)</u>	-3.59%		<u>704,513.85</u>	<u>4,222,393.39</u>	14.30%

Becky Hasart:
used 2019 construction
percentage from same
months



	A	B	C	D	E	F	G	H	I	J	K	L
1	7/31/2020 General Fund Summary											
2	Departments	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2020 Proposed	Difference			
3												
4	Taxes (310)	\$8,963,606.69	\$9,374,990.27	\$10,922,889.79	\$11,187,505.44	\$13,018,694.10	\$12,091,630.00	\$11,713,375.96	(\$378,254.04)			
5	Licenses & Permits (320)	\$481,275.47	\$837,034.29	\$806,563.24	\$943,595.84	\$788,791.22	\$520,850.00	\$554,700.00	\$33,850.00			
6	Intergovernmental (330)	\$554,709.08	\$622,952.95	\$616,417.60	\$584,359.35	\$548,062.63	\$522,856.00	\$1,142,051.98	\$619,195.98			
7	Charges for Services (340)	\$961,613.98	\$1,349,351.96	\$1,098,079.10	\$1,439,145.68	\$1,607,207.19	\$1,591,696.00	\$1,462,712.43	(\$128,983.57)			
8	Fines & Forfeitures (350)	\$273,848.52	\$295,620.19	\$283,175.50	\$238,974.21	\$240,705.83	\$213,400.00	\$134,516.17	(\$78,883.83)			
9	Interest & Other Revenues (360)	\$58,811.46	\$58,025.14	\$74,872.68	\$104,814.33	\$146,302.11	\$81,147.00	\$98,593.52	\$17,446.52			
10	Transfers In (397)	\$295,470.43	\$100,000.00	\$446,952.62	\$122,351.00	\$0.00	\$40,209.00	\$40,209.00	\$0.00			
11	Total Resources	\$11,589,335.63	\$12,637,974.80	\$14,248,950.53	\$14,620,745.85	\$16,349,763.08	\$15,061,788.00	\$15,146,159.06	\$84,371.06			
12							\$15,061,788.00		(\$522,744.94) less CARES			
13												
14	Departments	2015 Actuals	2016 Actuals	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 YTD	Difference			
15	000 - Non Departmental	\$284,669.00	\$154,956.00	\$259,292.00	\$1,123,739.00	\$1,923,847.50	\$620,450.00	\$545,450.00	(\$75,000.00)			
16	053 - City Wide	\$73,311.09	\$77,668.82	\$123,022.53	\$128,528.01	\$100,351.36	\$110,352.00	\$127,009.00	\$16,657.00			
17	001 - Executive	\$365,551.70	\$393,901.59	\$526,420.87	\$571,742.68	\$664,714.05	\$681,261.00	\$661,761.00	(\$19,500.00)			
18	002 - Finance	\$481,129.43	\$527,388.86	\$568,025.33	\$524,930.77	\$546,120.72	\$662,262.00	\$630,721.00	(\$31,541.00)			
19	003 - Human Resources	\$136,816.13	\$147,636.94	\$152,413.57	\$194,917.05	\$204,808.47	\$275,245.00	\$264,745.00	(\$10,500.00)			
20	004 - Police	\$6,291,627.37	\$6,747,023.65	\$7,004,650.24	\$7,276,020.37	\$7,415,495.33	\$8,083,382.00	\$7,737,537.00	(\$345,845.00)			
21	005 - Legislative	\$119,608.61	\$190,552.22	\$187,380.20	\$158,209.24	\$159,268.25	\$276,622.00	\$232,235.79	(\$44,386.21)			
22	006 - Legal	\$515,602.01	\$578,592.97	\$528,601.74	\$614,057.49	\$798,910.87	\$738,000.00	\$738,000.00	\$0.00			
23	007 - City Clerk/Public Records	\$162,097.89	\$210,672.81	\$134,672.34	\$149,284.29	\$184,954.69	\$194,469.00	\$178,405.00	(\$16,064.00)			
24	009 - Municipal Court	\$309,342.10	\$326,000.52	\$343,494.08	\$367,499.19	\$399,527.64	\$474,813.00	\$483,899.04	\$9,086.04			
25	010 - Parks	\$1,023,227.32	\$1,129,368.13	\$1,319,056.97	\$1,368,704.30	\$1,578,757.88	\$1,722,741.00	\$1,656,534.00	(\$66,207.00)			
26	011 - Jail and Dispatch	\$534,565.38	\$721,123.23	\$734,096.04	\$777,359.61	\$718,652.93	\$698,184.00	\$698,184.00	\$0.00			
27	040 - Human Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$248,560.00	\$148,560.00			
28	110 - Community Development	\$1,160,937.69	\$981,948.09	\$1,185,932.21	\$1,449,576.30	\$1,457,272.81	\$1,672,732.00	\$1,722,732.00	\$50,000.00			
29	190 - Emergency Management	\$94,534.93	\$22,400.11	\$15,944.79	\$17,505.16	\$20,127.49	\$20,384.00	\$20,384.00	\$0.00			
30	202 - COVID Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$607,116.00	\$607,116.00			
31	Total Expenditures	\$11,553,020.65	\$12,209,233.94	\$13,083,002.91	\$14,722,073.46	\$16,172,809.99	\$16,330,897.00	\$16,553,272.83	\$222,375.83			
32							\$16,330,897.00		(\$384,740.17) less CARES			

Becky Hasart:
includes CARES act money
\$607,116

	A	B	C	D	E	F	G	H	I	J	K	L
1	7/31/2020 General Fund Summary											
2	Departments	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2020 Proposed	Difference			
3												
44												
45												
46	Revenues Over/Under Expenditure with construction			\$1,165,947.62	-\$101,327.61	\$176,953.09	(\$1,269,109.00)	(\$1,407,113.77)				
47												
48	Beginning Fund Balance			\$3,383,932.07	\$4,548,624.84	\$4,422,551.00	\$3,966,802.00	\$4,632,998.68				\$666,196.68
49												
50	Subtotal Ending Fund Balance (all)			\$4,549,879.69	\$4,447,297.23	\$4,599,504.09	\$2,697,693.00	\$3,225,884.91				\$528,191.91
51												
52	Assigned Reserve (Policy)			\$2,280,568.00	\$2,280,568.00	\$2,658,404.00	\$2,620,851.00	\$2,620,851.00				
53	Restricted Reserve			\$375,076.37	\$329,169.00	\$73,863.00	\$45,730.00	\$45,730.00				
54												
55	Unrestricted Ending Fund Balance			\$1,894,235.32	\$1,837,560.23	\$1,867,237.09	\$31,112.00	\$559,303.91				\$528,191.91
56												
57												
58							2020 Revenue Shortfall	\$522,744.94				
59							2020 Expenditure Adjustment	\$384,740.17				
60							Difference (should be close to zero)	\$138,004.77				

REET Analysis
Both quarter %

Month	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference
Jan	23,286.22	3.14%	74,151.52	7.87%	59,970.70	3.70%	103,434.91	7.76%	65,346.74	4.90%	5.47%	49,245.82	176,562.64	127,316.82
Feb	35,858.94	4.83%	74,835.90	7.94%	90,614.45	5.59%	244,706.46	18.35%	87,820.29	6.58%	8.66%	77,931.29	72,535.62	(5,395.67)
March	66,663.42	8.99%	55,968.52	5.94%	56,403.13	3.48%	79,162.69	5.94%	84,911.89	6.36%	6.14%	55,263.20	55,591.25	328.05
April	29,889.87	4.03%	91,533.99	9.71%	351,372.20	21.67%	59,507.16	4.46%	94,864.26	7.11%	9.40%	84,568.68	70,522.16	(14,046.52)
May	31,941.60	4.31%	78,280.53	8.31%	95,522.43	5.89%	76,784.16	5.76%	119,298.70	8.94%	6.64%	59,759.74	65,147.01	5,387.27
June	44,458.06	5.99%	63,732.99	6.76%	180,143.41	11.11%	141,439.27	10.61%	119,422.09	8.95%	8.68%	78,157.39	34,696.56	(43,460.83)
July	80,167.05	10.81%	67,538.15	7.17%	82,982.67	5.12%	154,421.93	11.58%	128,113.14	9.60%	8.85%	79,686.17	100,013.96	20,327.79
Aug	77,834.19	10.49%	82,275.21	8.73%	187,214.72	11.55%	76,071.17	5.71%	139,324.08	10.44%	9.38%	84,440.84	40,000.00	(44,440.84)
Sept	69,411.33	9.36%	62,121.16	6.59%	113,458.37	7.00%	102,675.62	7.70%	122,597.48	9.19%	7.97%	71,695.79	48,000.00	(23,695.79)
Oct	48,337.95	6.52%	127,105.98	13.49%	103,184.03	6.36%	84,266.86	6.32%	123,284.56	9.24%	8.38%	75,460.89	50,000.00	(25,460.89)
Nov	102,929.08	13.87%	76,940.09	8.16%	130,609.26	8.06%	99,109.15	7.43%	130,858.63	9.80%	9.47%	85,194.68	57,080.00	(28,114.68)
Dec	131,129.76	17.67%	88,009.07	9.34%	169,915.86	10.48%	111,765.78	8.38%	118,791.90	8.90%	10.96%	98,595.51	66,000.00	(32,595.51)
Total	741,907.47	100.00%	942,493.11	100.00%	1,621,391.23	100.00%	1,333,345.16	100.00%	1,334,633.76	100.00%	100.00%	900,000.00	836,149.20	(63,850.80)
% increase from prior year			27.04%		72.03%		-17.77%		0.10%			-32.57%		
														Total
	January	February	March	April	May	June	July	August	September	October	November	December		
2015	23,286.22	35,858.94	66,663.42	29,889.87	31,941.60	44,458.06	80,167.05	77,834.19	69,411.33	48,337.95	102,929.08	131,129.76		741,907.47
2016	74,151.52	74,835.90	55,968.52	91,533.99	78,280.53	63,732.99	67,538.15	82,275.21	62,121.16	127,105.98	76,940.09	88,009.07		942,493.11
2017	59,970.70	90,614.45	56,403.13	351,372.20	95,522.43	180,143.41	82,982.67	187,214.72	113,458.37	103,184.03	130,609.26	169,915.86		1,621,391.23
2018	103,434.91	244,706.46	79,162.69	59,507.16	76,784.16	141,439.27	154,421.93	76,071.17	102,675.62	84,266.86	99,109.15	111,765.78		1,333,345.16
2019	65,346.74	87,820.29	84,911.89	94,864.26	119,298.70	119,422.09	128,113.14	139,324.08	122,597.48	123,284.56	130,858.63	118,791.90		1,334,633.76
2020	176,562.64	72,535.62	55,591.25	70,522.16	65,147.01	34,696.56	100,013.96	40,000.00	48,000.00	50,000.00	57,080.00	66,000.00		836,149.20

City of Monroe Budget Update

09/17/2020 CHSAB

Past Mayoral and Council actions have helped the City better position to address the current recession:

- ▶ Insuring Contingency Fund and all targeted reserves are fully funded;
- ▶ Implementing the sewer utility tax which bolstered General Fund and Street O&M Fund revenues without creating a new burden on sewer rate payers;
- ▶ Identifying and reserving appropriate resources to pay off North Kelsey debt in September;
- ▶ Maintaining property tax banked capacity (currently over \$250K)
- ▶ Identifying construction sales taxes as one-time resources to be used for one-time expenditures only (not used for ongoing operations, which would then need to be cut)

City of Monroe Budget Update

09/17/2020 CHSAB

- ▶ Covid-19 mitigation had profound impact on the economy and City's budget
- ▶ Budget adjustments will mitigate current year impacts and position the City for three year recover process
- ▶ Taking three step approach:
 - Step 1 - basic "belt tightening" while maintaining current levels of service
 - Step 2 (if still needed) - program adjustments to keep costs within available resources
 - Step 3 (last resort step if still needed) - possible furloughs/layoffs and strategic use of reserves
- ▶ All current efforts are intended to avoid Step 3

What's Your Communication Style? **The Performance Communication Blog**

Circle or write down your answer to each of the following 11 questions. When you're finished, add up the total number of A's, B's, C's, and D's. Check your responses with the key at the end of the quiz.

- 1) If someone cuts in front of you in line at the store, which of the following best reflects what you'd likely say:**
 - a) Nothing, because I don't want to make a fuss.
 - b) "Hel-lo! Don't you see me standing here?"
 - c) "Hey, get to the back of the line and wait like everyone else!"
 - d) "Excuse me, but I was next in line."

- 2) You need to do some yard work and want help. Which of the following are you most likely to say as you head out the door?**
 - a) "There sure are a lot of leaves out here. I hope I can get them all swept up before it rains."
 - b) "It sure would be nice if SOMEBODY would get off the couch and help me."
 - c) "Get your lazy butt over here and help me!"
 - d) "I'd like some help with the yard work. Can you please sweep the patio?"

- 3) You're at a restaurant and order a steak well done. It arrives rare. How would you most likely handle it?**
 - a) Ask for a "to go" box and cook the steak properly when you got home.
 - b) Ask the waiter, "Does this look like well done to you? How hard is it to cook a steak properly?"
 - c) Demand to speak to the manager and tell her you want your meal for free.
 - d) Tell the waiter that your steak is underdone and ask that it be taken back to the kitchen to be cooked until well.

- 4) You're in a meeting where the team is discussing a course of action you disagree with. What are you most likely to do?**
 - a) Say nothing because most of the people like the idea.
 - b) Ask if they got the idea from the Easter Bunny or Santa Clause because they're all delusional.
 - c) Tell them they're nuts if they think their plan is going to work.
 - d) Express your concerns as clearly as possible.

- 5) You're meeting a friend at the movies. Your mother calls, asking you to come help her hang a picture right away. What are you most likely to do?**
 - a) Head to your mom's, calling your friend on the way to say you'll be late.
 - b) Say, "Why don't you call your precious son? He's your favorite!"
 - c) Tell your mom you're not her personal servant and that she should call your brother.
 - d) Tell your mom you have plans and say you'll come by after the movie.

- 6) You overhear a coworker saying that he doesn't like working with you because you're too picky. What are you be most likely to do?**
 - a) Say nothing, because you're embarrassed and hurt.
 - b) Think to yourself, "Oh you haven't seen picky yet. Just wait," and make a point of being even pickier to teach him a lesson.
 - c) Interrupt the conversation saying, "If you've got something to say to me, say it to my face."
 - d) Wait until you can speak to the coworker alone, share what you heard, and ask if you can talk about it."

What's Your Communication Style? The Performance Communication Blog

- 7) Your company is having trouble with a contractor. Your boss asks your opinion about how to resolve it. What are you most likely to say?**
- a) "I don't know, what do you think?"
 - b) "Whose idea was it to hire that guy anyway? Oh yeah, it was David, wasn't it?"
 - c) "They're all lazy, I doubt we could find anyone better."
 - d) "We need to hire another contractor."
- 8) You order a pound of ham at the deli counter and the clerk mistakenly gives you 1.5 lbs. What are you most likely to do?**
- a) Take the ham home and hope your family eats it all before it goes bad.
 - b) Say, "I said a pound. Don't you know how much a pound is?"
 - c) Tell the clerk you refuse to be ripped off and ask to see the store manager.
 - d) Ask the clerk to remove the extra half pound from your order.
- 9) You're on a tight deadline at work and a coworker drops by to chat about his upcoming fishing trip. What are you most likely to do?**
- a) Listen to his plans because he seems so excited about it and you don't want to be rude.
 - b) Look at your watch and say, "Oh, are you taking a break . . .again?"
 - c) Tell him, "I don't have time to talk about your stupid fishing trip. I have work to do."
 - d) Tell him, "Sounds like you're excited about your trip Mark. Unfortunately, I've got to get this report to Sarah in 20 minutes and need to get back to work."
- 10) You and a friend are meeting for dinner. You don't like the restaurant she chose, but agree to go. It's awful. What are you most likely to say?**
- a) Nothing, you don't want to make her feel bad.
 - b) "I knew this restaurant was going to be terrible. We should have gone to Claudios."
 - c) "Boy, this is terrible. I can't believe you picked this place!"
 - d) "It's partly my fault. I've been here before and it wasn't very good."
- 11) You forgot to pay a bill you said you'd pay. Your spouse confronts you angrily about it. What are you most likely to say?**
- a) "I do everything around here and you do nothing. Why don't you pay the bills then."
 - b) "Well I suppose you're perfect and never make mistakes?"
 - c) "You're right, I'm sorry."
 - d) "You're right. I forgot to pay the bill. I'll take care of it now. I would appreciate it when I make a mistake, if you would just tell me about it without yelling."

Total #A's _____ Total #B's _____ Total #C's _____ Total #D's _____

Take your highest score above and find your communication style on the following pages.

Note: If you have two scores that are high and very close in number, this means you probably use both styles as needed, usually choosing the communication score with the highest score first.

To learn more about improving your communication style, be sure to read the Practical Communication Blog on 4/7/16. (Full URL: <http://www.amy-castro.com/blogs>)

What's Your Communication Style? The Performance Communication Blog

Mostly A's: Your Primary Communication Style is Passive

The Passive Communication Style is basically characterized by NOT communicating. When passive communication is someone's primary approach, on the plus side, they're probably very well-liked by the people in their lives because they're agreeable, pleasant, and always say "yes" to other people's requests.

Unfortunately, since passive people rarely stand up for themselves, they're often taken advantage of by people and don't get their needs met. They also usually struggle to express negative emotions and often deny they're upset, thus frustration often builds and manifests itself in stress, physical symptoms, and illness.

If passive communication is your primary style for dealing with others, realize that this style is much more focused on others rather than yourself. To get your needs met and achieve your goals, you'll need to learn to approach situations in a more positive, assertive way. When you do, not only will you be happier, but your relationships will be more satisfying, and others will respect you more.

Mostly B's: Your Primary Communication Style is Passive Aggressive

The Passive Aggressive Communication Style is usually used by those who have been thwarted in their efforts to express how they really feel. Sometimes it results from being told by parents, teachers, bosses, or other authority figures, that the person's input wasn't needed or valued. As a result, passive aggressive communicators become frustrated by others' unwillingness to listen and discover that they can use sarcasm, negative hints, and "jabs" to get their point across without taking responsibility for the comments, because they can always say, "I was just kidding."

Unfortunately, passive aggressive communication is the most damaging communication style to relationships. It combines the worst characteristics of the passive AND aggressive styles. Although the passive aggressive person thinks he or she is "communicating" in these situations, others are left confused or unable to confront the issue because when confronted, passive aggressive people generally deny there's a problem or reverse the blame on the other person, accusing them of being too sensitive or unable to take a joke.

If this is your primary style, you're not alone. Our society seems to have confused passive aggression with humor. You see it on every comedy- the insults, the put-downs, the sarcastic questions. However, realize that every time you use passive aggression to express yourself, you're taking a piece out of the self-esteem of the person you're targeting. Additionally, you're not giving that person the chance to openly talk about what you might be upset about, and most importantly, you never get the chance to resolve the problem that caused you to be passive aggressive in the first place.

If passive aggressive communication is your primary style for dealing with others, realize that this is the least productive of any communication style. Even though people in the past may not have been willing to listen to your ideas or how you felt, by eliminating the passive aggressive approach to others and adopting a more assertive style, you're more likely to get your needs met and achieve your goals. When you do, not only will you be happier, but your relationships will be more satisfying, and others will respect you more.

What's Your Communication Style? The Performance Communication Blog

Mostly C's: Your Primary Communication Style is Aggressive

The Aggressive Communication Style is characterized by a competitive, "must win" approach. The aggressive person has discovered that by being ultra-direct, in-your-face, and personal, he or she can get others to back down. Bottom line: it's quick and it works . . . at least for the short term. The one thing no one can ever say about an aggressive person is, "I have no idea how he/she feels about this."

From aggressive people's perspectives, they're just being honest and "telling it like it is." Although using aggression might help them win in the short term, being aggressive all the time is likely to cause them to lose many relationships. If the aggressive person is a leader, he or she might gain short-term compliance, but see high turnover in the organization, employees may hide problems because they're afraid to approach the leader, and customers will simply walk away to work with someone who listens and cares about their needs.

If Aggressive Communication is your primary style for dealing with others, realize that this style is often too focused on your needs rather than the needs of others. You may find yourself "winning the battle, but losing the war." In other words, you could win an argument, but lose a friendship. You may uphold company policy, but lose your best customer. To get your needs met and achieve your goals AND help others do so as well, you'll need to learn to approach situations in a more positive, assertive way. When you do, not only will you be happier, but your relationships will be more satisfying, and others will respect you more.

Mostly D's: Your Primary Communication Style is Assertive

If you answered mostly Ds, CONGRATULATIONS! Your primary communication style is Assertive. The Assertive Communication Style is the most balanced of the communication styles. Assertive people look out for themselves, but also show caring and interest in others. Assertive individuals are able to stand up for their rights, but are also sensitive to the rights of others. People who choose this style are usually excellent communicators, honest about their feelings, respected, and well liked. Their calm demeanor reflects their confidence that they have just the right communication tool in their communication tool box to handle any situation that comes their way.

Of all the communication styles, this one requires the most work and the best communication skills. If you have it, you're more likely than most people to be able to handle difficult situations and people with minimal stress and you're more likely to build long-lasting, open working and personal relationships.

However, you always need to remain vigilant. Although this may be your PRIMARY style for this 11-question quiz, realize that we all have the capacity to select other styles when we're not focused on communicating effectively, caring for other people, and trying to resolve situations with a "win win" outcome.