

FY2017-2018

ANNUAL OPERATING BUDGET & PERFORMANCE PLAN



Concord
NORTH CAROLINA
High Performance Living





Description: Cover photograph was taken along the McEachern Greenway, near downtown Concord.

Photo Credit: Robin Barham



Mission

The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life.

Core Values

Culture of Excellence: We *respect* members of the public and each other, and treat all with courtesy and dignity. We rely on *teamwork* to provide a seamless experience for all customers. We uphold high *ethical standards* in our personal, professional, and organizational conduct. We *continuously improve* by promoting innovation and flexibility to best meet the needs of customers with available resources.

Accountability: We accept responsibility for our personal and organizational decisions and actions, while delivering cost-effective and efficient services that are done right the first time.

Communication: We openly communicate with the public and each other by sharing information and soliciting feedback to achieve our goals.

Environment: We are concerned about our natural, historic, economic, and aesthetic resources and work to preserve and enhance them for future generations.

Safety: We use education, prevention, and enforcement methods to protect life and property in the community, and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop, and play.

Trust: We realize the perception of our organization is dependent upon the public's confidence in our commitment to our core values and to meeting the goals set collectively by the Mayor and City Council.

Team Concord's Principles of Excellent Service

Concern for the Individual
Professional Service
Timeliness

Customer Focus
Effective Communications
Teamwork

Fair and Equitable Service
Taking Ownership
Great Service Recovery



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Concord
North Carolina**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, reading "Jeffrey R. Emerson".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Concord, North Carolina for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award year.

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Mayor & City Council

In Concord, the Mayor and City Council serve part-time and are elected on a non-partisan basis. Under the council-manager form of government, the City Council acts as the legislative body in establishing policy and law and the City Manager handles the day-to-day management of the City organization. The Mayor is elected at-large to a four-year term, serves as the presiding officer at city council meetings, and is the official head of the city for ceremonial purposes. The seven City Council Members are elected at-large from districts for staggered four-year terms. The City Council appoints a professional City Manager, who serves as the Council's chief advisor, and the City Manager appoints the employees of the City.



MAYOR

J. Scott Padgett

Term Expires: 12/17

padgetts@concordnc.gov



DISTRICT 7

John Sweat, Jr.

Term Expires: 12/19

sweatj@concordnc.gov

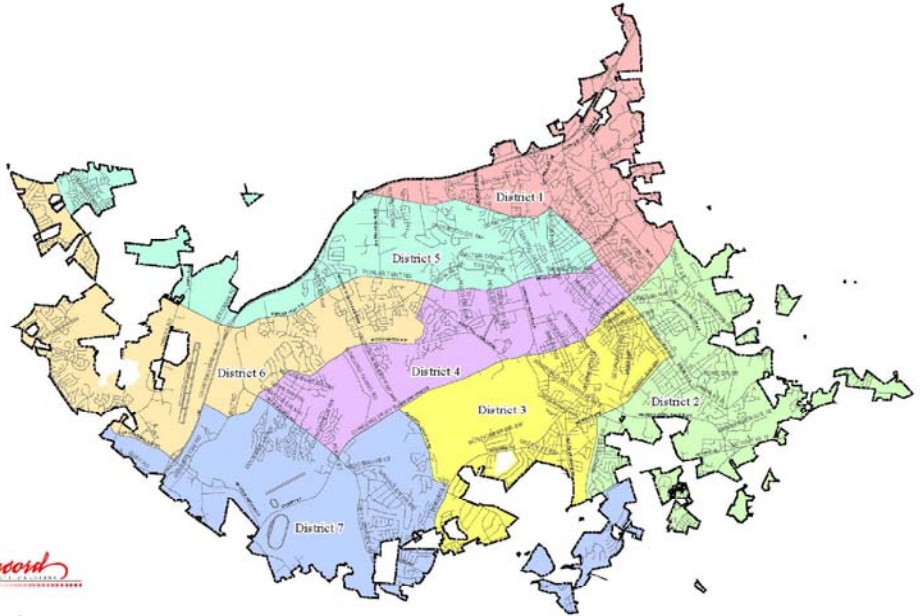


DISTRICT 1

Samuel Leder

Term Expires: 12/19

lederls@concordnc.gov



DISTRICT 6

Jennifer Parsley

Term Expires: 12/19

parsley@concordnc.gov



DISTRICT 2

W. Brian King

Term Expires: 12/19

kingb@concordnc.gov



DISTRICT 5

W. Lamar Barrier

Term Expires: 12/17

barrierl@concordnc.gov



DISTRICT 4

Alfred M. Brown, Jr

Term Expires: 12/17

browna@concordnc.gov



DISTRICT 3

Mayor Pro-Tem

Ella Mae Small

Term Expires: 12/17

smalle@concordnc.gov



DEPUTY CITY MANAGER
 Merl Hamilton
 704-920-5330

AVIATION
 41.5 FTE
 Dirk Vanderleest
 704-920-5912

BUILDINGS AND GROUNDS
 52.6 FTE
 Susan Sessler
 704-920-5380

COMMUNICATIONS
 29.6 FTE
 Vicki Callicutt
 704-920-5590



EMERGENCY MANGEMENT
 2 FTE
 Jim Sells
 704-920-5528

FIRE
 208.5 FTE
 Ray Allen
 704-920-5516

HOUSING
 13 FTE
 Angela Graham
 704-920-6100



HUMAN RESOURCES
 12 FTE
 Rebecca Edwards
 704-920-5102

PARKS AND RECREATION
 29.93 FTE
 Bob Dowless
 704-920-5610

POLICE
 212 FTE
 Gary Gacek
 704-920-5007

ROCKY RIVER GOLF CLUB
 Contract Arrangement
 704-455-1200

DATA SERVICES
 1 FTE
 Bill Dusch (Contract)
 704-920-5293

Since 1965, the City of Concord has operated a professional City Manager serves at the pleasure of the City Council. The City Manager is responsible for all City operations and is appointed by the City Council. The City Manager



F CONCORD



**REPRESENTED
BY
MAYOR
AND
CITY COUNCIL**



CITY ATTORNEY
6 FTE

VaLerie Kolczynski
704-920-5115

CITY MANAGER
7.5 FTE

Brian Hiatt
704-920-5215

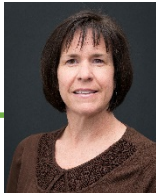


**ASSISTANT
CITY MANAGER**

Lloyd Payne
704-920-5206

CITY CLERK

Kim Deason
704-920-5205



FINANCE
64 FTE

Pam Hinson
704-920-5220



ELECTRIC SYSTEMS
76 FTE

Bob Pate
704-920-5301

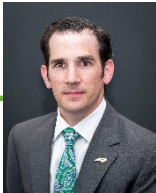


ENGINEERING
26 FTE

Sue Hyde
704-920-5401

**PLANNING AND
NEIGH. DEV.**
20 FTE

Margaret Pearson
704-920-5151



PUBLIC AFFAIRS

Peter Franzese
704-920-5210



FLEET SERVICES
14 FTE

Daniel Nuckolls
704-920-5431



RIDER TRANSIT
6.5 FTE

L.J. Weslowski
704-920-5878



**SOLID WASTE AND
RECYCLING**
32.5 FTE

Brian Moore
704-920-5351



TRANSPORTATION
45 FTE

Joe Wilson
704-920-5362



WATER RESOURCES
118 FTE

Christie Putnam
704-920-5343

According to the Council-Manager form of government, where the Mayor is the measure of the City Council as chief executive of the organization. The City Manager provides functional supervision for the Legal Department.



May 29, 2017

The Honorable J. Scott Padgett, Mayor
 Members of the City Council
 Concord, North Carolina

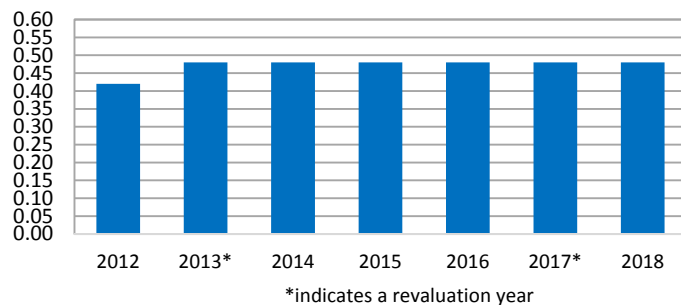
Dear Mayor Padgett and Members of the City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, attached is the recommended FY 2017-18 Budget for your review and consideration. I want to thank the Mayor and Council for providing staff with specific direction to maintain basic City services as indicated in the FY 2017-18 Goals Statement. I used this document as a guide in making recommendations. I also want to thank Deputy Manager Merl Hamilton, Assistant City Manager Lloyd Payne, all department directors and their respective staffs, Finance Director Pam Hinson and, in particular, Budget and Performance Manager Robin Barham and Budget Analyst Lesley Reder for their assistance in preparing this proposal.

The City-wide budget totals \$246,574,923 for all funds, including utilities and special revenue funds.

The recommended General Fund budget for FY 2017-18 totals \$86,330,539 for City personnel, operations, capital improvements and debt service. This recommendation maintains the tax rate at 48¢ per \$100 of valuation. As in past years, this proposed tax rate includes restricting the 2¢ budgeted for use in the Transportation Improvement Fund as mandated by City Council.

City Property Tax Rate
 (cents per \$100 of valuation)



No rate increases are anticipated for the Water or Wastewater funds, despite a 5% increase in our wastewater treatment rates from WSAAC. No changes are recommended in electric rates at this time. As is the practice, if there is a need to consider a Purchased Power Adjustment, changes would be implemented in the September time frame. Increases in stormwater fees are recommended in response to the Council's goal of accelerating stormwater capital projects.

During the budget process, departments were able to identify additional needs beyond their current operations. Management considered the impact of these operational needs in an environment of an expanding economy and growth, and recommended those new requests that will meet Council goals and/or have the greatest impact on direct service delivery to our citizens. The budget was balanced using conservative revenue projections.

The growth in all sectors of the economy in Concord speaks well for the desirability of our community, however, with this growth, the City cannot maintain current services levels or meet Council goals without adding positions and increasing operational line items. The Council has adopted many expansion goals to enable the City to meet growing service needs and maintain a high quality of life for our residents.

This recommendation assumes the General Assembly will not make changes to local government revenues that will impact the City of Concord. As of this date, there is one bill that would reduce annual sales tax revenues to Concord by an estimated \$948,000. I am recommending a contingency plan of expenditure cuts, outlined later in the message, should this bill be approved effective July 1, 2017 as currently proposed.

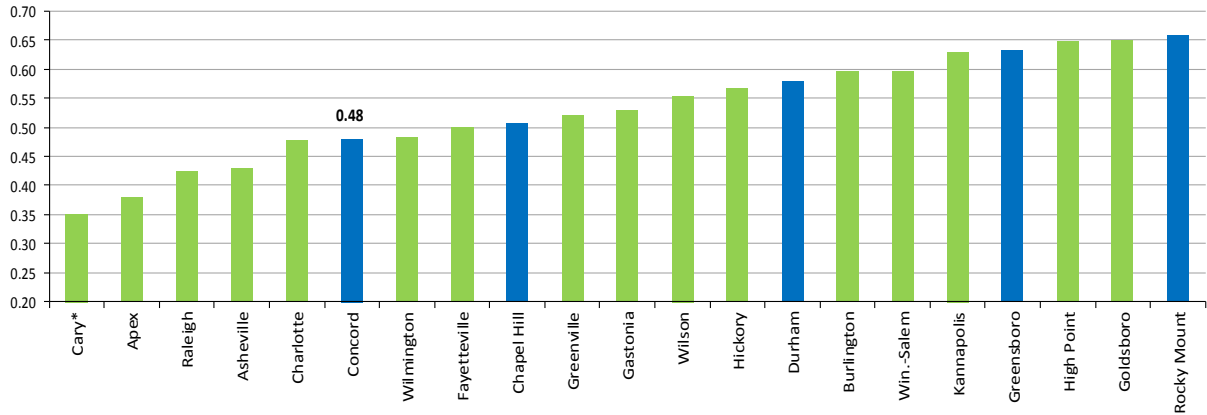
Also, there have been lawsuits filed based on the Quality Built Homes v. Town of Carthage Supreme Court decision to challenge the City's ability to charge capacity fees for water and wastewater and to seek refunds for past fees paid over the last ten years. These developers are the very people benefitting from residential growth and Concord's investment in utility infrastructure. Concord's legal position is very different from that of Carthage and we eventually expect a positive resolution, however, should a court rule differently it could have a major impact on reserves and result in current businesses and residents bearing the full cost for providing major water and wastewater infrastructure needed to support residential growth. There has been legislation introduced to address this issue but it is not known if it will be enacted.

Per Council's direction, the focus of this budget is maintaining essential services provided to our residents and businesses and fund the essential projects necessary to maintain and improve the quality of life in a growing community. To do this and to continue to make basic capital purchases, we are recommending the use of \$2,985,540 from the City's Capital Reserve Funds. RESERVES ARE NOT BEING USED TO FUND OPERATIONAL LINE ITEMS.

The City Council is to be commended for continuing its past conservative practices, not only in projecting revenues, but also holding down expenditures and maintaining reserves to help meet essential needs. Operations continue to remain lean but these practices have enabled us to remain in a solid financial position. This could be undermined by past and future actions of the General Assembly.

For FY 2017-18, the recommended Concord property tax rate continues to be among the lowest third of full-service North Carolina municipalities with populations greater than 40,000 and the lowest of those that do not charge solid waste and/or recycling fees. The property tax comparison chart on the next page summarizes the proposed property tax rates for these comparable cities. Most of the cities whose property tax rates are lower than Concord's make extensive use of State authorized impact fees, and/or charge additional user fees for solid waste collection and/or disposal. Some of the lowest are cities in the Triangle, a region with rapid growth in sectors, resulting in high property values and disposable income.

**FY 2017-18 Adopted Property Tax Rates
NC Full-Service Cities Over 40,000 Pop.
(Cents per \$100 Valuation)**



Note:
*Cary - extensive use of impact fees.
Cities in green apply a fee for solid waste (for some or all services) in addition to property tax.

Due to increasing customer needs, several departments requested new positions for FY17-18. Many of these are recommended. These include 31 new full-time positions, a total of 5.72 FTE in new part-time positions, and 5 positions with increases in authorized hours (2 of which are moving to full-time status).

The Council’s goal is to maintain a General Fund balance target between 30% and 35% of expenditures. The General Fund balance will continue to meet the Council goal.

This stability in fund balance is possible only because our elected officials have been good stewards of the City’s revenues in the past. Regardless of its size, over reliance on fund balance in any one fiscal year is a dangerous practice in times of slow growth, particularly if used for ongoing operations. With this diligence, we have tried to avoid the practice of over reliance on fund balance or retained earnings, which would require us to eventually generate ongoing replacement revenue or new sources of funding. If we see more of the worst case revenue scenario coming from the General Assembly later this year, the Council will have difficult decisions to make regarding using reserves, raising revenues and/or cutting services.

The overall budgetary principles on which this document is based are:

- Basic City services are continued by recommending any increases needed to maintain current service levels.
- Revenue projections are estimated with the assumptions outline earlier in this message.
- We have used the Mayor/City Council Goals Statement as our guide in recommending new projects and services.

EXPENDITURE HIGHLIGHTS BY FUND

While highlights of each operating fund are contained within the individual program summary pages located throughout this document, the expenditure highlights of major funds for the FY 2017-18 Recommended Budget are listed below:

GENERAL FUND

- *Police* – Addition of 1 Park Patrol Officer position to due to expanding greenways and parks (including equipment/supplies/vehicles) - \$124,200.
- *Police* – Purchase and training of 2 canine officers (dogs) to replace the 2 canines retiring in FY18 - \$30,000.
- *Police* – Implementation of Narcan overdose prevention program - \$7,200.
- *Police* – Expansion of the fitness training area of officers - \$36,700.
- *Code Enforcement* – Increase in overtime funding - \$50,000.
- *Emergency Communications* – Addition of 2 Telecommunicator positions handle growing call volume and provide more efficient model of staffing - \$89,510.
- *Radio Shop* – Addition of a part-time Communications Technician position (0.6 FTE) associated with vehicle installations of lighting/radios/data/power - \$22,466.
- *Fire* – Replacement of a fire engine and associated equipment - \$680,000.
- *Fire* – Addition of 6 Firefighter positions (including necessary equipment/supplies) - \$282,132. There is the potential that grant funds could be received covering the cost partially or entirely for a number of years.
- *Fire* – Addition of rescue tools for each engine company in service - \$41,080.
- *Fire* – Replace an unreliable reserve rescue truck with a more dependable, used version - \$200,000.
- *Fire* – Continuation of funding for renovations to fire stations and parking lots - \$100,000.
- *Fire* – Install a vehicle exhaust system at Fire Station 7 - \$78,000.
- *Fire* – Purchase of a Swift Water Rescue boat - \$58,009.
- *Fire* – Transfer of funds for design of permanent Fire Station 10 - \$319,921.
- *Fire* – Use of capital reserve funds to purchase land for future Fire Station 12 - \$240,000.
- *Fire Prevention* – Addition of 40 hours to 3 existing Asst. Fire Marshal positions to better align staff with increased plan review workload (results in 3, 20 hour per week positions) - \$46,382.
- *Emergency Management* – Replacement of the City's Mobile Command Unit - \$500,000.
- *Emergency Management* – Conduct a city-wide Cybersecurity Risk Assessment - \$50,000.
- *Transportation* – Addition of 1 Streets crew (1 Supervisor, 1 Sr. Equipment Operator and 2 Equipment Operator positions) for sidewalk maintenance activities (includes supplies/equipment/vehicle) - \$271,760.
- *Transportation* – Continuation of additional \$30,000 for contracted sidewalk repair.
- *Transportation* – Purchase of a brine distributor cover to extend life of winter weather equipment - \$95,000.
- *Transportation* – Purchase of a trailer mounted crash attenuator to reduce the likelihood of injury while working along roadways - \$21,210.
- *Transportation* – Transfer of funds for the following projects: sidewalks, Brookwood Corridor Enhancements, Bruton Smith Blvd Pedestrian Improvements, US 601/Flowe Store Rd Improvements, the Downtown Pedestrian Signal Upgrade, and Union Street South Sidewalk Extension. Total transferred from General Fund - \$2,139,207.
- *Solid Waste and Recycling* – Addition of one residential yard waste collection crew associated with growth across the City (includes 2 Equipment Operator positions/equipment and Knuckleboom truck) - \$199,270.
- *Solid Waste and Recycling* – Purchase of a one-person truck-mounted leaf machine to more efficiently collect loose leaves during the fall/winter season - \$180,000.
- *Fleet Services* – Reduction of \$100,000 in city-wide fuel costs (due to lower prices) - \$1.2 million budgeted.
- *Cemeteries* – Continued maintenance funds for monument repair, landscaping, and sidewalks at all three City-owned cemeteries - \$28,000.

- *Planning and Neighborhood Development* – Addition of 1 Development Services Technician to assist with high volume of plan review - \$39,404.
- *Economic Development* – Contribute approximately \$3 million to Cabarrus County for the construction of a parking deck in the downtown area.
- *Parks and Recreation* – Conduct Open Space Connectivity Analysis - \$90,000.
- *Parks and Recreation* – Addition of Senior Planner and Parks and Recreation Specialist positions as part of the implementation of the Master Plan - \$120,303.
- *Parks and Recreation* – Reorganization and addition of part-time Recreation Center leader positions to more efficiently staff increased programming and activity at the City's three recreation centers.
- *Parks and Recreation* – Funding for construction of the Hector H Henry Greenway Riverwalk phase (\$1,581,000).
- *Parks and Recreation* – Complete renovations to the Burrage Road house as future programming space - \$165,000.
- *Parks and Recreation* – Funding for design of the Coddle Creek Greenway Phase I - \$25,000.
- *Parks and Recreation* – Use of Capital Reserve funds for a one-time capital contribution to the Boys and Girls Club for the expansion of recreation facilities for area youth - \$350,000.
- *Public Services Administration* – Improvements to the Brown Operations Center Upper Laydown Yard - \$500,000 (allocated to General Fund and utilities).
- *Public Services Administration* – Construction of a roundabout on General Services Drive - \$100,000 (allocated to General Fund and utilities).
- *City Manager's Office* – Conduct Biennial Citizens Survey - \$16,000.
- *Human Resources* – Addition of 1 Human Resources Analyst position to assist with recruitment/hiring - \$71,954.
- *Tax* – Transfer of tax collection expenses to Cabarrus County - \$72,000 (resulting in a savings of approximately \$170,00 per year and a reduction of 2.0 FTE)

MUNICIPAL SERVICE DISTRICT FUND:

- A total of \$90,000 is appropriated to the Concord Downtown Development Corporation for use in the promotion and improvement of the City's downtown district. The recommended tax rate for the MSD is 23¢ per \$100, which is unchanged.

STORMWATER FUND:

- Provide funds for the replacement of culverts at Hanover Circle and Havencrest Court – combined budget of \$1,450,000.
- Provide funds for the design of culverts at Glen Eagles Lane, Chadbourne Ave, and Chelwood Drive – combined budget of \$144,900.
- Matching funds for the construction/completion of Army Corp of Engineer's Stream Restoration project along the Stricker branch - \$465,610.

ELECTRIC FUND:

- FY17 Wholesale Purchase Power budget reflects 3.24% increase over the FY16-17 budget.
- Addition of Electric Analyst position to provide systems analysis of data/operations - \$87,310.
- Addition of 2 Electric Systems Line Tech I positions for underground construction - \$96,530.
- Perform Solid State Relay Conversions at Substation E (\$95,000) and Delivery 3 (\$350,000).
- Purchase of land needed to construct Delivery 4 - \$370,000.
- Design of additional shed to be constructed at the Brown Operations Center - \$100,000.
- Increased funding for contracted construction crews due to growth in the system - \$845,000.

WATER FUND:

- Coddle Creek Treatment Plant Settling Basin Upgrades - \$1,500,000.
- George Liles Blvd Extension Waterline Phase 3 - \$300,000.
- Construction of US Highway 29 Water Tank - \$5,000,000.
- Design of Poplar Tent Rd 24" Waterline Extension (\$332,000), Pitts School Rd 24" Waterline Extension (\$137,000) and NC Highway 49 30" Waterline Extension (\$753,000).
- Funding for the Corban Ave Pump Station Elimination - \$137,000.
- Upsizing of lines/extension of mains - \$285,500

WASTEWATER FUND:

- Construction of Havencrest Court Sewer Outfall Phase II - \$452,000.
- Replacement of a Jet Vac truck - \$440,000.
- Continue to invest in pipe lining for wastewater lines - \$720,000.
- Reflects 5% increase in utilities paid to WSACC for the treatment of sewer – addtl. \$334,240.

PUBLIC TRANSIT FUND:

- Second year for ADA Paratransit service – experienced 36% growth during first year.
- Additional staffing needed for compliance and reporting to FTA and other grant sources (1 new FTE and 0.5 FTE transferred from Aviation).

GOLF COURSE FUND:

- Budget reflects increased revenue/rounds associated with recent course and clubhouse improvements.
- Course irrigation repairs - \$92,000.
- Funding for replacement of capital equipment used for landscaping/mowing - \$108,000.

AVIATION FUND:

- Addition of 2 Aviation Service Worker positions to growing number of operations - \$87,324.
- Begin work on an Airport Master Plan for operations.

INTERNAL SERVICES FUND: The Internal Service amounts are charged back to user departments and are reflected in each department or fund's recommended budget amount. Highlights include:

- *Billing:* Addition of Billing Specialist position to assist with increased workload under accounts - \$51,490.
- *Collections* – Addition of self-service payment kiosk at City Hall - \$35,000.
- *Customer Care* – Addition of Customer Service Representative position in response to higher call volumes and longer call times - \$48,188.
- *Engineering* – Addition of 2 Construction Inspector positions crucial to City's treescape efforts (including vehicles/equipment) - \$164,644.
- *Building and Grounds* – Addition of 1 Grounds Maintenance Worker, effective January 1, 2018, for greenway expansion (including vehicle/equipment) - \$91,681.
- *Building and Grounds* – Increase in part-time Custodian position to full-time to assist with larger space at the newly renovated Hartsell Recreation Center - \$21,615.
- *Data Services* – Creation of a City-wide GIS Strategic Plan - \$40,000.

The budget is presented in a format that groups expenditures into major areas: personnel services, operations, capital outlay, debt service, and non-departmental allocations. This format is consistent with Council's goal of developing a results-oriented budget with performance measures rather than just numbers not tied to specific goals and projects. It is an extension of the Mayor and Council's annual process of formally setting goals to track results. There has been a refinement of many departmental performance measures. Staff is working to meet the objective of only using measures that are meaningful

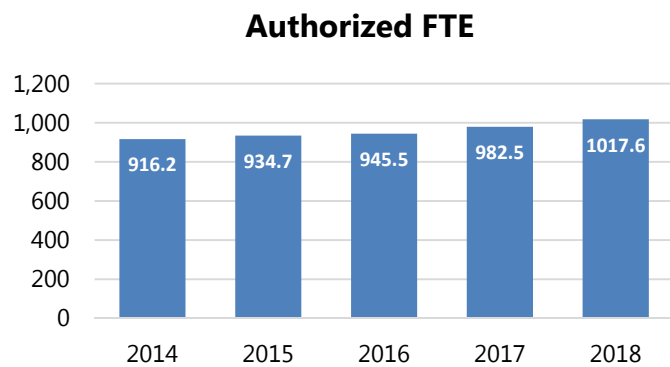
to the elected officials and citizens and which truly reflect value added services. Staff also proposes that Concord continue participation in the North Carolina Local Government Performance Measurement Project as it has proven to assist in benchmarking and performance improvement.

The City Council adopted Fiscal Policies addressing Revenues, Capital Improvements, Accounting, Debt and Reserves. These policies have been updated annually as part of the Mayor/Council Goals and have been addressed in preparation of this budget.

The five-year Capital Improvement Program is also updated and also presented herein for your review.

PERSONNEL HIGHLIGHTS

Personnel expenditures include salaries, FICA, group insurance, retirement, 401K, longevity pay, merit pay, and other miscellaneous benefits for co-workers. Contract, legal, medical, and other outside professional services are not included under personnel. They are included under the Operations category. For FY 2017-2018, personnel expenditures account for \$69,387,783 or 28% of the total budget.



This year we are proposing funds for reasonable performance based merit increases. An overall average increase of 4.0% is recommended with merit increases to range from 3% to 6%, depending upon performance. The City will also continue with career development programs for many classifications.

A total of 38.47 FTE in additional staffing is recommended for FY 2017-18. Thirty-one new full-time positions and eleven new part-time positions (equivalent to 5.72 FTE) are recommended for funding, In addition, 5 part-time positions are recommended to increase in authorized hours, 2 of which move to full-time status (increase of 1.75 FTE). The recommended positions are as follows:

General Fund (20 full-time positions, 11 part-time (5.6 FTE), increase in 1.25 FTE in existing positions)

- Human Resources:
 - 1 - HR Analyst (Recruiting/Hiring)
- Police:
 - 1 – Park Patrol Officer
- Emergency Communications:
 - 2 – Telecommunicators
- Radio Shop
 - 1 – PT Communications Tech (0.6 FTE)
- Fire:
 - 6 – Firefighters
 - 1 – Logistics Officer
 - 3 - Addition of 40 hrs to existing PT Asst. Fire Marshall positions (resulting in 3, 20 hr/week positions)
- Transportation/Streets:
 - 1 – Streets Crew Supervisor

- 1 – Senior Equipment Operator
- 2 – Equipment Operator
- Solid Waste and Recycling:
 - 2 – Equipment Operators
- Planning and Neighborhood Development:
 - 1 – Development Services Technician
- Parks and Recreation
 - 1 – Senior Planner
 - 1 – Parks and Recreation Specialist
 - 7 – Parks and Rec Center Leaders (equal to 3.5 FTE)
 - 3 – Parks and Rec Center Leaders (equal to 1.5 FTE)
 - 1 – Part-time Senior Administrative Assistant to move to full-time (0.25 FTE)

Electric Fund (3 full-time positions):

- 1 – Electrics Systems Analyst
- 2 – Electric Systems Line Tech I positions

Aviation (2 full-time positions):

- 2 – Aviation Service Workers

Transit Fund (1 full-time position):

- 1 – Grants Compliance Coordinator)

Internal Service Fund (5 full-time positions, 1 part-time position to full-time status):

- 1 – Billing Specialist
- 1 – Customer Service Representative
- 2 – Construction Inspectors (Engineering)
- 1 - Grounds Maintenance Worker (Building and Grounds), est. start date Jan 1, 2018
- 1 - Part-time Custodian to move from part-time to full-time (0.62 FTE)

A total of 1,017.6 full-time equivalent positions are recommended for funding.

Our health care premiums and benefits were adjusted in anticipation of the new budget year. The City's HRA health care plan continues to be used by most coworkers. Employees have the option of selecting this plan at a lower cost with the City paying most of the full cost for the individual. The alternate PPO based plan, which is similar to the plans used by most employers in the region, provides a "richer" level of benefits at a higher cost for coverage and the coworker must pay most of the additional cost over that of the HRA for employee only and family plans. Both plans are self-funded and administered by Blue Cross/Blue Shield.

Wellness efforts have been a priority, both for the benefit of our coworkers and to reduce costs. The City of Concord Wellness Center offers free health care services to all full-time City of Concord employees, along with retirees, spouses, and dependents who are enrolled in the City's self-funded insurance plan. The Wellness Center provides a basic level of routine medical care and health screenings. It is not intended to replace an individual's primary care physician, but rather to provide a convenient, no-cost access point for basic medical care. The Center is staffed by a licensed nurse practitioner and a medical office assistant with direct oversight by a licensed physician. The City has also expanded the availability of equipment for coworkers to exercise on-site before or after work, or during lunch.

An incentive has been offered to coworkers again this year for managing their health. Employees who completed a Health Risk Assessment and certified they do not use tobacco, or attended a tobacco cessation program if they do, receive a reduction in monthly health care premium costs. The Health Risk Assessment includes the completion of a questionnaire, biometric measures and a fasting blood draw.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase with FY 2017-18. The contribution per general employee increased to 7.5%, while contributions for law enforcement officers are at 8.25%. Actuarial projections point to continued modest increases in future fiscal years. The budget also maintains the City's 401(k) contribution for coworkers at 3.5%. By State mandate, the city contributes 5% to accounts for sworn law enforcement officers.

We also continue to monitor the impact of retiree health care benefits. The City provides health care benefits to eligible retirees up to the time they are Medicare eligible. As with other retiree benefits, these health care plans have gone through drastic changes over the years. Retiree healthcare subsidies started with large private employers, with governmental employers jumping in later as the struggle to compete with the salaries and benefits in the private sector became more pronounced. State governments, including North Carolina, jumped in next to cover teachers and other employees. The market has changed dramatically since then, but many state and local governments still provide retiree health care at some level. These benefits are costing the City more as baby boomers continue to retire. This is particularly true for public safety coworkers who tend to retire earlier than the general employee population, thus staying on the City's plans for a longer period of time.

Staff is recommending that Concord continue to allocate \$100,000 to go into the State trust fund established for this purpose in order for the city to participate in the future if it decides to do so. In the meantime, staff will continue to monitor what other local governments are doing in response and evaluate the use of this trust.

KEY RECOMMENDATIONS, ACCOMPLISHMENTS AND CHALLENGES FOR THE FUTURE

THE NORTH CAROLINA GENERAL ASSEMBLY AND REVENUES

Once again the General Assembly is targeting local revenues. Senate Bill 126, if the House of Representatives concurs, would result in Concord losing at least \$948,000 annually in its current form. This is almost equivalent to a penny on our property tax rate, and comes on top of the \$1.1 million annual loss incurred just a few years ago when the General Assembly eliminated the use of local business license fees.

It is understood this is an attempt to get rid of some adjustment measures involved with a portion of the local sales tax that are no longer needed as technology now covers the issues that caused these factors to be used. However, rather than just being eliminated, these out of date measures are being replaced by new adjustment factors that end up redistributing sales tax across the State. North Carolina already redistributes many of its revenue sources, but there appears to be an on-going focus on the sales tax. These efforts will create disincentives to localities to grow their own economies. Redistribution of more money is not the answer. A State-wide effort to develop stronger economies in these communities provides a much more sustainable solution.

Since the current bill calls for an effective date of July 1, 2017, a contingency plan is recommended to outline expenditure cuts should the House approve this bill. The cuts are outlined as follows:

Parks and Recreation: \$100,000 total

- \$2,000 Group Tours
- \$1,000 Postage
- \$20,000 Utilities
- \$15,000 Expand Hartsell Soccer Field
- \$22,000 Replace Administrative carpet
- \$10,000 Re-roof two bleachers covers at Hartsell
- \$30,000 Upgrade Paul's Kitchen at Les Myers Park

Fire: \$250,000 total

- \$37,169 Hurst Rescue Tools
- \$167,593 Radio Replacement
- \$45,238 Swift Water Rescue Boat

Police: \$249,799 total

- \$50,000 Overtime
- \$18,334 Taser consumables (batteries, cartridges, etc).
- \$97,500 In-car camera funding
- \$7,637 Morpho Track Fingerprint Station
- \$58,000 Decreasing 2 of the 5 unmarked vehicles
- \$18,328 Decreasing 2 of the 20 replacement vehicle equipment (related to bullet above)

Transportation

\$95,000 Push Brine Distributor Cover to FY 19 (4510-5550000)

BOC Admin Projects

\$500,000 (net impact of \$92,000 to General Fund) Upper Laydown Yard project – push to FY 19

Solid Waste

\$30,000 Reduce Residential Recycling Disposal Fees from \$120,000 to \$90,000 (4520 – 5305000)

If needed, the rest of the cuts will be accommodated through a reduction in General Fund contingency.

Concord is looking to the General Assembly to potentially assist with another area that could have a dramatic impact, not only on future utility revenues and rates, but water and wastewater reserves. As noted earlier, there have been lawsuits filed against Concord and others based on the Quality Built Homes v. Town of Carthage Supreme Court decision. These lawsuits are initiated by developers challenging the City's ability to charge capacity fees for water and wastewater, and to seek refunds for past fees paid over the last ten years. These same developers have benefitted from the infrastructure investments paid for by these fees. Concord's legal position is dissimilar from that of Carthage and we eventually expect a positive resolution, however, should a court rule differently it could have a major impact on reserves and result in current business and residents bearing the full cost for providing major water and wastewater infrastructure needed to support residential growth. Of course, the City Council will be forced to consider the desirability of such future investments depending upon where the financial burden falls. There has also been needed legislation introduced to address the ten year pay back issue but it is not known if it will be enacted.

THE ECONOMY AND THE CHALLENGES OF GROWTH

The economy is strong and there are many opportunities to continue to plant the seeds for the future of better paying industrial and technology jobs, mixed-use office parks, and the continued redevelopment of Concord's Center City. The City works closely with the Cabarrus County Economic Development Commission and with private land owners to pursue such opportunities. Concord has been a leader in developing speculative industrial space by partnering with the private sector. While "product" is available, we must look to develop future sites as industrial parks and buildings are completed and occupied.

The City Council, with staff assistance and help from a consultant, is in the process of updating the City's Land Use Plan. 2017 will end with the consideration of a new Plan. With the growth of our community comes the need to constantly plan for the future. These are exciting times as the City needs to prepare not only for the services and lifestyle for a very active baby boomer generation, but also for the younger generations that are staying in their hometown to live and raise families in the community they grew up in, or are moving here due to the quality of life.

The Plan will provide a vision for the future, with long-range goals and objectives for all development activities. This includes guidance on how to make decisions on public and private land development proposals. In other words, it provides an outline of how we want the community to grow and look in future years.

With the growth in homes and businesses comes the need for the City to add positions and equipment so service levels will not diminish. New positions and related equipment are proposed for Communications, Fire, Police, Street Maintenance, Solid Waste, Parks and Recreation, Planning, Electric and Aviation. Support positions are recommended in Human Resources and Transit. Additional Customer Service and Billing positions are recommended for Finance.

Another challenge to growth is making sure our City has a strong sense of place, taking into consideration our environment and quality of life. We are recommending that two new Construction Inspectors be added. Their primary purpose will be to ensure that areas in new development that are designated for street trees and supplemental plantings are prepared correctly to promote the healthy growth of the plants and to minimize the impact of their roots on nearby sidewalks and other infrastructure. Staff has observed the impact of plants installed incorrectly and/or in poor quality soils in new developments. The coworkers in these positions will work with the City Arborist to make sure plantings are done correctly to avoid these problems in the future.

DOWNTOWN DEVELOPMENT

City Council adopted a new Downtown Master Plan in FY 2016-17 and efforts quickly started to implement the recommendations. In fact, the rehabilitation of the Hotel Concord is well underway and will soon to be home to both retail and apartment uses. Funds are allocated from proceeds remaining from the financing of the City Hall to cover the design of a new plaza that will provide much needed open space to downtown. New downtown wayfinding signs have been funded and are being installed in conjunction with a County wide effort to provide assistance to visitors to our area.

In addition, Cabarrus County plans to build a new parking deck on the County property located between Barbrick Avenue and Corban Avenue in FY 2017-18. This represents a major opportunity for the City, so \$3,000,000 is budgeted to contribute to the County project to provide for parking to support the activities outlined in the Downtown Master Plan. The deck is also designed to accommodate a "wrap" on the Barbrick side so that a future building can be built facing that street by a private developer.

The City continues to work with the School of Government's Development Finance Initiative; who also conducted the market analysis for the Downtown Master Plan, on the future use of the City buildings and/or sites that were vacated after the completion of the Cabarrus Avenue City Hall. Their work is focused on the best use of these sites and will also help with locating a private sector buyer and the financial assistance needed to support any redevelopment.

Other major changes recommended in the plan are targeted for future fiscal years. This includes major changes to create wider sidewalks on Union Street to accommodate sidewalk dining areas and other amenities.

WATER AND WASTEWATER NEEDS

A Water Master Plan has been completed and it contains several major recommendations to improve infrastructure needed due to growth. However, with the unknown impact of the developer lawsuits generated from the Carthage case, the recommendation for FY 2017-18 is not as aggressive as initially requested. What is included is an estimated \$5,000,000 project to build a new water tank adjacent to the Ben Mynatt car dealerships to improve water pressure in that area. The initial recommendation was to invest in approximately \$10,000,000 in capital projects in FY 2017-18, but with the potential impact on reserves the recommendation was reduced.

In concert with Electric Systems, Water Resources continues to implement advanced metering technology as part of the City's efforts to develop a utility smart grid.

WSACC implemented another rate increase for the wholesale treatment of wastewater; however, a rate increase is not recommended. The wastewater budget also includes funds for improvements to and maintenance of wastewater lines, particularly in areas of Concord where aging lines are more likely to lead to rainfall infiltration. However, with the unknown impact of the lawsuits generated from the Carthage case and the pending Wastewater Master Plan results, few major infrastructure investments are recommended for FY 2017-18.

Both the Water and Wastewater Master Plan recommendations may result in the need for a revenue bond issuance in future fiscal years.

ELECTRIC SYSTEMS

The Smart Community effort continues with most of the new "smart" electric meters installed. Once completed with the new software capabilities fully operational this system and the related technology will improve our service response, systems reliability and will provide both the City and its customers with sophisticated tools to analyze and manage use.

The City's current contract to purchase power from Duke Energy is based on Duke Energy's system average cost. Costs are tied to Duke's expenditures and go up (or down) depending upon market conditions and infrastructure investment. Concord has entered into a contract with NTE, the builder and operator of a natural gas fired plant under construction in Kings Mountain. Under the terms of the agreement, the City of Concord will be provided with electric generation services by NTE using a portion of the capacity and energy generated by the facility for an initial term of 20 years. This will allow Concord to utilize this source when the Duke contract ends in 2019. The contract also provides for access to power produced from other types of generation if it is more cost effective to buy on the market.

At the same time, the City will need to continue its investment in major electric infrastructure, including the completion of the 100 KV line extensions and connections. This and other major projects may result in the need for a revenue bond issuance in future fiscal years.

AIR AND SURFACE TRANSPORTATION

Air transportation

The growth of commercial air service at Concord Regional Airport (CRA) continued in FY 2016-17 with the completion of a new terminal for passengers parking deck. The new terminal was partially funded through a FAA grant matched by the City of Concord. The adjacent parking deck was financed, with parking fees generating the revenue to cover the debt.

While commercial activity has already helped to solidify the airport's position in qualifying for FAA funding for airports with commercial type operations, Concord Regional Airport intends to continue being a top General Aviation airport that helps to spur economic activity. The growth in commercial operations is intended to provide funds to help support that General Aviation infrastructure. It is essential that CRA maintain strong General Aviation and commercial services. This will be the major goal of the new Aviation Director.

Surface transportation

This budget maintains the Transportation Improvement Fund created by the City Council to fund transportation projects. These funds come from 2 cents of the property tax rate and are supplemented by dollars generated from local vehicle license fees. Many of the projects described will be at least partially funded through this source.

There are two major challenges with surface transportation. First, many of the roads serving high growth areas are over capacity. Most of these are North Carolina Department of Transportation facilities. Motorists are experiencing congestion problems during peak times of the day on roads, such as Poplar Tent, NC 73 and the streets that feed these corridors. While some of these facilities are programmed for funding in the North Carolina State Transportation Improvement Plan, construction is several years away. The only way the City could impact these intersections, considering the projects already committed with Transportation Fund proceeds is to finance such improvements, hopefully to later get reimbursed by NCDOT. Even then it is likely the payments would need to be subsidized from other General Fund revenues.

The second challenge is the escalating cost of projects, primarily due to the bidding environment. There is a great deal of work out there so bids are coming in well above engineering estimates in some cases. Obviously our staff and consultants will be taking this into consideration as we design future projects.

The design work for improvements to Brookwood Avenue continues. The Virginia Street improvements are scheduled to start in Spring of 2018. The Transportation Management and Signals Operation Center project at the Brown Operations Center has been awarded using both General Fund and Transportation Fund allocations. The Transportation Fund also includes all the dollars that have been set aside previously for participation with NCDOT on other projects.

The City has begun the implementation of the Intelligent Transportation System grant that was received a few years ago. The ITS Grant Project provides for the signal system master plan to prepare us for future growth and expansion. It will involve the design and construction of dynamic message board signs for the Exit 49 area as well as provide funding for CCTV cameras, video servers, fiber and wireless communications infrastructure, laptop computers for signal technicians and the video wall for the new traffic management operation center.

Projects impacting NCDOT facilities that are programmed with Concord’s participation:

I-85 Widening Project, NC 73 to 29-601 Connector in Rowan County – Construction continues on the NCDOT, I-85 project from NC 73 to 29-601 Connector in Rowan County. This includes significant improvements to the interchanges at Exits 58 (US 29) and 60 (Copperfield/Dale Earnhardt). The City of Concord and the City of Kannapolis are cooperating to include aesthetic improvements to the end of the bridges at these interchanges.

Exit 49- Three projects are funded in the I-85 – Exit 49 area. These include a “fly over” directly into the first entrance to Concord Mills Mall, pedestrian improvements along Bruton Smith Boulevard and the completion of the Derita Road widening project, including the bridge, from the Rocky River to the end of Concord Mills Boulevard. The Derita Road project has started and the engineering for the other two projects is underway. The City of Concord has pledged to provide 20% of the cost of these projects.

Derita Road – Traffic congestion is choking this important corridor that serves the Airport, the growing industrial area, and Concord Mills. Concord was required to pick up the total cost to match the Federal funds for Phase 1 construction of this NCDOT Road going from Poplar Tent Road to the Rocky River Bridge. This project is now underway and includes funding going all the way to Concord Mills Boulevard.

George Liles Parkway Extension – This project has been completed to its termination at Stough Road, leaving only the Stough Road section from Roberta Road to NC 49 to complete in the future. The City will be working on the landscaping of the section between Weddington Road and Concord Parkway to satisfy promises made to the adjacent property owners that donated the land to NCDOT.

Congestion Mitigation and Air Quality Project – Concord continues to work with NCDOT on a CMAQ road project to improve the intersection of Poplar Tent and US 29 (C-4918-A). This required a local match that has been budgeted in the Transportation Fund. The City will manage the project during construction. The construction will incorporate a “superstreet” design. Unfortunately the bids came in \$1.5 million over engineering estimates so they were rejected. Discussions are taking place with NCDOT regarding moving the project forward.

Public Transit

The biggest obstacle for the future continues to be changes and/or decreases in Federal revenue. The Cabarrus County Transportation System and the Salisbury fixed-route bus system are now lumped in with the Rider System to compete for Federal Transit Administration funding. Rowan County will be included in future fiscal years. This has resulted in negotiations over how to split the decreasing revenue “pie”. These changes could eventually have a dramatic impact on the ability to maintain the current level of service. Cabarrus County is still considering a study to analyze better coordination between the Rider and Cabarrus County systems, or even consolidation. Rider will participate with funding once details are finalized by the County.

Conversations continue to take place with Charlotte’s CATS system as to how to link riders in Concord with the Blue Line in the University area. It is unknown if CATS will continue to participate in funding once the Blue Line opens and the current Express route is eliminated.

PUBLIC SAFETY

As noted, with a growing city comes the need for new police personnel. Several positions were added in the last fiscal year. The Police Department has completed a staffing study and will be evaluating future

staffing needs during the upcoming fiscal year. An additional Park Patrol officer position is recommended for FY 2017-18.

The budget contains funding to purchase the land for a future fire station site in an area off Roberta Road. It also contains funding for the design of the permanent building to replace the temporary facilities currently housing Fire Station 10 on Poplar Tent Road near the intersection with Harris Road. Money for major equipment purchases is also included.

Six new Firefighter positions are recommended, with the hope that the funding for some or all can be partially covered with a Federal SAFER grant.

RECREATION AND OPEN SPACE

The Recreation Master Plan update has been completed and it contains many recommendations addressing future needs. This will be a priority for FY 2017-18 and years to come. The budget contains several adjustments to existing Recreation positions and two new positions to begin addressing programming recommendations. The two new positions are for Outdoor Programming and a Park Planner.

The FY 2018 recommendation contains funds for several projects. This includes over \$1.5 million for the Hector H. Henry, II Greenway section that will link the Riverwalk neighborhood to the portion that currently ends behind the Weddington Road Bark Park. Another project is the renovation of the former residence on Burrage Road into a community building serving the surrounding neighborhood. Funds are also included to build a natural path along the Burrage Road property to link Burrage Road to Lake Concord Road to provide more opportunities for walking and exercising in that area.

\$90,000 is set aside for a study looking at ways to connect neighborhoods with parks and greenways. The hope is to encourage pedestrian and bicycle use to get residents out of their cars to access such facilities.

All this is just the start. The Master Plan calls for adding more parks and greenway facilities. This requires planning and land acquisition, which should be facilitated with the addition of the Park Planner position. Staff is currently evaluating sites. In the northwest section of Concord we are working with Cabarrus County and Kannapolis as there are opportunities to develop facilities that will serve residents of Concord and Kannapolis as well as those living outside the municipalities. We are not recommending specific funding at this time as costs are unknown. However, it is anticipated that we will be aggressive in pursuing land so that we will be asking Council to appropriate money out of General Capital Reserve for land acquisition during the fiscal year. Money has been set aside over the years in anticipation of such acquisitions.

After land is acquired and plans finalized, then will come the time to build these parks and greenways. It is very likely the City will need to develop a major financing plan to support more rapid development of facilities as recommended in the Master Plan.

The Rocky River Golf Club continues to be one of the highest quality municipal golf courses in North Carolina. The first phase of bunker renovations was completed last year. This year major needs focus on equipment and work on the irrigation system.

Finally, the budget includes a recommendation for a one-time \$350,000 appropriation for the Boys and Girls Club capital campaign designated to be used for expanding recreation facilities at the Club. This

organization provides facilities and services that supplement the City's recreation programs and provides transportation for school age children who participate.

TECHNOLOGY

Today's customers demand that we keep up with technology as it impacts the way they interact with the City. With more and more people being technologically "savvy" and possessing smart devices, this creates a challenge to advance City technology to meet customer expectations. These efforts are ongoing within all our departments, usually with the assistance of Technologies Edge.

The implementation of the Accela software has been completed in partnership with Cabarrus County. The end user now has one source to go to when going through the development process. This technology is proving to be very useful to developers and their engineers and architects, as well as small business people who may not have the money to spend on support staff for their development project(s).

The efforts going into the Smart Community program have been noted. This is a very complex project that will have great benefits. It has been very time consuming with staff from Electric, Water, Finance and Technologies Edge working with the involved private contractors. Full implementation should take place during FY 2017-18.

Finally, the City has worked hard over the years to develop a fiber optic system to link City facilities. This is a valuable asset. We are working to better coordinate the development of this system to make sure we are maximizing its use for the betterment of all departments and Concord as a whole.

CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS

The organization will continue the emphasis on customer service excellence. The Customer Service Advancement Team continues to meet and implement various activities to keep our Principles of Excellent Customer Service in front of our coworkers in support of our Mission Statement and Core Values. These coworkers help the management team keep the focus on what it means to be in public service.

Citizen communications will continue to be varied. Direct mailings such as the "City Circular" newsletter, newspaper placements, the electronic newsletter, the City's website, news releases, television, radio and other outlets will continue. However, we have also moved into new media such as, Facebook, and RSS feeds, as citizens get their news from vastly different media outlets than a few years ago. The Connect CTY calling system continues to be a very valuable tool to notify groups during emergency situations and notify citizens of work that might impact their neighborhood, changes in City services and changes in schedules during holidays. The City continues its partnership with the school system by offering various opportunities to learn about City services. The City's Civic Education program involving 3rd grade students attending participating elementary schools continues to expand. One of the best ways to teach the parents about local government is through their children. Also, the highly successful Youth Council will continue this year. Concord 101 and the Public Safety Academy are very well received by participants. These programs give residents an opportunity to learn more about their municipal government and to provide feedback on important local needs and issues. Funds are budgeted to continue these programs in the new fiscal year.

As noted above, the Accela software has been implemented to provide a more seamless experience for those seeking to develop in our City.

The Customer Care Center is essential in providing a human contact for citizens who phone in service needs or who walk in with service requests or utility account issues. Customer Care handled 129,776 calls in 2016, resulting in an average of 10,815 per month. That is an increase of about 1000 calls per month over 2015. We continue to upgrade software so more utility transactions can be completed online and are proposing the purchase of a self-serve pay kiosk for customers.

The Concord Mobile Care app continues to be available for those preferring to report certain service requests on line.

EMPLOYEE COMPENSATION AND BENEFITS

Periods of strong economic growth are challenging times for local governments as we are competing with private sector employers who are willing to pay what it takes for particular jobs where there is a shortage in the labor market. There are several areas where it is proving difficult for employers in this region to retain and/or attract qualified applicants. For example, some contractors are offering very high wages for construction related jobs requiring specific skills. We must work to retain and attract good workers so we have to be sensitive to these market forces, even when the market is paying more for similar knowledge, skills and or abilities for one job versus another, causing internal equity concerns.

The cost of retiree health insurance overall, and the supplemental retirement benefits in the Police Department, continue to rise as baby boomers retire. The General Assembly is considering a bill that would expand supplemental retirement benefits to firefighters, putting even more pressure on future local government budgets. They are also considering legislation that would grant full retirement to those in sworn Police positions after serving 25 years. Because of all these other benefits, Police and Fire employees will generally maintain their retiree health insurance for longer periods as they tend to retire at younger ages. All these factors could be undermining the sustainability of providing such benefits for all new coworkers in the future.

EXTERNAL AGENCY FUNDING

For FY 2017-18, external agencies requested \$194,780 from the City of Concord. This compares to the \$145,780 appropriated for such purposes in FY 2016-17. These non-profits play an important role in ensuring a high quality of life in our community and, in some cases, providing a safety net for those in need. However, Concord must focus on its core mission of providing municipal services. While many of the services these agencies provide are vital, they are not considered municipal in nature in North Carolina. Community Development Block Grant funds can be used for human services and housing, but they are limited to a certain percentage of the grant amount. The President's budget calls for the elimination of CDBG funding, so checks to the agencies receiving grants will have to be delayed until the City gets confirmation of the funding level for the Federal fiscal year.

The recommendations call for allocations to most of the agencies that received City support last year. \$86,780 is recommended from the General Fund. \$50,500 is recommended from Community Development Block Grant monies. \$15,000 is recommended from the utilities funds. The individual agency funding recommendations are included within the budget of their associated functional areas as directed by Council. Please note that in addition two new non-profits are recommended for allocations of \$3,000 each from the Mayor's Golf Tournament proceeds.

CONCLUSION

The FY 2017-18 budget proposal operationalizes the goals for the City of Concord established by the Mayor and City Council. The services, programs, and facility needs prioritized in the City Council Goals Statement were addressed. In addition, basic services have been maintained.

While this budget is proposed by the City Manager, it is neither final nor is it necessarily a reflection of what will be approved by the City Council. The Mayor and City Council will review these recommendations to arrive at what it considers the proper expenditure of the available revenues for the upcoming year.

Respectfully submitted,

A handwritten signature in black ink that reads "W. Brian Hiatt". The signature is written in a cursive style with a large initial "W" and a distinct "H".

W. Brian Hiatt
City Manager

GUIDE TO THE COMPONENTS OF THE OPERATING BUDGET DOCUMENT

The budget outlines the City's plan for achieving the goals, objectives, and service delivery levels desired by the Mayor and City Council. More specifically, the budget is a financial plan consisting of an estimate of proposed expenditures, the proposed means of financing, and the goals and objectives of the expenditures for a given time period, usually one year (July 1 - June 30). The major components of the budget document include:

Introduction: The introduction's largest component includes the Manager's Message – an executive summary of the recommended budget from the City Manager to the Mayor and City Council. It discusses the major budget items and changes and the City's present and future financial condition. Other components of the introduction include a summary of the City's budget process and calendar, a discussion of what is new or has changed, a brief history of the City, Mayor and Council goals and objectives, and the budget ordinance.

Budget Summary: The Budget Summary section begins with an outline of the City's fund and cost center structure and the City's organizational chart. This section is then followed by discussion of major revenue assumptions and trends. After revenue assumptions are tables and charts that outline the City's revenue and expenditure plan by fund, function, and department. The Budget Summary also includes a personnel summary, background on the City's performance measurement and customer service efforts, and a listing of funded External Agencies.

General Fund (Fund 100): The General Fund accounts for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund. It is the city's main operating fund. This section contains a summary of the General Fund, summaries of the General Fund's five functions (General Government, Public Safety, Public Works, Economic Development, and Culture & Recreation), and a detailed breakdown of each department.

Special Revenue Funds: Funds that are used or required to account for specific revenues that are legally restricted to expenditures for particular purposes. This section follows the layout of the General Fund. For the City of Concord, Special Revenue Funds include:

Municipal Service District Fund (Fund 201): This fund accounts for taxes levied on behalf of and remitted to the Concord Downtown Development Corporation for use in the promotion and improvement of the City's downtown area.

Housing Assistance Fund – Section 8 (Fund 210): This fund is used to account for federal grants received to provide housing assistance payments for low-income families.

Community Development Block Grant Fund (Fund 310): The CDBG fund accounts for federal grants under the Community Development Block Grant program.

Home Consortium Fund (Fund 320): This fund accounts for federal grants received to expand the supply of decent, affordable housing for low and very low income families with emphasis on rental housing, build state and local capacity to carry out affordable housing programs, and provide for coordinated assistance to participants and the development of affordable low income housing.

Addl. \$5 Vehicle Tax (Transit) (Fund 292): This fund accounts for revenues collected from the Municipal Vehicle Tax for Public Transportation, which is levied on each motor vehicle resident within the City of Concord and licensed, or required to be licensed by the State of North Carolina.

Enterprise Funds: These funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the City Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. For the City of Concord, those funds include:

Stormwater Fund (Fund 600): The Stormwater Fund accounts for monies associated with operating the City's EPA Phase II Stormwater management program. The program's purpose is to reduce erosion and run-off pollution associated with rain events.

Electric Fund (Fund 610): The Electric Fund accounts for all monies associated with operating the City's electric distribution system.

Water Fund (Fund 620): This fund accounts for all monies associated with operating the City's water treatment and distribution system.

Transit Fund (Fund 630): This fund accounts for all monies associated with operating the *Rider - Concord/Kannapolis Area Transit System* fixed-route public transit system.

Wastewater Fund (Fund 640): Wastewater Fund monies are designated for use in maintaining and construction of the City's wastewater collection system.

Golf Course Fund (Fund 650): This fund accounts for monies used in operation of the City's municipal golf course.

Aviation Fund (Fund 680): This fund accounts for monies associated with the operation of the City's regional airport.

Public Housing Fund (Fund 690): This fund is used to account for the operations of the City's public housing department.

Internal Services Fund (Fund 800): This fund accounts for the financing of goods or services provided by one department or agency to other departments or agencies, or to other governmental units, on a cost reimbursement basis.

Debt Service / Capital Improvement Plan (CIP): The Debt Service section outlines the regulations municipalities in North Carolina must follow when issuing debt, the types of debt financing used by the City of Concord, and a summary of the City's current debt structure. The CIP section provides a brief summary of the City's capital improvement projects approved in the FY18 budget process and those projects that are currently in-progress.

Supplemental Information: This section contains supplemental information regarding the City's fiscal and CIP policies, a listing of Authorized Positions, employee salary grades, the FY18 Fees and Charges Schedule, a City profile, and a glossary.

This document and additional budget and performance measurement information can be obtained by visiting the City's budget website:

<http://www.concordnc.gov/Departments/Budget>

BUDGET PROCESS

The budget is the single most important document presented to the Mayor and City Council. The budget document outlines policy direction, but it also serves the citizens by providing an understanding of the City's operating fiscal programs. It reflects the City's commitment to maintaining necessary services, improving the quality of service, and keeping the impact of taxes to citizens at a minimum.

The City operates under an annual budget ordinance adopted by the City Council in accordance with the provisions of N.C.G.S. 159 – known as the Local Government Budget and Fiscal Control Act. The City Manager is required to submit a balanced budget by June 1 and the Council must adopt the budget by July 1. The fiscal year encompasses the period between July 1 and June 30.

Procedures

The City's budget process begins in November, at which time CIP instructions are explained and distributed to departments. All departments receive their operating budget forms and instructions in early January.

Department Directors are responsible for estimating departmental expenditures. The Finance Director in conjunction with appropriate Department Directors determines revenues. When budgeting expenditures, the basic requirements are to request sufficient funding to adequately operate the department and to request funding at the lowest reasonable level in order to achieve departmental goals and objectives. The departmental requests are submitted to the Finance Department, then organized and analyzed.

The budget reflects the service priorities of the Governing Body and Citizens of Concord. The service needs of the community are determined

by public hearings and feedback through the Mayor and City Council. The City Manager and Budget Staff then conduct a comprehensive review of service needs in light of departmental budget requests. After final service priorities are established and decided upon, a balanced funding plan is formulated. Through careful assessment of funding requirements and financing methods, a proposed budget document is organized into final format and submitted to the Mayor and City Council for their consideration and adoption.

The Mayor and City Council review the recommended budget packet, including departmental performance objectives, thoroughly with the City Manager and Budget Staff during special work sessions. A copy of the proposed budget packet with recommended changes is also filed with the City Clerk for public inspection. A public hearing is scheduled prior to the formal adoption of the budget. Adoption of the budget by the City Council establishes the legal authority to incur expenditures in the ensuing fiscal year. All annual appropriations lapse at fiscal year end.

Budget Transfers & Amendments

Even though the budget begins July 1, changes to revenues and expenditures can occur throughout the fiscal year. Under a budget transfer, monies are transferred, within the departmental budget, from one line-item revenue or expenditure to another line-item. This process requires the approval of the City Manager (or his/her designee if sum is under \$10,000), and the City Manager may authorize any amount of money to be shifted within a cost center. The City Manager is also authorized to effect interdepartmental transfers within the same fund, not to exceed 10 percent of the appropriated monies for the department whose allocation is reduced. A budget amendment usually involves larger sums of

money and results in a significant change to the department's overall revenue and/or expenditure level. Budget amendments require City Council approval. Budget transfers and amendments must adhere to balanced budget requirements and impose no additional tax levy liability on citizens.

Encumbrances

All monies at fiscal year end lapse and spending authority ceases, unless specific services or goods are encumbered. Encumbrances are a financial commitment or earmark for services, contracts, or goods that have not been delivered by June 30 – the end of the fiscal year. Encumbered monies are carried over into the new fiscal year's budget. Outstanding encumbrances at fiscal year end do not constitute expenditures or liabilities.

Basis of Budgeting and Accounting

In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the City are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year end, the City's Comprehensive Annual Financial Report (CAFR) is prepared using Generally Accepted Accounting Principles, or GAAP. All governmental funds are reported using the modified accrual basis of accounting. Although the CAFR reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.

FY2018 OPERATING/CIP BUDGET & PERFORMANCE PLAN DEVELOPMENT CALENDAR

TASK	START DATE	END DATE(S)	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
Budget Process Trainings for Staff	11/29/16	12/6/16												
CIP Informational Meetings, CIPs due	8/31/16	2/10/17; 2/24/17												
CIP & Budget software training	1/9/17	2/7/17												
Revenues estimated	12/1/2016	4/30/2017												
Budget Kickoff: Packets distributed to Dept Directors	1/9/17	1/9/17												
Council goals and objectives established at Mayor & City Council Planning Session	1/26/17	1/27/17												
External agency budget requests accepted and hearing before Mayor & City Council	2/1/17	3/3/17; 4/11/17												
Budget Requests, Budget Document Pages, 5-Year Capital/Personnel Estimates due for Internal Service Depts. 2/10/17, for Operating Depts. 2/24/17	1/9/17	2/24/01												
Departmental budget reviews	2/17/17	3/15/17												
Fees & Charges Schedule emailed to Dept Directors; Updates due	3/16/17	4/7/17												
City Manager's recommended budget compiled and presented to Mayor & City Council	04/01/17	05/30/17												
Budget available for public viewing at City Clerk's Office	5/30/17	6/8/17												
Mayor & City Council review budget and performance objectives, budget workshop held	5/30/2017	6/8/17												
Public Hearing conducted; budget & Capital Improvement Plan adopted by City Council	6/8/17 (hearing)	6/8/17												
Evaluation of budget process	6/17	8/17												

Legend:

- City Mgt., Budget Staff, Dept Directors & Staff
- Budget Staff, Department Directors
- Mayor, City Council, City Mgt., Dept. Directors, Budget Staff
- External Agencies, Budget Staff, City Manager, Mayor & City Council

- City Mgt. & Budget Staff
- Finance & Budget Staff

- Internal Service Depts.
- Budget Staff, Dept Dir. & Staff
- Mayor & City Council

WHAT'S NEW OR CHANGED FOR FY 2017-18

(INCLUDING CITY COUNCIL CHANGES TO THE MANAGER'S RECOMMENDED BUDGET)

The items below summarize City Council changes to the Manager's Recommended Budget and any budget document changes/additions from the prior fiscal year's document.

City Council Changes to the Manager's Recommended Budget:

The City Council made no changes to the Manager's Recommended Budget.

New Funds and/or Budget Units:

New fund numbers and budget units were assigned to HOME and Community Development Block Grant accounts and an updated budget unit number was assigned to the Rider Transit System.

Personnel Changes:

A total of 38.47 FTE in additional staffing is recommended for FY 2017-18. Thirty-one new full-time positions and eleven new part-time position are recommended for funding. In addition, five part-time positions are recommended for an increase in authorized hours, two of which move to full-time status (increase of 1.75 FTE). Additional detail regarding the full and part-time positions can be found below:

Human Resources: A new Human Resources Analyst will split the duties of the current HR Analyst for recruiting due to increased workload. The cost of this position (salary and associated equipment) is \$71,954.

Police: One new Park Patrol Officer position is included in the budget. The City's salary, benefit, and equipment cost, including vehicle, for this officer is \$124,200.

Emergency Communications: Two full-time Telecommunicator positions will be added to the Emergency Communications department to assist with increasing call volume into the Communications/911 Center and to provide a greater level of efficiency in the staffing models used. Salary and benefits for these positions are \$89,510. A part-time Communications Technician position is also included in the budget to assist with radio and car equipment installation. The cost of this position is \$22,466.

Fire and Fire Prevention: Six firefighter positions will be added to ensure adequate staffing across the City. The cost of these positions is \$282,132; however grant funding will partially offset these costs over the next 3 years. A Logistics Officer position is also included as the workload increases in that area due to growth in the department. The annual cost for this position is \$47,022. Fire will also add 40 hours to the three existing part-time Assistant Fire Marshall positions to increase departmental efficiency. As a result, these 3 part-time positions will be funded at 20 hours per week each. Added salary and benefits total \$46,382.

Transportation - Streets: Four new positions, comprising a new crew, have been added to assist with sidewalk maintenance activities. A Streets Crew Supervisor, Senior Equipment Operator and 2 Equipment Operator positions will be added at a cost of \$271,760 for salaries and benefits.

Solid Waste: A new yard waste crew will be added to assist with growth in single family homes across the City. Comprised of 2 Equipment Operator positions and a knuckleboom truck, the cost of this crew will be \$199,270.

Planning & Neighborhood Development: To deal with a growth-related increase in workload, the Planning department will add a Development Services Technician at a cost of \$39,404.

Parks and Recreation: Several positions will be added as a result of the Parks and Recreation Master Plan Implementation. One Senior Planner, one Parks and Recreation Specialist (for environmental/outdoor programming), ten part-time Recreation Center Leader positions (5.0 FTE) will be added at a salary & benefits cost of \$247,329. An existing part-time Senior Administration Assistant position will be increased to full-time status at a cost of \$9,331.

Electric Engineering: An Electric Systems Analyst position will be added to provide systems analysis of data and operations. The cost of this position with benefits is \$87,310. Two Electric Systems Line Technician I positions are also approved to assist with underground construction at a total cost of \$96,530.

Transit: CK Rider add a Grants Compliance Coordinator position to assist with compliance and reporting to the Federal Transit Administration (FTA). Concord's portion of salary and benefits is \$6,446 (50%/50% split with Kannapolis).

Aviation: Aviation will add two Aviation Service Worker positions for FY18 in order to staff increased operations at the airport. The total cost of salary and benefits for these positions is \$87,324.

Billing: One new Billing Specialist position will be added at a cost of \$51,490, as a result of growth in the City's customer base and the move to Automated Metering Infrastructure (AMI) used to read utility meters.

Customer Service: One new Customer Service Representative position will be added to Customer Care targeting the increased call volume and call length times experienced this past year. The cost to add this position, including salary and benefits, is \$48,188.

Engineering: The Engineering department is approved to add two new Construction Inspector positions associated with the City's treescape initiatives. The cost of salary and benefits for these positions is \$164,644.

Building & Grounds: Growth in the City's Parks & Recreation and other municipal facilities has increased the Building & Grounds workload enough to add a Grounds Maintenance Worker with an effective start date of January 1, 2018. The cost of salary, benefits, and related equipment for this position is \$32,144. In addition, one existing part-time Custodian position will be moved to a full-time status in FY 18 due to the reopening of one of the City's Recreation Centers. The cost to increase the position to full-time is \$21,615.

Changes to the Budget Document:

New for FY18, the budget document includes an overview of the impacts to the operating budget as related to capital improvement plan projects.

HISTORY AND BACKGROUND OF THE CITY OF CONCORD

Concord's history dates back more than 200 years. In the late 1700's, the German and Scotch-Irish settlements in the area disagreed over exactly where the County seat of the newly formed County of Cabarrus should be located. Eventually, a compromise was reached, and the new city was founded in 1796 on a 26-acre site purchased by John Means and Leonard Barbrick for \$62.30. To reflect the spirit in which the issue was settled, the city was named Concord, meaning "harmony," and the main thoroughfare through downtown was labeled "Union Street".

Concord emerged as a major textile center for the country in the late 1800's when John Odell, James Cannon, and Warren Coleman established mills. Although much of the City's heritage centers on the textile industry, recent decades have witnessed an entrepreneurial spirit that has flourished the current economy with diversity and vitality. Major industries now include automotive racing, coffee, healthcare, manufacturing, educational institutions, retail sales and food distribution.

In addition to increased economic diversity, significant population growth (30,843 in 1990, 50,564 in 2000, 79,066 in 2010, and 89,891 in 2017) has fueled Concord's economic vitality and influence as a key economic component of the Southeastern U.S. Concord continues looking toward the future with plans visioning far ahead to the year 2050. The ideals of sustainability guide these plans, as the growth of residential, commercial and industrial areas drive the need for improved infrastructural, recreational, and public safety systems.

Citizens enjoy a multitude of options for dining, shopping, and entertainment, and have easy access to travel options if a trip is required. Concord is located conveniently along the I-85 corridor just minutes from Charlotte. I-85 provides access to I-485, allowing connectivity to the I-77 corridor as well. U.S. routes 29 and 601, along with NC routes 49 and 73 serve drivers in, around, and out of town. The City is home to Concord Regional Airport and within a half-hour drive to Charlotte-Douglas International Airport.

When you look at Concord today and see the wonderful mixture of progress and heritage, and the perfect blend of business, industry, and residential life, you can see that Concord still embodies the meaning of its name - "harmony."



FY 2017-2018 CITY COUNCIL GOALS

On January 26 and 27, 2017, the Mayor and City Council held the annual planning session. The direction provided by the Mayor and Council during the planning session has been developed into a statement of goals for the City of Concord for FY 2017-2018. These goals guide budget development and implementation. In addition to this statement of goals, the City has also developed a set of financial policies that are approved by City Council to guide the City in the financial management of all funds. Although North Carolina local governmental units must adhere to the requirements set forth in the North Carolina Local Government Budget and Fiscal Control Act, the financial policies approved by City Council are often more stringent than State requirements to assure the City of Concord will continue to function in a very fiscally sound manner.

The FY 2017-2018 goals are presented according to functional areas. During the year, monthly functional meetings are held to monitor progress on these goals and to identify new issues that must be considered for long-range planning. City Departments are evaluated on their performance in meeting these goals.

General Government

- Communicate legislative goals and agendas to representatives for both the Federal and State legislative processes.
- Continue to maintain a fund balance goal of 30 to 35 percent of General Fund expenditures and use fund balance only for non-recurring capital expenditures.
- Continue to include a performance measurement component in the external agency process, requiring monitoring, and reporting of performance outcomes for funded agencies.
- Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.
- Continue to prepare the City's annual budget document in compliance with criteria established to obtain the Government Finance Officers Association's (GFOA) budget award and submit the document for review to the GFOA.
- Continue to maintain a sound financial position that results in bond ratings that are at least as beneficial as current ratings.
- Continue to update and re-adopt the Capital Improvement Program, detailing capital projects, estimated costs, and funding sources.
- Continue to maintain accounting systems in compliance with the NC Local Government Budget and Fiscal Control Act.
- Continue to prepare the Comprehensive Annual Financial Report (CAFR) in compliance with the required criteria in order to obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Continue to finance capital costs so that future growth can help pay for major capital needs and improvements, but continue to use pay-as-go method for most other capital purchases.
- Continue to enhance partnership among management, directors, and Customer Service Advancement Team to serve our citizens and customers, apply best practices to enhance satisfaction levels, and focus on continuous improvement.
- Continue to support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.

Transportation

- Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.
- Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.
- Continue to maintain the \$400,000 minimum balance in the Transportation Fund.
- Budget \$150,000 annually within the Transportation Fund to implement priorities in the Pedestrian Improvement Plan based on established policy.
- Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Transportation, Community, and System Preservation Program (TCSP), Economic Enhancement, Highway Safety Improvement (HSIP), and small construction projects from the federal government and/or the NCDOT, and continue to coordinate associated local activities with NCDOT Division 10.
- Continue to apply funding revenues toward City infrastructure rehabilitation projects not addressed under routine maintenance programs.
- Allocate General Fund capital reserves to the Concord Farms realignment project, should matching dollars be available, and use the Transportation Fund for other projects.
- Explore if there are potential funding partners for the Rider Express concept to provide a regional transit connection to the CATS Blue Line Extension.

Environment/Solid Waste and Recycling

- Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance.
- Continue to pursue strategies to reduce fuel consumption, including diversification of fueling methods, purchasing hybrid vehicles when possible, replacing aging light-duty vehicles with smaller more fuel-efficient vehicles, increasing fuel storage capacity and the use of blended fuels and target goals to reduce overall fuel consumption.
- Transition existing commercial white paper recycling customers to receive biweekly commingled collection from Waste Pro, allowing Solid Waste staff to support other areas of need.

Utilities

- Consider funding the identified Phase 1 water system improvements during the upcoming budget process.
- Continue to educate the public and all system customers on the importance of water conservation.
- Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.
- Continue to work with WSACC to develop a plan to reuse water for irrigation and other permitted purposes.
- Continue to enforce consistent rights-of-way protection policy to include notification of property owners relative to existing obstructions, conflicts, or structures within the utility right-of-way.
- Continue the current practice of only maintaining stormwater systems on public rights of way, and seek alternate funding mechanisms and encourage private owners to do the same to address drainage issues on property outside of public rights of way.
- Consider approval of the highest ranking projects on the integrated Stormwater project list during the Stormwater CIP and budget review process.
- Consider a Stormwater fee adjustment for the FY18 budget, taking into consideration advice from the Stormwater Management Advisory Committee.
- Continue to follow the RW Beck recommendations for the Electric System.
- Allow the wholesale cost increases to be handled by the purchased power adjustment over the next few years that Duke has forecasted significant capital cost expenditures that will affect increases in the City's demand cost.
- Investigate ways to control/buffer these increases for customers through applying rate stabilization funds to the purchased power adjustment.
- Continue to match Duke Energy's avoided cost rate for purchase of renewable generation projects that attach to the City's system.

Planning/Economic Development/Redevelopment

- Participate in and support the 2030 Land Use Plan update process, including working with large land owners on area plans and a focus on special luxury stores and mixed use office development and recruitment.
- Advocate for stability in state economic development efforts, and continue to support the Cabarrus Economic Development Corporation's work with strategic partners including the Charlotte Regional Partnership and Economic Development Partnership of NC, and the development of a strategic program of work to drive opportunities for growth in the presented sectors.
- Following the completion of the Land Use Plan update, consider expanding community input into other areas through an overall strategic planning process.
- Begin the strategic implementation of the Downtown Master Plan, and pursue reuse and marketing opportunities for the City's vacant Downtown properties.
- Continue to support the business recruitment and development efforts of the Concord Downtown Development Corporation (CDDC) in attracting new business and enhancing existing downtown businesses.
- Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.
- Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.
- Continue the close working relationship between various City Departments on zoning and ordinance issues, and continue to use the methods in place to weigh the positives versus the negatives of future annexations.

Public Safety

- Continue to explore opportunities to make Fire Station #1 on Church Street a museum if Fire Station #1 is relocated to another location in the future.
- Continue support of an Urban Archery Season consistent with state and local law.
- Continue to maintain code enforcement penalties and fees, with annual monitoring of potential changes in order to ensure that the penalties properly discourage code violations.
- Implement an intranasal naloxone program in the Police Department in partnership with Cabarrus County EMS.

Recreation/Parks/Open Space

- Support the Parks and Recreation Comprehensive Master Plan, and consider what recommendations and strategies should be included in an action plan for the next five years. Budget recommendations should focus on facility connectivity and land acquisition, with City officials and staff keeping in mind all potential recreation uses when working with partners.
- Continue development the Hector H. Henry, II and McEachern Greenways, making full use of Carolina Thread Trail and Trust Funds money to acquire properties for future greenways if net cost to City is reduced.
- Support expanded programming on the greenways and cultural arts programming.

2017-2018 BUDGET ORDINANCE

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this 8th day of June 2017 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND: Revenues totaling \$86,330,539 are hereby approved from the following sources:

Ad Valorem Taxes	\$52,252,650
Sales Taxes	17,136,957
Unrestricted Intergovernmental Revenue	5,987,000
Restricted Intergovernmental Revenue	3,668,617
Licenses, Permits and Fees	1,118,700
Other Revenue	2,816,615
Transfers	\$3,350,000
TOTAL	 \$ 86,330,539

A total of \$86,330,539 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 224,869
Public Services – Admin.	311,706
City Manager’s Office	676,927
Human Resources	702,813
Wellness Center	306,493
Finance Department	634,372
Tax	261,725
Legal Department	383,118
Non-Departmental	6,914,433
Police Department	20,552,822
Code Enforcement	843,401
Communications	1,627,193
Radio Shop	428,625
Fire & Life Safety – Operations	18,832,892
Fire & Life Safety – Prevention	842,379
Fire & Life Safety – Training	466,644
Emergency Management	800,238
Streets & Traffic	6,455,703
Powell Bill	1,205,345
Traffic Signal Division	842,859
Traffic Services	586,510
Solid Waste & Recycling	6,844,133
Cemeteries	569,166
Fleet Services (costs are direct billed)	0
Planning and Neighborhood Development	2,662,082
Transportation Planning	328,708
Economic Development	4,052,682
Parks and Recreation	7,810,332
Parks and Recreation - Aquatics Program	162,369
TOTAL	 \$ 86,330,539

SECTION II. SPECIAL REVENUE FUNDS: Revenues totaling \$5,451,994 are hereby approved comprising Municipal Service District Tax Revenues, Community Development Block Grant Funds and H.O.M.E. Program, Transportation Improvement Fund, \$5 Vehicle Tax – Transit Fund and Housing Assistance Program.

A total of \$5,493,935 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$ 90,000
Community Development Block Grant Fund	470,745
H.O.M.E. Consortium Fund	279,216
\$5 Vehicle Tax – Transit Fund	350,000
Housing Assistance Voucher Program Fund	4,303,974
TOTAL	\$ 5,493,935

SECTION III. ELECTRIC FUND: Revenues are hereby approved comprised of \$84,896,000 in operating revenues and \$60,000 in non-operating revenues, A total of \$84,956,000 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$ 5,003,510
Purchased Power	58,951,516
Maintenance - Power Lines	3,301,857
Tree Trimming	1,002,082
Electric Construction	14,748,105
Peak Shaving	692,774
Electric Engineering	1,056,822
Utility Locate Services	199,334
TOTAL	\$ 84,956,000

SECTION IV. WATER FUND: Revenues are hereby approved comprised of \$22,378,750 in operating revenue, non-operating revenue of \$43,000, and an appropriation from retained earnings of \$7,317,226 for one time capital project costs. A total of \$29,738,976 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$ 3,064,604
Coddle Creek Water Plant	7,566,555
Waterlines - Operation & Maintenance	19,107,817
TOTAL	\$ 29,738,976

SECTION V. WASTEWATER FUND: Revenues are hereby approved comprised of operating revenues of \$17,116,711. A total of \$17,116,711 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$ 17,116,711
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SECTION VI. STORMWATER FUND: Revenues are hereby approved comprised of \$4,887,600 in operating revenue, \$3,000 in non-operating revenues, and an appropriation from retained earnings of \$381,049. A total of \$5,271,649 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$ 5,271,649
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SECTION VII. AVIATION FUND: Revenues are hereby approved comprised of \$8,515,192 in operating revenue, \$39,200 in non-operating revenue, and a transfer of \$785,287 from the General Fund. A total of \$9,339,679 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	\$ 9,339,679
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SECTION VIII. GOLF COURSE FUND: Revenues are hereby approved comprised of \$1,774,862 in operating revenues, \$20,316 in non-operating revenues, and a transfer from the General Fund of \$1,049,373. A total of \$2,844,551 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	\$ 2,844,551
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SECTION IX. TRANSIT FUND: Revenues are hereby approved comprised of \$284,253 in operating revenues, restricted intergovernmental revenue of \$3,087,601, transfer of \$350,000 from the \$5 Vehicle Tax – Transit Fund, and a transfer from the General Fund of \$550,097. A total of \$4,271,951 is hereby authorized to be expended from the Transit Fund as follows:

Transit System Operating Fund	\$ 4,271,951
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SECTION X. PUBLIC HOUSING FUND: Revenues are hereby approved comprised of \$1,210,932 in operating revenues. A total of \$1,210,932 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	\$ 1,210,932
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SECTION XI. DEBT SERVICE (FIRST CONCORD): Revenues are hereby approved comprised of transfers from operating funds in the amount of \$4,447,405. A total of \$4,447,405 is hereby authorized to be expended from First Concord for debt service payments as follows:

2010 LOBS	\$1,018,000
2014 LOBS	\$3,429,405

SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2017: Funds appropriated in the 2016-2017 budget and encumbered at June 30, 2017, shall be authorized as part of the 2017-2018 budget appropriation by adoption of this budget ordinance.

SECTION XIII. EMPLOYEE COMPENSATION: In accordance with the provisions of the current Personnel Policy for the City of Concord, a 3.5% contribution to a 401K program is included for all employees except law enforcement. Law enforcement is funded at 5%, as required. Monies have been set aside in each fund for merit increase opportunities for co-workers. An overall average increase of 4% of salaries is authorized for FY17-18. The range for merit increases will be from 3 to 6%, depending on performance.

SECTION XIV. TAX RATE ESTABLISHED: An Ad Valorem Tax rate of \$0.4800 per \$100 property valuation is hereby established as the official tax rate for the City of Concord for the fiscal year 2017-2018. The adopted tax rate is based on an estimated valuation of \$10,686,476,965 (including motor vehicles) and an estimated 97.70 percent collection rate.

A Municipal Service District Tax of \$0.23 per \$100 property valuation (other than personal property of public service corporations) is hereby established for revitalization and other services permitted under N.C. General Statute 160A-536 in the Downtown Municipal Service District created July 1, 1989. The adopted MSD rate reflects an estimated valuation of \$40,525,955 with an estimated 97.0 percent collection rate.

Allocation of the 2017-2018 tax rates will be as follows:

GENERAL FUND	\$ 0.4800
MUNICIPAL SERVICE DISTRICT	\$ 0.23

SECTION XV. SPECIAL AUTHORIZATION – CITY MANAGER:

- a. The City Manager (or his/her designee if sum is under \$10,000) shall, be authorized to reallocate departmental appropriations among the various objects of expenditures, as he believes necessary.
- b. The City Manager shall be authorized to effect interdepartmental transfers in the same fund, not to exceed 10 percent of the appropriated monies for the department whose allocation is reduced.
- c. Interfund transfers, which are already established in the budget document, may be accomplished without recourse to the Council.
- d. The City Manager, by designation of City Council under NC General Statute 159-13, shall be authorized to appropriate and/or transfer up to \$50,000 in Contingency funds. The transfer must be recorded by budget amendment at the next regularly scheduled City Council meeting.

SECTION XVI. RESTRICTIONS – CITY MANAGER:

- a. The interfund transfer of monies, except as noted in Section XV, Paragraph C and D, shall be accomplished with Council authorization only.

SECTION XVII. UTILIZATION OF BUDGET AND BUDGET ORDINANCE:

This Ordinance includes the 2017-2018 Annual Operating Budget document, which is on file with the City Clerk and adopted as a part of this Ordinance and is incorporated by reference as if fully re-stated herein. The FY 2017-2018 Schedule of User Fees, Rates and Charges is also included within the Annual Operating Budget document and is thereby adopted under this ordinance.

This Ordinance shall be the basis of the financial operation of the City of Concord during the 2017-2018 fiscal year. The City Manager shall administer the budget, and he shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. The Finance Department shall establish records, which are in consonance with the Budget and the Ordinance and the appropriate statutes of the State of North Carolina.

This Ordinance is approved and adopted this 8th day of June 2017.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA

/s/ J. Scott Padgett, Mayor

ATTEST: /s/ Kim Deason, City Clerk

/s/ VaLerie Kolczynski, City Attorney

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FUND & BUDGET UNIT STRUCTURE (FY 2017-2018)

Below outlines the organizational structure the city uses to account for (including accounting numbers) revenues and expenditures of city operations. Revenues are accounted at the fund level. Expenditures are accounted at the budget unit level (e.g. Governing Body, Tree Trimming, Purchasing, Police, etc.).

GENERAL FUND

FUND 100 – GENERAL FUND

General Government

1. Governing Body – 4110
2. Public Services Admin. – 4115
3. City Manager’s Office – 4120
4. Human Resources – 4125
5. Wellness Center – 4126
6. Finance – 4130
7. Tax – 4140
8. Legal – 4150
9. Non-Departmental – 4190

Public Safety

10. Police – 4310
11. Code Enforcement – 4312
12. Emergency Communications – 4315
13. Radio Shop – 4330
14. Fire Operations – 4340
15. Fire Prevention – 4341
16. Fire Training – 4342
17. Emergency Management - 4343

Public Works

18. Streets & Traffic – 4510
19. Powell Bill – 4511
20. Traffic Signals – 4513
21. Traffic Services – 4514
22. Solid Waste & Recycling – 4520
23. Cemeteries – 4540
24. Fleet Services -- 4550

Economic Development

25. Planning & Neighborhood Development – 4910
26. Transportation Planning – 4915
27. Economic Development – 4920

Cultural and Recreational

28. Parks and Recreation – 6120
29. Aquatics – 6121

SPECIAL REVENUE FUNDS

FUND 201 – MUNICIPAL SERVICE DISTRICT FUND

1. Municipal Service District – 5000

FUND 210 – SECTION 8 VOUCHER PROGRAM FUND

1. Housing Vouchers Program – 1500

FUND 292 – ADDL. \$5 VEHICLE TAX (TRANSIT) FUND

1. Addl. \$5 Vehicle Tax – 8200

FUND 310 – COMMUNITY DEVELOPMENT BLOCK GRANT FUND

1. Administration – 3107
2. Projects – 3108

FUND 320 – HOME CONSORTIUM FUND

1. Administration – 3205
2. Projects – 3206

ENTERPRISE FUNDS

FUND 600 – STORMWATER FUND

1. Stormwater Operations – 7100

FUND 610 – ELECTRIC SYSTEMS FUND

1. Electric Administration – 7200
2. Purchased Power – 7210
3. Powerlines Maintenance – 7220
4. Tree Trimming – 7230
5. Electric Construction – 7240
6. Peak Shaving – 7241
7. Electric Engineering Services – 7250
8. Utility Locate Services – 7260

FUND 620 – WATER RESOURCES FUND

1. Hillgrove Treatment Plt. – 7330
2. Coddle Creek Treatment Plt. – 7331
3. Waterlines Op. & Maint. – 7340

FUND 630 – PUBLIC TRANSIT FUND

1. Rider Transit System – 7614

FUND 640 – WASTEWATER RESOURCES FUND

1. Wastewaterlines Op. & Maint.– 7420

FUND 650 – GOLF COURSE FUND

1. Rocky River Golf Club – 7501

FUND 680 – AVIATION FUND

1. Aviation Operations – 4530

FUND 690 – PUBLIC HOUSING FUND

1. Public Housing Operations – 1000

INTERNAL SERVICES FUND

FUND 800 – INTERNAL SERVICES FUND

1. Utilities Collections – 4200
2. Data Services – 4210
3. Billing – 4215
4. Customer Care – 4220
5. Engineering - 4230
6. Purchasing – 4250
7. Buildings & Grounds – 4270

PROJECT FUNDS

FUND 420 – PARKS & RECREATION CAPITAL PROJECTS

1. Parks & Recreation Capital Projects – 8300
2. Hector H Henry II Greenway – 8311
3. McEachern Greenway – 8312
4. Parks – 8313

FUND 421 – WASTEWATER CAPITAL PROJECTS

1. Wastewater Projects – 8402
2. Quail Haven – 8403
3. Irish Buffalo/Zion Church Outfall – 8404

FUND 423 – TRANSPORTATION CAPITAL PROJECTS

1. Streets Projects – 8600

FUND 426 – FIRE & LIFE SAFETY PROJECTS

1. Fire & Life Safety Projects – 8670

FUND 429 – WATER CAPITAL PROJECTS

1. Water Projects – 8700

FUND 430 – GENERAL CAPITAL PROJECTS

1. BOC Capital Projects- 8800
2. Business & Neighborhood Service Projects – 8801
3. Solid Waste Projects – 8802
4. Data Services Projects - 8803
5. General Fund Capital Projects – 8804

FUND 451 –AIRPORT PROJECTS

1. Airport Projects – 6300

FUND 473 – ELECTRIC PROJECTS

1. Electric Projects – 6949

FUND 474 – STORMWATER PROJECTS

1. Stormwater Master Plan – 7101
2. Stream Restoration Project – 7102
3. Stormwater Projects – 7103

FUND 475 – ROCKY RIVER GOLF COURSE PROJECTS

1. Golf Course – 7550

FIRST CONCORD/DEBT SERVICE FUNDS

FUND 550 – 2010 LIMITED OBLIGATION

1. 2010 LOBS – 7020

FUND 552 – 2014 LOBS

1. 2014 LOBS First Concord – 6990

GOVERNMENTAL FUNDS

FUND 350 – MARKET RATE UNITS FUND

1. Market Rate Units – 3500

CAPITAL RESERVE FUNDS

FUND 282 – UTILITY CAPITAL RESERVE

1. Utility Capital Reserve – 8120

FUND 285 – GENERAL CAPITAL RESERVE PROJECTS

1. Capital Reserve Expenditures – 8150

MAJOR REVENUE SOURCES

General Fund: The current General Fund budget for the 2017-18 fiscal year totals \$86,330,539 compared to the amended budget of \$95,068,690 for FY 2016-17. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$4,124,477 (5%) when compared to the current amended budget. The increase in revenues for the City's General Fund budget proposal is a result of a 5% growth in the City's assessed values. The City's tax rate of 0.48¢ per \$100 will not change. Sales tax collections are estimated very conservatively for FY 2017-18 due to uncertainty in the state's legislature rulings on this subject; therefore the 2017-18 budget includes a small increase in expected revenue from this source in the amount of \$250,000 or 1%. The City has estimated revenues conservatively using information provided by the North Carolina League of Municipalities, historical and statistical trends, and other local factors. Again, this budget was prepared under the assumption that the City of Concord will receive all of its State shared revenues for the 2017-18 fiscal years.

Property Taxes: The budget is balanced with a property tax rate of \$.48 per \$100 valuation. This will yield \$52,252,650 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 97.7%. The tax base used in this budget preparation represents a 5% increase in property values for a total valuation of \$10,686,476,965 (including motor vehicles). One cent on the City's tax rate produces \$1,068,648 in revenue, after the City's estimated collection rate is applied. This rate compares favorably to past City tax rates and remains one of the lowest in the state among medium to large size cities.

Sales Taxes: Local sales taxes levied by the City and County comprise 2.25% of the total 7.0% sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1971, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986 and an additional ½-cent that was levied July 1, 2003. Effective October 1, 2008, the State took over one-quarter cent of the Article 44 local option sales tax and effective October 1, 2009 the state took over the remaining one-quarter cent of this local tax. The City will be completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects the sales taxes and distributes them to the local units.

Local option sales taxes, telecommunications sales taxes and video programming sales taxes are estimated to be \$17,136,957 for fiscal year 2017-18. This revenue source is expected to increase 1% when compared to the current year estimated collections. Sales tax allocations for Cabarrus County are based on proportional property tax levies. The City has projected 1% growth in local option sales tax allocations for FY 2017-18 when compared to FY 2016-17 budgeted collections. The City continues to apply a conservative approach when estimating this revenue source. Although sales continue to increase, the methods of distribution continue to be discussed at the State legislature. A conservative estimate ensures the City can react to any changes in revenue distribution methods.

Legislation passed during the 2001 session repealed the utility franchise tax on telephone companies and replaced it with a sales tax on telecommunications of 6% of gross receipts (now 8%). As State and local tax rates change, the percentage of the net proceeds on which the municipal distribution is based also changes in order to keep municipality's revenue share neutral. The rate is currently 18.7%. The estimated telecommunications sales tax included for FY 2017-18 is \$447,990, which represents a 2% decrease when compared to FY17 estimated collections. Much of the recent decline has been driven by a loss in revenue from landlines as consumers have increasingly opted to go solely wireless.

The N.C. Department of Revenue distributes part of the state sales tax collected on video programming and telecommunication services to counties and cities. Local governments receive 23.6% of the sales tax collections from video programming service, an additional 7.7% of the existing telecommunications sales tax and 37.1% of sales tax collections on satellite television service. The estimated video programming

sales tax included in FY 2017-18 is \$526,620, which represents a 2% decline in this revenue source when compared to FY17 estimates. The decrease in revenue is attributed to more consumers switching from traditional cable and satellite television services to Internet-based viewing services.

Electric Sales Tax & Piped Natural Gas Sales Tax: Effective July 1, 2014, the distribution method for the electricity sales tax changed as a result of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now being applied to the sales of electricity, and 44 percent of the proceeds from the sales tax are returned to cities and towns. That percentage was chosen with the intent that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in utility franchise tax distributions. The amount of electricity franchise tax municipalities received in Fiscal Year 2013-14 was intended to serve as a baseline for the amount they were to receive going forward. The City has projected Electric Sales Tax in FY2017-18 to be \$4,668,080 which is a 3% increase when compared to actual estimated collections in FY2017. As with the electricity sales tax, the distribution method for the tax on piped natural gas was changed as part of the tax reform legislation passed during the General Assembly session in 2013. The general sales tax rate is now applied to the sale of piped natural gas, and 20 percent of the proceeds from the sales tax are returned to cities and towns. Similar to the electricity sales tax, that percentage was chosen with the intention that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in piped natural gas distributions. The amount of piped natural gas excise tax municipalities received in Fiscal Year 2013-14 is intended to serve as a baseline for the amount they are to receive going forward. The FY2017-18 proposed budget of \$291,000 is a decrease when compared to estimated collections for FY2017. These revenue sources are affected by the weather, thus a cold winter will cause revenues to be higher than expected. The City estimates these revenue sources conservatively so the weather should not affect our ability to support our funding proposals.

Powell Bill Street Allocation: These funds represent redistribution by the State of a portion of the motor fuel taxes collected. The use of these funds is restricted to maintaining, repairing, constructing, reconstructing or widening any public street or thoroughfare within the City limits. Bridges, drainage, curb and gutter and other necessary appurtenances are also approved uses of these funds. One-quarter of distribution is based on the number of miles of local streets in the City and the remainder is distributed on a population basis. These funds are expected to provide \$2,302,720 for FY 2017-18, which represents no growth when compared to current year estimates. This revenue source continues to remain flat as the State's allocation per street mile does not increase; in some years, it is reduced.

Fund Balance: The City's unassigned General Fund balance was \$69,155,589 as of June 30, 2016. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2017. The City has transferred \$12 million into the capital reserve fund for general fund in the current year; this transfer will reduce the unassigned fund balance by \$12 million. Our ability to maintain a healthy fund balance in previous fiscal years was attributable to the economic vibrancy present in the City of Concord and increases in available cash for investments, collection percentage of property taxes, and conservative estimates on revenues. As the City experienced a slowing economy, our conservative policies and procedures were even more important. The proposed budget for FY 2017-18 does not include an appropriation from fund balance.

The recommended budget does appropriate \$3,590,000 from the General Capital Reserve fund balance for one time capital expenditures. In FY2007-08 the City created a General Fund Reserve to begin preparing for future projects and each year the City contributes available resources to this Capital Reserve Fund. Although these reserves (approximately \$31,857,000) now reside in a separate fund from the General Fund and are no longer included in the City's General Fund *Balance*, the amounts are still available for projects and capital designated by the City Council.

Special Revenue Funds: The Municipal Service District tax rate is \$0.23 per \$100 assessed valuation. Also, included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the H.O.M.E. Program, the \$5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total \$5,493,935.

Enterprise Funds: Stormwater, Electric, Water and Wastewater rates and operating charges will generate \$129,279,061 in revenues.

Stormwater: The Stormwater Fund is comprised of \$4,887,600 in operating revenue and \$3,000 in non-operating revenues. An appropriation from retained earnings of \$381,049 will fund one time capital expenses. Fee increases are proposed for the Stormwater program. Rate revenue for FY 2018 is expected to increase 2% when compared to FY 2017 year-end estimates. Increases in stormwater fees are recommended in response to the Council's goal of accelerating stormwater capital projects. The increase is to the tier rates for all customers.

Electric Fund: The Electric Fund is comprised of \$84,896,000 in operating revenues and \$60,000 in non-operating revenues, with no appropriation from retained earnings. Electric revenues are estimated using the City's rate model. The proposed budgeted revenue does not include a rate increase. The purchase power adjustment to rates will be evaluated during the year, but the FY 2018 budget proposal does not project increases in purchase power rate adjustments. FY 2018 rate revenue is anticipated to increase 2% when compared to FY 2017 year-end estimates. This growth is due to system expansion as residential and commercial development in the City is increasing.

Water Fund: The Water Fund is comprised of \$22,378,750 in operating revenue, non-operating revenue of \$43,000, and an appropriation from retained earnings of \$7,317,226 for one time capital project costs. There are no water rate increases included in the FY 2018 budget. Water rate revenue is projected to increase 2% when compared to FY 2017 year-end estimates. This increase is a result of anticipated system growth resulting from development.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$17,116,711. There is no appropriation from retained earnings. There are no wastewater rate increases in the FY 2018 budget and the flat charge sewer rates were reduced to more adequately reflect the cost of that service. Wastewater revenues are expected to increase 2% based upon current residential and commercial development trends.

Public Transit: The Public Transit budget is comprised of \$284,253 in operating revenue, \$3,087,601 in restricted intergovernmental revenue, and transfers of \$900,097. In FY 2018, Concord's General Fund contribution to the Transit system is \$550,097, which includes our portion of the CATS 79x service.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2017-18 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$2,844,551 which includes a transfer from the General Fund of \$1,049,373 which is designated towards debt service.

Aviation: The Aviation budget is comprised of \$8,515,192 in operating revenue, \$39,200 in non-operating revenue and a transfer of \$785,287 from the General Fund. There is no appropriation from retained earnings. Fuel Sales have been budgeted with no material increases.

Internal Services Fund: The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings and Grounds and Purchasing – totals \$12,302,651. All costs within this fund are allocated among the Electric, Water, Wastewater, Stormwater, Aviation and General Funds based on percentages derived from a cost allocation method.

All rates, fees, and charges are listed in the Schedule of Fees and Charges.

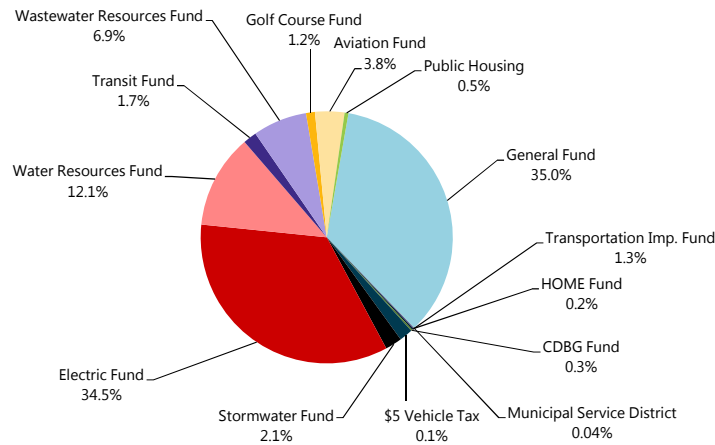
City Revenues

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
By Fund						
General Fund	\$ 78,496,818	\$ 80,786,328	\$ 95,315,190	\$ 83,308,158	\$ 86,330,539	\$ 86,330,539
Municipal Service District	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
Home Consortium Fund	\$ 159,510	\$ (18,290)	\$ 280,356	\$ 198,407	\$ 279,216	\$ 279,216
Community Development Block Grant (CDBG) Fund	\$ 125,942	\$ 260,842	\$ 470,745	\$ 150,534	\$ 470,745	\$ 470,745
\$5 Vehicle Tax for Public Transit	\$ 393,292	\$ 382,249	\$ 395,285	\$ 392,215	\$ 350,000	\$ 350,000
Section 8 Voucher Program	\$ 4,295,194	\$ 4,064,996	\$ 4,572,087	\$ 4,511,696	\$ 4,303,974	\$ 4,303,974
Stormwater Fund	\$ 4,016,619	\$ 4,052,365	\$ 3,949,115	\$ 4,132,138	\$ 5,271,649	\$ 5,271,649
Electric Fund	\$ 81,533,075	\$ 82,753,604	\$ 99,086,867	\$ 84,850,837	\$ 84,956,000	\$ 84,956,000
Water Resources Fund	\$ 34,407,451	\$ 23,436,230	\$ 24,205,910	\$ 24,182,011	\$ 29,738,976	\$ 29,738,976
Transit Fund	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
Wastewater Resources Fund	\$ 16,365,188	\$ 17,936,732	\$ 16,727,200	\$ 16,841,431	\$ 17,116,711	\$ 17,116,711
Golf Course Fund	\$ 2,349,333	\$ 2,514,774	\$ 2,643,506	\$ 2,546,974	\$ 2,844,551	\$ 2,844,551
Aviation Fund	\$ 9,977,766	\$ 8,992,604	\$ 9,905,200	\$ 8,632,939	\$ 9,339,679	\$ 9,339,679
Public Housing	\$ 1,191,338	\$ 1,187,651	\$ 1,310,934	\$ 1,208,040	\$ 1,210,932	\$ 1,210,932
TOTAL CITY REVENUES	\$ 236,364,152	\$ 229,439,929	\$ 262,452,733	\$ 235,097,715	\$ 246,574,923	\$ 246,574,923

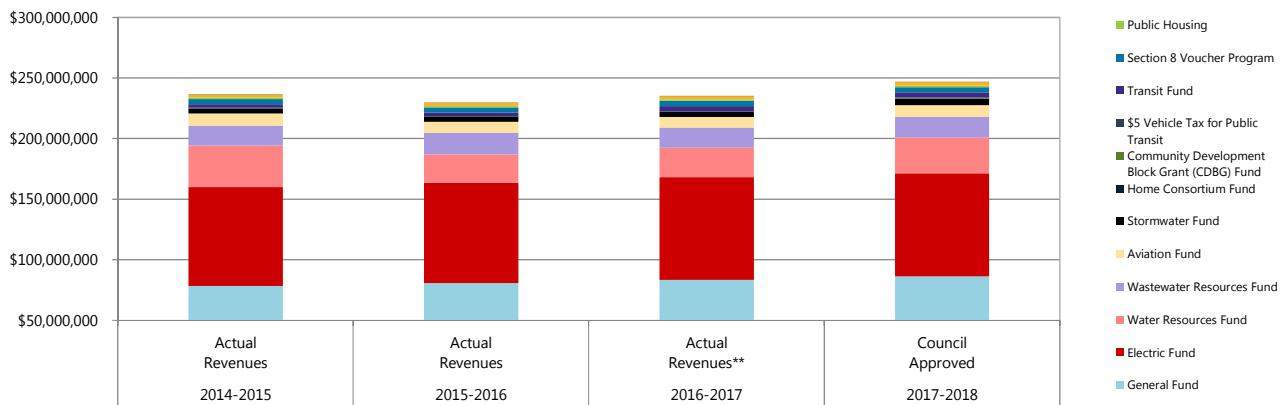
% budget change

* as amended **as of July 31, 2017

FY 2017-2018 City-wide Revenues (by Fund)



City Revenues by Fund



City Expenditures

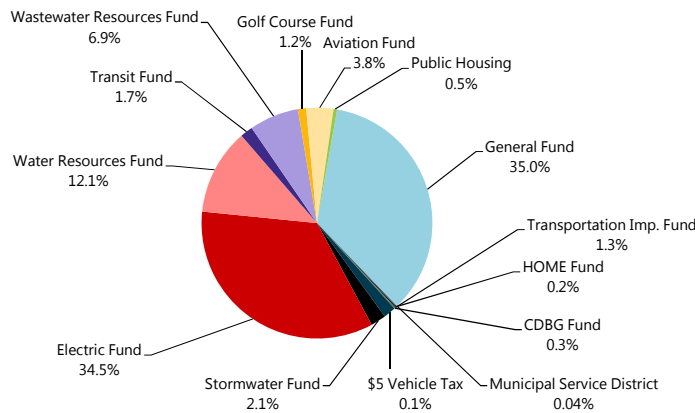
By Fund	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
General Fund	\$ 67,154,625	\$ 81,215,169	\$ 95,315,190	\$ 85,545,777	\$ 86,330,539	\$ 86,330,539
Municipal Service District	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
Home Consortium Fund	\$ 97,899	\$ 273,161	\$ 280,356	\$ 101,045	\$ 279,216	\$ 279,216
Community Development Block Grant (CDBG) Fund	\$ 125,942	\$ 274,551	\$ 470,745	\$ 150,534	\$ 470,745	\$ 470,745
\$5 Vehicle Tax for Public Transit	\$ 393,292	\$ 382,248	\$ 395,285	\$ 392,114	\$ 350,000	\$ 350,000
Section 8 Voucher Program	\$ 4,439,762	\$ 4,142,334	\$ 4,572,087	\$ 4,557,515	\$ 4,303,974	\$ 4,303,974
Stormwater Fund	\$ 4,181,879	\$ 5,220,616	\$ 3,949,115	\$ 3,451,388	\$ 5,271,649	\$ 5,271,649
Electric Fund	\$ 72,275,469	\$ 74,616,681	\$ 99,086,867	\$ 95,945,849	\$ 84,956,000	\$ 84,956,000
Water Resources Fund	\$ 16,941,493	\$ 24,426,323	\$ 24,205,910	\$ 20,941,790	\$ 29,738,976	\$ 29,738,976
Transit Fund	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
Wastewater Resources Fund	\$ 13,945,885	\$ 16,380,866	\$ 16,727,200	\$ 15,887,004	\$ 17,116,711	\$ 17,116,711
Golf Course Fund	\$ 2,382,769	\$ 2,547,227	\$ 2,643,506	\$ 2,575,057	\$ 2,844,551	\$ 2,844,551
Aviation Fund	\$ 10,027,833	\$ 9,576,096	\$ 9,905,200	\$ 10,050,848	\$ 9,339,679	\$ 9,339,679
Public Housing	\$ 1,738,432	\$ 1,796,680	\$ 1,310,934	\$ 1,828,116	\$ 1,210,932	\$ 1,210,932
Internal Service Fund***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CITY EXPENDITURES	\$ 196,757,906	\$ 223,941,796	\$ 262,452,733	\$ 245,569,372	\$ 246,574,923	\$ 246,574,923

% budget change

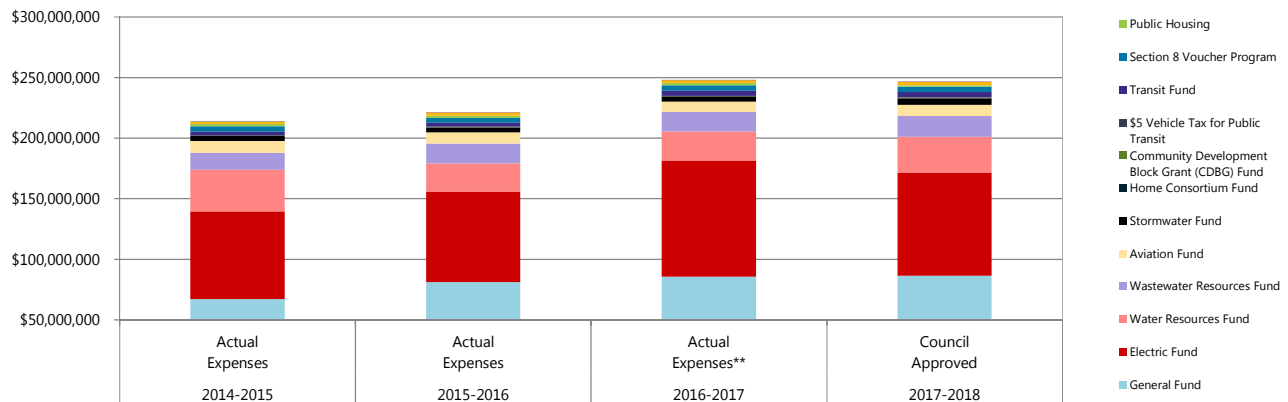
* as amended **as of July 31, 2017

*** All Internal Service Expenditures are allocated to other City departments.

FY 2017-2018 City-wide Expenditures (by Fund)



City Expenditures by Fund



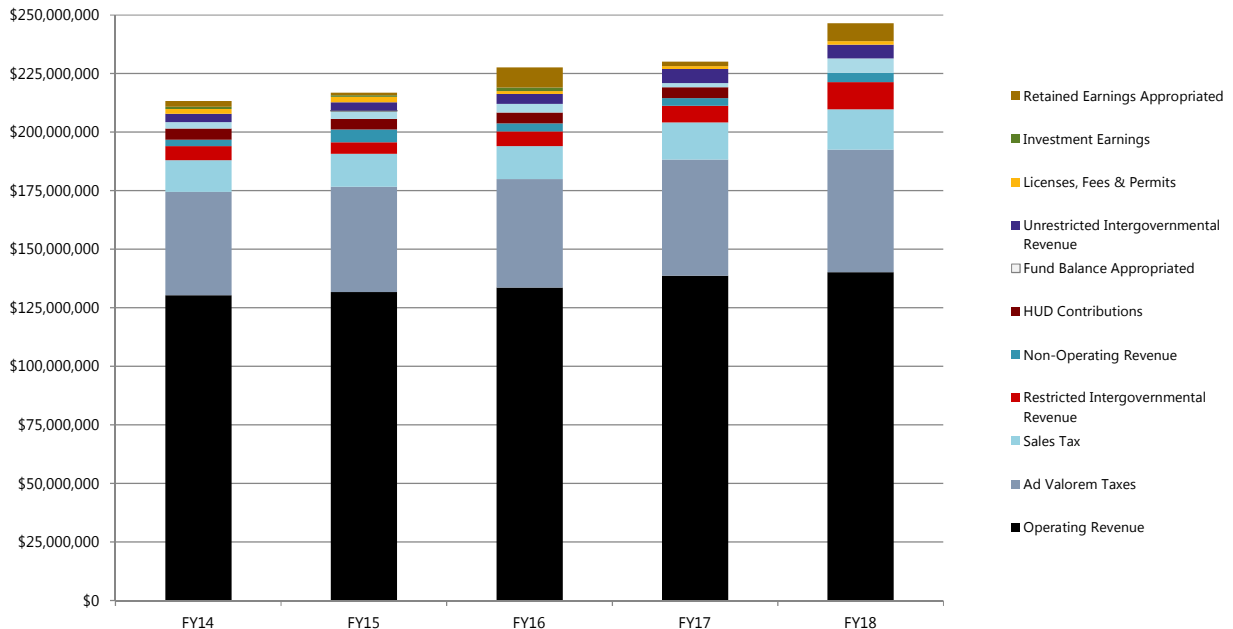
FY 2017-2018 Budget

Revenues:	General Fund		Special Revenue Funds				
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Stormwater
Ad Valorem Taxes	\$ 52,252,650	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 17,136,957	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Fees & Permits	\$ 1,118,700	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Unrestricted Intergovernmental Revenue	\$ 5,987,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Intergovernmental Revenue	\$ 3,668,617	\$ -	\$ 4,303,474	\$ 183,440	\$ 463,245	\$ -	\$ -
Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,887,600
Other/Non-Operating Revenue	\$ 2,816,615	\$ -	\$ 500	\$ 45,090	\$ 7,500	\$ -	\$ 3,000
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 381,049
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 3,350,000	\$ -	\$ -	\$ 50,686	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 86,330,539	\$ 90,000	\$ 4,303,974	\$ 279,216	\$ 470,745	\$ 350,000	\$ 5,271,649

Expenditures:							
Personal Services*	\$ 44,837,276	\$ -	\$ 296,125	\$ 63,085	\$ 83,363	\$ -	\$ 1,389,401
Operations	\$ 26,947,642	\$ 90,000	\$ 4,007,849	\$ 216,131	\$ 387,382	\$ 350,000	\$ 662,375
Capital Outlay	\$ 4,511,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 456,500
Debt Service	\$ 3,440,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (1,202,044)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 698,631
Transfers	\$ 7,795,815	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,064,742
TOTAL EXPENDITURES	\$ 86,330,539	\$ 90,000	\$ 4,303,974	\$ 279,216	\$ 470,745	\$ 350,000	\$ 5,271,649

*Note: Personal Service costs for the Internal Service Fund (\$7,317,579) are captured in the Cost Allocations line above

Budgeted Revenues FY14-FY18

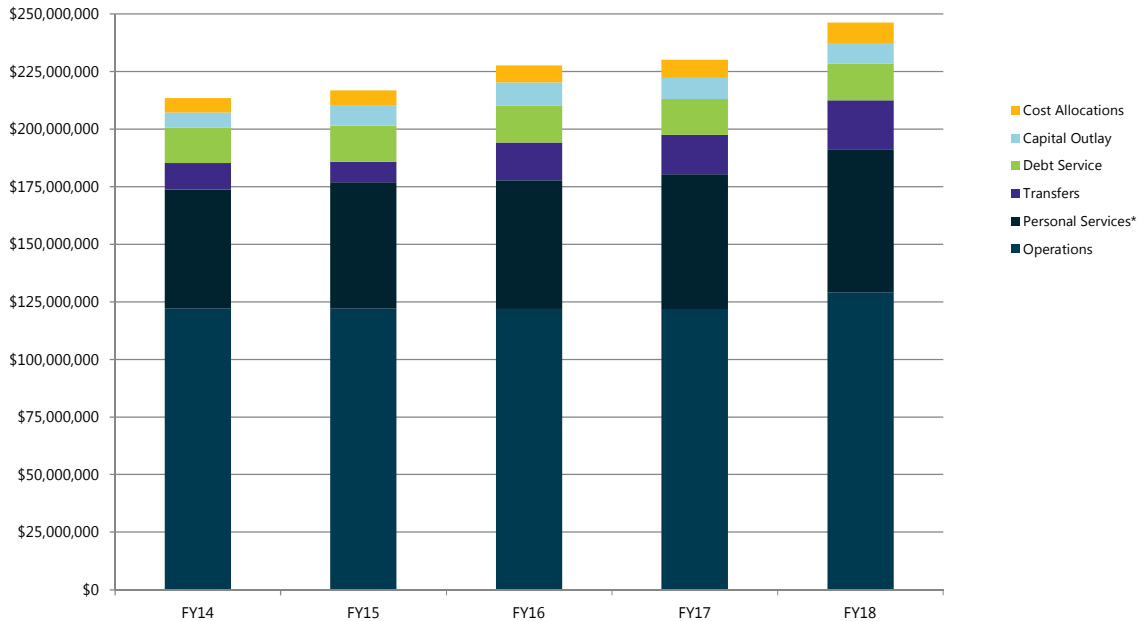


Summary By Fund

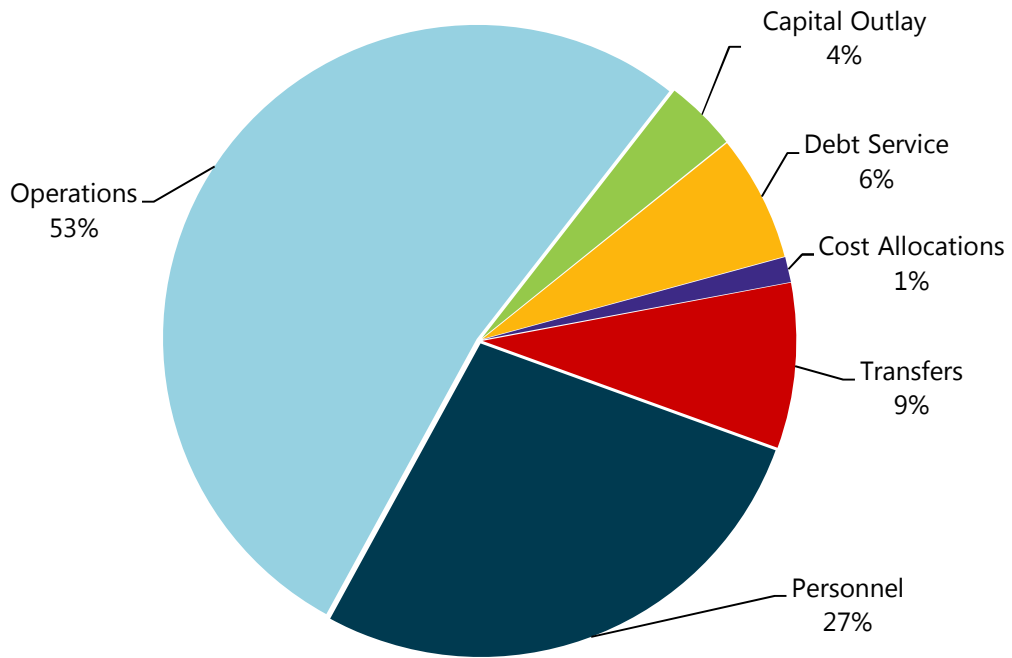
Enterprise Funds								
Revenues:	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	52,342,650
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	17,136,957
Licenses, Fees & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1,468,700
Unrestricted								
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5,987,000
Restricted Intergovernmental								
Revenue	\$ -	\$ -	3,087,601	\$ -	\$ -	\$ -	\$ -	11,706,377
Operating Revenue	\$ 84,896,000	\$ 22,378,750	\$ 284,253	\$ 17,116,711	\$ 1,774,862	\$ 8,515,192	\$ 351,883	140,205,251
Other/Non-Operating Revenue	\$ 60,000	\$ 43,000	\$ -	\$ -	\$ 20,316	\$ 39,200	\$ 859,049	3,894,270
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Retained Earnings	\$ -	\$ 7,317,226	\$ -	\$ -	\$ -	\$ -	\$ -	7,698,275
Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Fund Balance Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Transfers	\$ -	\$ -	900,097	\$ -	1,049,373	785,287	\$ -	6,135,443
TOTAL REVENUE	\$ 84,956,000	\$ 29,738,976	\$ 4,271,951	\$ 17,116,711	\$ 2,844,551	\$ 9,339,679	\$ 1,210,932	\$ 246,574,923

Expenditures:								
Personal Services*	\$ 5,912,817	\$ 4,344,505	\$ 423,241	\$ 1,994,618	\$ -	\$ 2,210,533	\$ 515,240	\$ 62,070,204
Operations	\$ 68,279,229	\$ 8,970,888	\$ 3,749,865	\$ 8,107,287	\$ 1,685,212	\$ 5,016,623	\$ 676,023	\$ 129,146,506
Capital Outlay	\$ 1,254,750	\$ 857,100	\$ 30,000	\$ 1,584,500	\$ -	\$ 174,175	\$ -	\$ 8,868,680
Debt Service	\$ 2,892,959	\$ 4,353,993	\$ -	\$ 2,746,375	\$ 941,373	\$ 1,566,627	\$ -	\$ 15,941,522
Cost Allocations	\$ 3,901,886	\$ 3,041,640	\$ 68,845	\$ 2,135,183	\$ -	\$ 364,104	\$ -	\$ 9,008,245
Transfers	\$ 2,714,359	\$ 8,170,850	\$ -	\$ 548,748	\$ 217,966	\$ 7,617	\$ 19,669	\$ 21,539,766
TOTAL EXPENDITURES	\$ 84,956,000	\$ 29,738,976	\$ 4,271,951	\$ 17,116,711	\$ 2,844,551	\$ 9,339,679	\$ 1,210,932	\$ 246,574,923

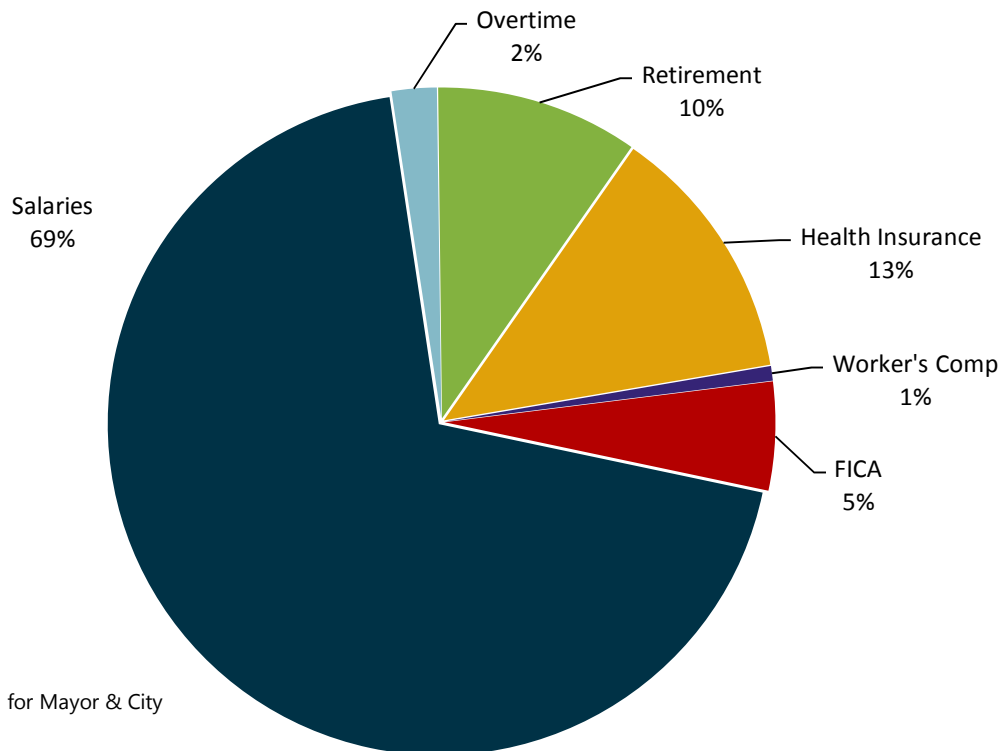
Budgeted Expenses FY14-FY18



FY 17-18 Expenditures by Line-item Category (City total = \$246,574,923)



FY 17-18 Summary of Budgeted City-wide Compensation Expenditures* (\$69,387,783)



*Includes compensation for Mayor & City Council Members

Fund Balances / Net Position

Amounts shown as fund balance for Governmental Funds represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. For many years, the North Carolina Local Government Commission has recommended that units retain an amount of available fund balance in the general fund to at least 8% of the appropriations of the fund. The Concord City Council has a financial policy requiring a fund balance between 30%-35% of its general fund operating budget. The reason for this policy is to avoid cash flow interruptions, to generate investment income, to eliminate the need for short-term borrowing, and to have a reserve available in case of sudden emergencies. In accordance with GASB, the City reports net position (total assets and deferred outflows of resources less total liabilities and deferred inflows of resources) in Proprietary Funds as opposed to retained earnings (accumulated earnings of funds after all budget business expenses have been made).

Fund Balances	2013/14	2014/15	2015/16	2016/17*	2017/18**
General Fund	\$ 57,879,528	\$ 69,743,640	\$ 69,155,589	\$ 57,155,000	\$ 57,155,000
Other Governmental Funds	\$ 35,917,593	\$ 37,314,689	\$ 41,840,374	\$ 56,840,300	\$ 56,840,300
Totals	\$ 93,797,121	\$ 107,058,329	\$ 110,995,963	\$ 113,995,300	\$ 113,995,300

Net Position

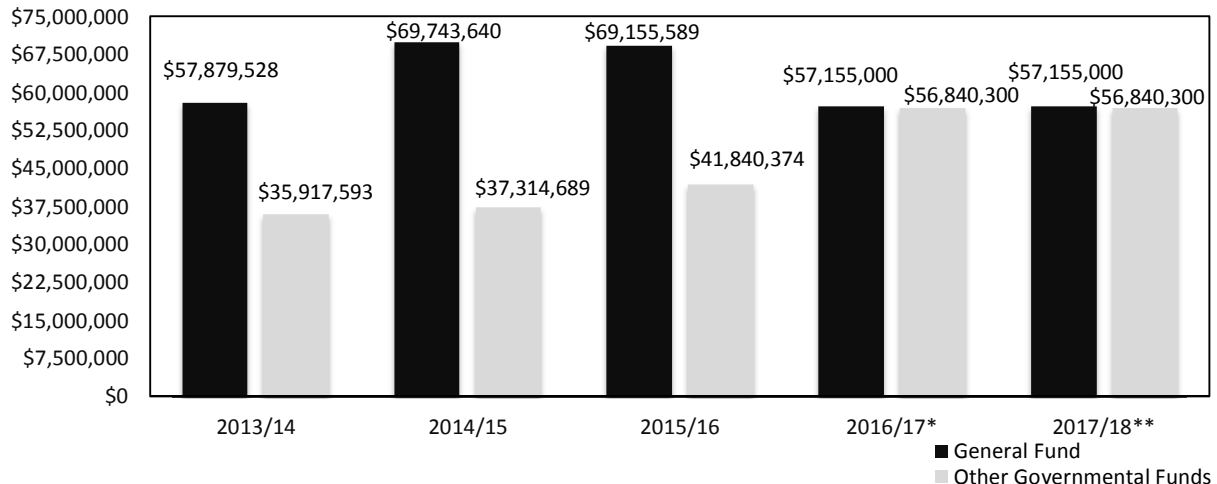
Business Type Activities - Enterprise Funds

Electric Fund	\$ 99,847,033	\$ 109,424,987	\$ 124,537,481	\$ 118,537,400	\$ 118,537,400
Water Fund	\$ 95,653,439	\$ 99,219,520	\$ 109,735,536	\$ 108,235,500	\$ 108,235,500
Wastewater Fund	\$ 67,199,198	\$ 72,736,722	\$ 78,340,107	\$ 78,000,000	\$ 78,000,000
Aviation Fund	\$ 70,697,418	\$ 71,785,128	\$ 79,196,922	\$ 79,000,000	\$ 79,000,000
Stormwater Fund	\$ 53,189,453	\$ 53,398,253	\$ 53,448,011	\$ 53,500,000	\$ 53,120,000
Other Enterprise Funds	\$ 19,548,401	\$ 18,574,976	\$ 17,030,560	\$ 16,900,000	\$ 16,900,000
Totals	\$ 406,134,942	\$ 425,139,586	\$ 462,288,617	\$ 454,172,900	\$ 453,792,900

* unaudited

** estimate

Fund Balance



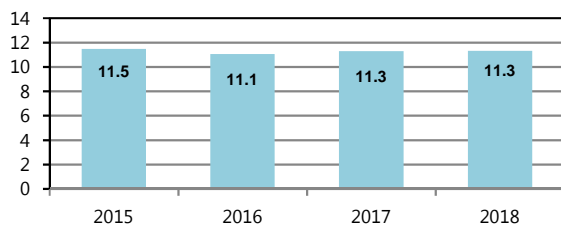
Personnel Summary

Personnel counts are calculated using the full-time-equivalent (FTE) method for all full-time and permanent part-time city employees (seasonal and temporary positions are not included). The FTE converts the hours worked by a position into a percentage of a full year's number of hours. For most city positions, 1 FTE equals 2,080 hours per year per position (based on a 40 hour work week and a 52 week work year). If a position works 1,040 hours per year, this translates into .5 FTE. Similarly, if a new full-time position has a Jan. 1 effective date (1/2 of the fiscal year), this translates into .5 FTE. In the case of Police Officer positions, 1 FTE equals 2,229.84 hours per year. A Fire Fighter FTE equals 2,920.96 hours per year.

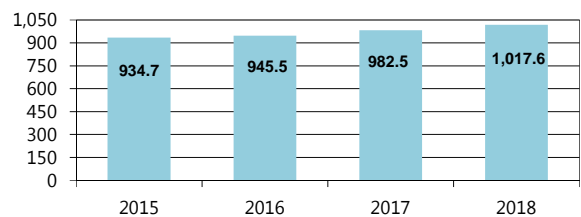
Budget Unit	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	FTE	FTE	FTE	FTE
GENERAL FUND				
General Government				
Public Services Administration	1	1	1	1
City Manager's Office	6	6	6.5	6.5
Risk Management (combined with HR in FY17)	3	3	-	-
Human Resources	7	7	11	12
Finance	13.25	13.25	13	13
Tax	4.5	3.5	3.5	0.75
Legal	6	6	6	6
Non-Departmental	0	0	0	0
Public Safety				
Police	189.25	191.25	202.25	204
Code Enforcement	7	7	8	8
Emergency Communications	22.5	22.5	23.5	25.5
Radio Shop	3.5	3.5	3.5	4.1
Fire	181	181	187	194
Fire Prevention	9	9	9.5	10.5
Fire Training	2	4	4	4
Emergency Management	1	1	2	2
Public Works				
Streets & Traffic	27	28	30	34
Powell Bill (staff part of Streets & Traffic)	0	0	0	0
Traffic Signals	6	6	6	6
Traffic Services	5	5	5	5
Solid Waste & Recycling	32	32	31.5	32.5
Cemeteries	8	8	8	8
Fleet Services	13	13	14	14
Economic Development				
Planning & Neighborhood Development	14.5	14.7	16	17
Transportation Planning (contract)	0	0	0	0
Economic Development	1	1	1	1
Culture & Recreation				
Parks & Recreation	21	22	23.43	29.93
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0
Total FTE General Fund	583.5	588.7	615.7	638.8
OTHER FUNDS				
Municipal Service District Fund	0	0	0	0
HOME Consortium Fund	0.9	0.8	0.8	0.8
Transportation Improvement Fund	0	0	0	0
CDBG Fund	1.1	1.2	1.2	1.2
Addl. \$5 Vehicle Tax (Transit) Fund	0	0	0	0

Budget Unit	FY 2014-15 FTE	FY 2015-16 FTE	FY 2016-17 FTE	FY 2017-18 FTE
Stormwater Fund				
Stormwater Operations	22.09	22.09	19.76	21.09
Electric Systems Fund				
Electric Administration	3	3	3	3
Purchased Power	0	0	0	0
Powerlines Maintenance	17	17	17	18
Tree Trimming	7	7	7	7
Electric Construction	33	33	33	35
Peak Shaving	0	0	0	0
Electric Engineering Services	5	7	8	8
Utility Locate Services	5	5	5	5
Water Resources Fund				
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	15.5	15.5
Waterlines Operations & Maintenance	34.59	34.59	36.26	35.6
Public Transit Fund				
Rider Transit System	3.7	4.7	5	6.5
Wastewater Resources Fund				
Wastewaterlines Operations & Maintenance	30.32	30.32	31.98	31.31
Golf Course Fund				
Golf Course Operations (contract)	0	0	0	0
Aviation Fund				
Aviation Operations	34	34	40	41.5
Public Housing / Sec. 8 Vouchers Funds				
Public Housing Operations / Vouchers Program	13.38	14.25	14	13
Internal Services Fund				
Utilities Collections	4.5	4.5	4.5	5
Data Services (contract)	1	1	1	1
Billing	10	10	10	11.25
Customer Care	25	26	26	27
Engineering	23	23	24	26
Purchasing	7	7	7	7
Buildings & Grounds	40.65	41.3	42.3	44.6
Total FTE Other Funds	351.2	356.8	366.8	378.9
Total FTE All City Funds	934.7	945.5	982.5	1,017.6

Number of City Employees
Per 1,000 Population



Number of Budgeted Full-Time-Equivalent
(FTE) City Employees



Customer Service Advancement Team



Concord is committed to creating a culture of customer service and providing the best service possible to our citizens. Customer service is the responsibility of every coworker; and as such, each time coworkers interacts with an individual, answers a telephone, sends an e-mail, writes a letter, or attends a meeting, an impression is made on customers - whether they are citizens, visitors, or coworkers. The City hopes that **TEAM CONCORD** becomes the standard for how we work together to serve and interact with customers.

BACKGROUND

Upon the direction of the City Council, a customer service team composed of a dedicated group of coworkers from each department was formed in September 2007. The group's charge was to establish a shared definition of excellent customer service and to determine the best way to develop a culture of providing excellent customer service. Team members held frequent meetings and worked with a facilitator to develop a strategy. They adopted a motto – "Committed to excellent service" – established 9 key principles, a set of shared values and principles. Other accomplishments include the delivery of city wide customer service training and the developed of an employee recognition initiative. After several years of work and success in building a culture of excellent service, the team gained new members and adopted a new name – Customer Service Advancement Team. CSAT team members worked to further advance the customer service initiative and continued to build on the previous team's success by identifying new ways to promote the desired culture. In 2015 the team expanded the employee recognition program. The new program titled **High 5 for Excellent Service** provides internal and external customers the ability to recognize instances when of co-workers providing excellent service.

The Customer Service Advancement Team is comprised of co-workers from each city department. The members are appointed by the City Manager based on the recommendation from the respective Department Director. Team meetings are held at 9:00 a.m. on the 2nd Wednesday of each month. During these meetings, team members present updates to programs, and discuss ways to continue to promote the culture of excellent customer service for our organization.

Customer Service Advancement Team members

Jody Lowder, Aviation
Zach Roach, Buildings and Grounds
Stephanie Isbell, Communications
Billy Robbins, Electric Systems
Charity Langston, Engineering
Lesley Reder, Finance (Finance/Legal)
Pat Watkins, Fleet Services
April Allen, Finance (Customer Service)
Charles Thompson, Finance (Purchasing)
Lee Readling, Fire
Brad Hunt, Fire
Elizabeth Rutledge, Housing
Chantel Thompson, Human Resources

Rodney Burgess, Parks & Recreation
Angela Baldwin, Planning & Neighborhood
Development
Anthony Vandevoorde, Police
Robert Watson, Police (Code Enforcement)
Caleb Jackson, Solid Waste
Charlotte Thatch, Transit
Devin Huston, Transportation
Mark Varnadore, Water Resources (Wastewater)
Crystal Brown, Water Resources (Stormwater)
Terry Paxton, Water Resources (Water)
**Staff Facilitator: Cherie Jzar, City Manager's
Office**

BACKGROUND ON THE CITY'S PERFORMANCE MEASUREMENT EFFORTS

The City of Concord is deeply committed to exploring new methods in providing cost efficient and quality services to citizens. In order to support these efforts, the City monitors its performance in a program commonly referred to as performance measurement. Performance measurement involves the regular collection of quantifiable information regarding the results of city services. It includes the measurement of the kind of job we are doing and includes the effects our efforts are having in our community. Together with benchmarking, performance measurement forms the nucleus for managing for results and productivity improvement. Performance information is designed to be a tool for use by the citizens of Concord, the City Council, city management, department directors, supervisors, and front-line employees.

Why do local governments measure performance? There are a number of reasons, which include:¹

1. To improve accountability
2. To enhance city planning and budgeting
3. To improve operational practices
4. To conduct performance evaluations/management by objectives/performance appraisals
5. To assist decision-making with regard to resource allocation, and
6. To enhance management decisions and contract monitoring

Elements of the City's performance measurement efforts include:

Striving Towards Excellence Program (STEP)

STEP is the name given to the City's performance measurement program.

North Carolina Local Government Performance Measurement Project

In 1999, the City of Concord joined the North Carolina Local Government Performance Measurement Project - coordinated by the University Of North Carolina Institute Of Government. The Project's measures are standardized so city services can be compared across fourteen municipalities and best practices identified. The program tracks performance information on the following basic city services:

- | | | |
|--------------------------------|---|-----------------------------|
| -Residential Refuse Collection | -Police Services | -Yard Waste/Leaf Collection |
| -Asphalt Maintenance & Repair | -Emergency Communications | -Fleet Maintenance |
| -Fire Services | -Human Resources | -Household Recycling |
| -Water Services | -Building Inspections (provided by Cabarrus County) | |
| -Sewer | -Parks & Recreation | |

This budget document does not attempt to list all performance measures associated with the NC Local Government Performance Measurement Project. Additional Project information can be obtained by contacting the City's Finance Department or the UNC – Chapel Hill School of Government.

In the spring of 2001, the City began an aggressive effort to incorporate the use of performance measures in all city departments. Most departments report performance information, which can be found on individual departmental pages later in this document. The implementation and enhancement of performance measurement is a continuous journey is reflected in budget documents.

¹ Ammons, David N. (2001). *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* (2nd ed.). Thousand Oaks, CA: Sage Publications.

SUMMARY OF EXTERNAL AGENCY FUNDING

The City of Concord grants funding to non-governmental, or "External Agencies," that contribute to the City's cultural, social, and economic vitality. External Agency funding requests are considered by the City Council under the auspices of the Public Purpose Clause of the North Carolina State Constitution (Article V, Sec. 2(7)). Further guidance by North Carolina Supreme Court case law allows the City Council to choose to fund activities that 1) are within the appropriate scope of governmental involvement and reasonably related to community needs and 2) benefit the general public, as opposed to special interests or persons.

External Agency	Departmental Budget	FY 14/15 Budget	FY 15/16 Budget	FY 16/17 Budget	FY 17/18 Request	FY 17/18 Manager Rec.	FY 17/18 Council Approved
General Fund monies							
Boys & Girls Club of Cabarrus County	Parks & Rec	6,500	6,500	7,500	10,000	7,500	7,500
Cabarrus Arts Council, Inc.	Parks & Rec	30,000	30,000	42,780	42,780	42,780	42,780
Cabarrus Events Association	Econ Dev	5,000	5,000	5,000	5,000	5,000	5,000
Cabarrus Victims Assistance Network (CVAN) Sustaining Grant	Police	10,000	10,000	10,000	10,000	10,000	10,000
Conflict Resolution Center (Teen Court)	Police	3,000	3,000	3,500	9,000	4,000	4,000
Habitat for Humanity Cabarrus County	Planning & Nbhd	4,000	-	6,000	8,000	6,500	6,500
Historic Cabarrus, Inc.	Econ Dev	10,000	9,000	9,000	10,000	9,000	9,000
Hope Haven	Planning & Nbhd	2,000	2,000	-	5,000	-	-
Multicultural Community Student Union	Parks & Rec	2,000	-	-	-	-	-
Special Olympics Cabarrus County	Parks & Rec	2,000	2,000	2,000	2,000	2,000	2,000
Sub-total		\$74,500	\$67,500	\$85,780	\$101,780	\$86,780	\$86,780
Utility Fund monies							
Cabarrus Cooperative Christian Ministries	Water, Electric, Wastewater	13,000	14,000	15,000	15,000	15,000	
Sub-total		\$13,000	\$14,000	\$15,000	\$15,000	\$15,000	\$0
Community Development Block Grant monies							
Cabarrus Arts Council, Inc.	CDBG	1,500	2,000	-	-	-	-
Cabarrus Cooperative Christian Ministry	CDBG	6,000	6,000	7,000	10,000	8,000	8,000
Cabarrus Literacy Council	CDBG	4,000	5,000	-	-	-	-
Cabarrus Meals on Wheels	CDBG	5,000	5,000	5,000	5,000	5,000	5,000
Coltrane LIFE Center, Inc.	CDBG	5,000	5,000	5,000	5,000	5,000	5,000
Hispanic Learning Center	CDBG	2,000	-	-	-	-	-
Hope Haven - Sustaining	CDBG	5,000	5,000	7,500	10,000	10,000	10,000
Hope Haven - Affordable Housing	CDBG	-	5,000	-	-	-	-
Multicultural Community Student Union	CDBG	-	3,000	3,500	5,000	4,000	4,000
Opportunity House	CDBG	-	2,000	2,500	12,000	3,000	3,000
Prosperity Community Connection Inc.	CDBG	1,500	1,500	-	-	-	-
Prosperity Unlimited, Inc.	CDBG	8,500	8,500	8,500	10,000	8,500	8,500
Salvation Army	CDBG	-	5,000	6,000	8,500	7,000	7,000
Safe Alliance	CDBG	2,500	3,000	-	-	-	-
Sub-total		\$41,000	\$56,000	\$45,000	\$65,500	\$50,500	\$50,500
Mayor's Golf Tournament Grant							
Big Brothers, Big Sisters of Cabarrus County	Mayor's Golf Tournament Proceeds	-	-	-	7,500	3,000	3,000
Academic Learning Center	Mayor's Golf Tournament Proceeds	-	-	-	5,000	3,000	3,000
Sub-total		\$0	\$0	\$0	\$12,500	\$6,000	\$6,000
TOTAL FOR ALL FUNDS		\$128,500	\$137,500	\$145,780	\$194,780	\$158,280	\$137,280

NOTE: A dash (-) signifies that no request was made or granted.

GENERAL FUND

OVERVIEW: The General Fund is a governmental fund used to account for all financial resources of the City, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property taxes, sales tax, franchise fees, and service fees. The General Fund is comprised of five functions: General Government, Public Safety, Public Works, Economic Development, and Cultural & Recreational.

FUNCTIONAL AREAS:

General Government: General Government serves as the support function, assisting all City Departments in the conduct of their daily operations. General Government is comprised of the Governing Body, Public Services Administration, City Manager's Office, Human Resources, the Wellness Center, Finance, Tax, Legal, and Non-Departmental.

Public Safety: Public Safety serves as the safety and security function, providing assistance to all City residents with life and property protection. Public Safety is comprised of Police, Code Enforcement, Communications, Radio Shop, Fire, Fire Prevention, Fire Training, and Emergency Management.

Public Works: Public Works serves as the infrastructure function, providing basic services to both City departments and residents of Concord. Public Works is comprised of Streets & Traffic, Powell Bill, Traffic Signals, Traffic Services, Solid Waste & Recycling, Cemeteries, and Fleet Services.

Economic Development: Economic Development serves as the business and residential development, land-use planning, transportation planning, and development coordinator for the City of Concord. Economic Development is comprised of Planning and Neighborhood Development, Transportation Planning, and Economic Development.

Cultural & Recreational: Cultural & Recreational provides recreational opportunities to the citizens of Concord through provision of recreational services, parks, and facilities. Cultural & Recreational is comprised of Parks & Recreation and Parks & Recreation – Aquatics.

General Fund Revenues

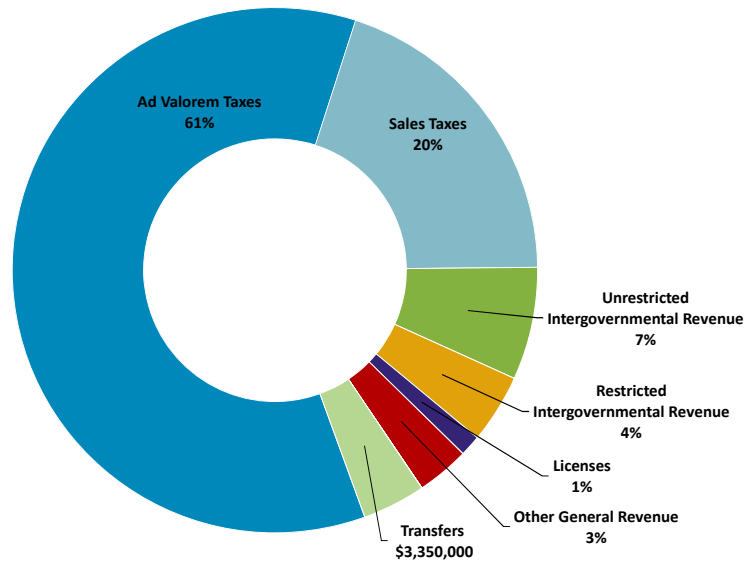
Fund 100

	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Ad Valorem Taxes	\$ 45,749,513	\$ 48,121,734	\$ 49,439,665	\$ 51,173,723	\$ 52,252,650	\$ 52,252,650
Sales Taxes	\$ 16,917,828	\$ 16,191,844	\$ 15,949,919	\$ 17,675,132	\$ 17,136,957	\$ 17,136,957
Unrestricted Intergovernmental Revenue	\$ 4,482,455	\$ 5,715,996	\$ 6,003,172	\$ 5,390,020	\$ 5,987,000	\$ 5,987,000
Restricted Intergovernmental Revenue	\$ 3,742,026	\$ 3,722,736	\$ 4,150,683	\$ 3,783,454	\$ 3,668,617	\$ 3,668,617
Licenses	\$ 2,003,261	\$ 1,286,239	\$ 976,101	\$ 1,169,416	\$ 1,118,700	\$ 1,118,700
Other General Revenue	\$ 3,593,652	\$ 3,459,721	\$ 2,932,522	\$ 3,556,989	\$ 2,816,615	\$ 2,816,615
Investment Earnings	\$ 406,617	\$ 693,058	\$ -	\$ 400,909	\$ -	\$ -
Fund Balance Appropriated Transfers	\$ -	\$ -	\$ 15,704,543	\$ -	\$ -	\$ -
	\$ 1,601,466	\$ 1,595,000	\$ 158,585	\$ 158,515	\$ 3,350,000	\$ 3,350,000
TOTAL REVENUES	\$ 78,496,818	\$ 80,786,328	\$ 95,315,190	\$ 83,308,158	\$ 86,330,539	\$ 86,330,539
% budget change		3%		3%		-9%

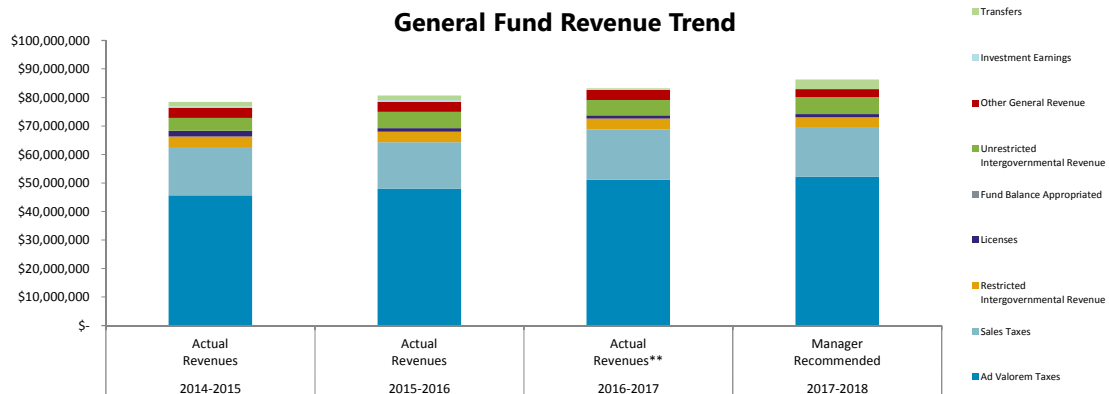
* as amended

**as of July 31, 2017

FY 17-18 General Fund Revenues (by source)



General Fund Revenue Trend



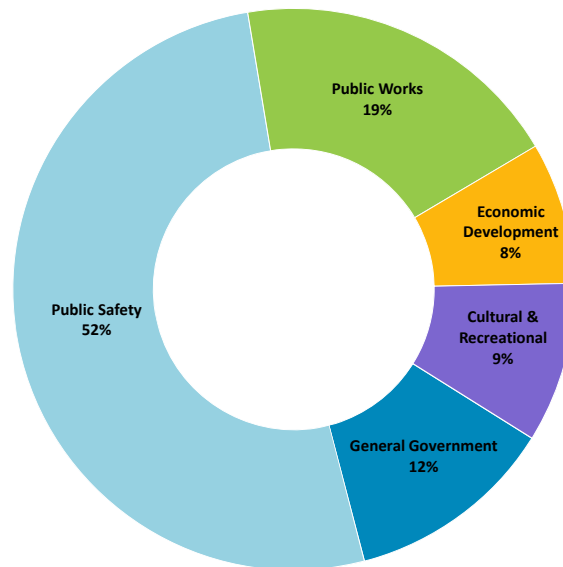
General Fund Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
By Function						
General Government	\$ 7,369,660	\$ 20,866,334	\$ 22,092,991	\$ 19,552,633	\$ 10,416,456	\$ 10,416,456
Public Safety	\$ 37,479,393	\$ 38,406,122	\$ 44,004,651	\$ 42,125,917	\$ 44,394,194	\$ 44,394,194
Public Works	\$ 13,360,126	\$ 13,811,662	\$ 18,407,960	\$ 14,436,745	\$ 16,503,716	\$ 16,503,716
Economic Development	\$ 3,772,519	\$ 3,556,728	\$ 4,095,880	\$ 3,288,333	\$ 7,043,472	\$ 7,043,472
Cultural & Recreational	\$ 5,172,927	\$ 4,574,323	\$ 6,713,708	\$ 6,142,149	\$ 7,972,701	\$ 7,972,701
TOTAL EXPENDITURES	\$ 67,154,625	\$ 81,215,169	\$ 95,315,190	\$ 85,545,777	\$ 86,330,539	\$ 86,330,539
% budget change		21%		5%	-9%	

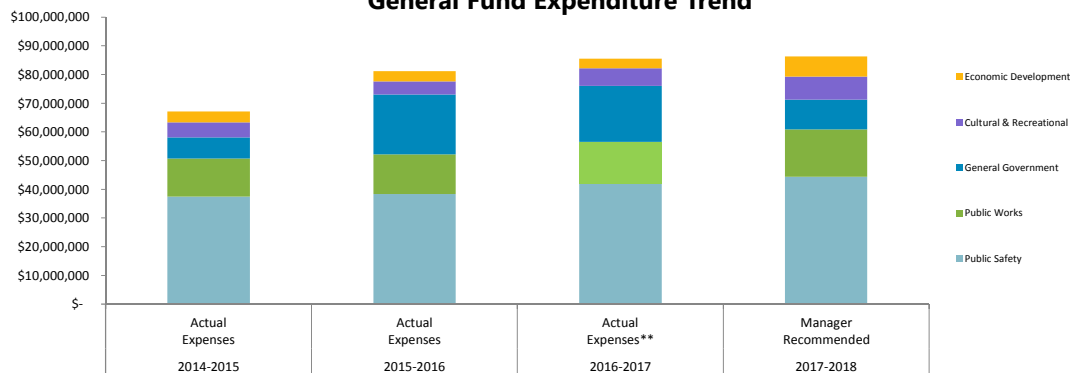
* as amended

**as of July 31, 2017

**FY 17-18 General Fund Expenditures
(by Function)**



General Fund Expenditure Trend



GENERAL GOVERNMENT

OVERVIEW: General Government serves as the support function, assisting all City departments in the conduct of their daily operations. General Government is comprised of the Governing Body, Public Services Administration, the City Manager's Office, Human Resources, the Wellness Center, Finance, Tax, Legal, and Non-Departmental.

BUDGET UNITS:

Governing Body: The Governing Body consists of the Mayor and seven City Council members. It is responsible for the City's legislative governance and general policy setting. For additional information, contact Kim Deason, City Clerk, at (704) 920-5205 or deasonk@concordnc.gov.

Public Services Administration: The Public Services Administration Department serves as the coordination and planning body for the City's eight municipal service departments. For additional information, contact Lloyd Payne, Assistant City Manager, at (704) 920-5206 or paynel@concordnc.gov.

City Manager's Office: The City Manager's Office serves as the leadership, coordination, planning, and information dissemination body for implementing City Council goals, objectives, and policies. For additional information, contact Kim Deason, City Clerk, at (704) 920-5205 or deasonk@concordnc.gov.

Human Resources: The Human Resources Department coordinates employment, personnel actions, benefit plans, risk management, wellness programs, and professional development of City employees. For additional information, contact Rebecca Edwards, Director of Human Resources, at (704) 920-5103 or edwardsr@concordnc.gov.

Wellness Center: The Wellness Center is dedicated to improving the health and wellness of coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills necessary to optimize their health. For additional information, contact Rebecca Edwards, Director of Human Resources, at (704) 920-5103 or edwardsr@concordnc.gov.

Finance: The Finance Department is responsible for managing all of the fiscal affairs of the City and supporting the financial related operations of other City departments. For additional information contact Pam Hinson, Director of Finance, at (704) 920-5221 or hinsonp@concordnc.gov.

Tax: The Tax Division is responsible for the billing and collection of all General Fund fees and beer and wine licenses. For additional information, contact Rita Ellison, Revenue Collector, at (704) 920-5265 or ellisonr@concordnc.gov.

Legal: The Legal Department provides legal services to all City departments, the Mayor, City Council, and all City Boards and Commissions. For additional information, contact VaLerie Kolczynski, City Attorney, at (704) 920-5114 or kolczynv@concordnc.gov.

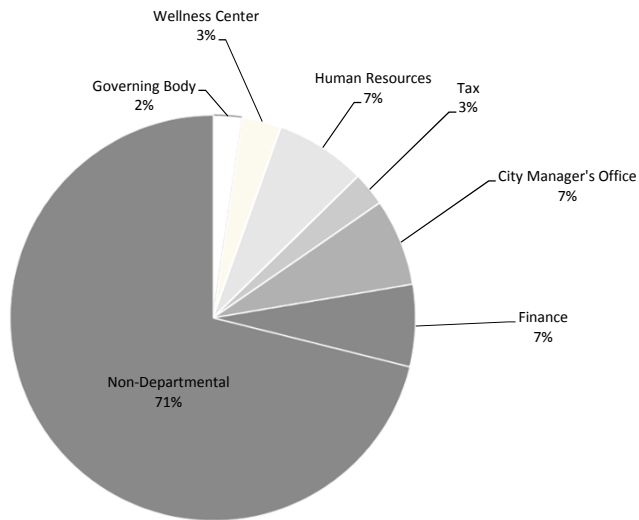
Non-Departmental: Non-Departmental accounts for expenditures which are unable or not required to be designated to a specific department. For additional information, contact Pam Hinson, Director of Finance, at (704) 920-5221 or hinsonp@concordnc.gov.

General Government Expenditures

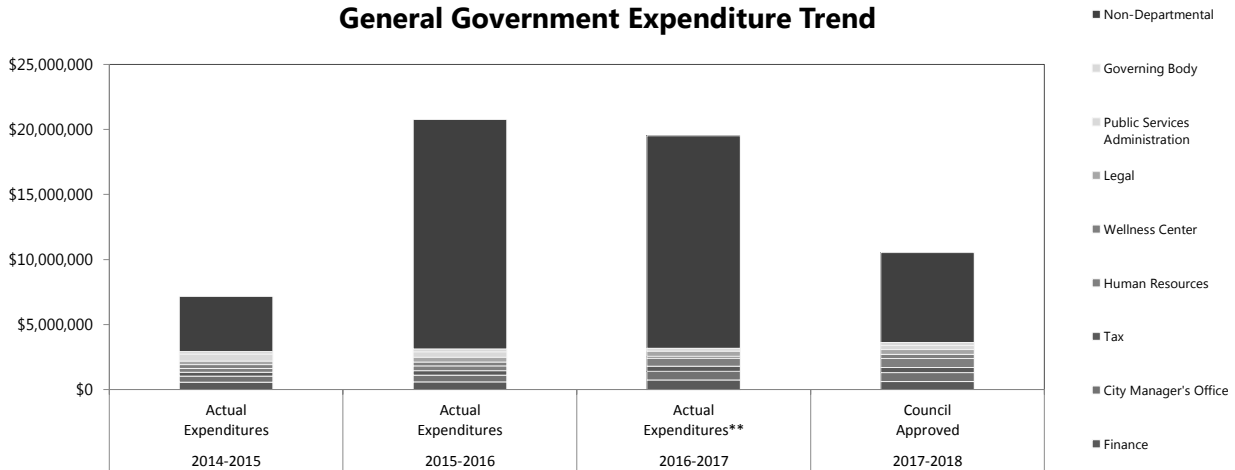
Budget Unit (General Fund)	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Governing Body	\$ 184,885	\$ 223,064	\$ 217,390	\$ 227,912	\$ 224,869	\$ 224,869
Public Services Administration	\$ 544,870	\$ 428,052	\$ 264,828	\$ (39,515)	\$ 311,706	\$ 311,706
City Manager's Office	\$ 478,343	\$ 513,830	\$ 688,698	\$ 670,717	\$ 676,927	\$ 676,927
Human Resources	\$ 288,594	\$ 370,389	\$ 610,071	\$ 609,122	\$ 702,813	\$ 702,813
Wellness Center	\$ 291,021	\$ 287,144	\$ 275,393	\$ 135,656	\$ 306,493	\$ 306,493
Finance	\$ 574,617	\$ 596,282	\$ 716,058	\$ 741,569	\$ 634,372	\$ 634,372
Tax	\$ 476,806	\$ 460,382	\$ 455,254	\$ 477,135	\$ 261,725	\$ 261,725
Legal	\$ 282,406	\$ 356,806	\$ 410,205	\$ 402,199	\$ 383,118	\$ 383,118
Non-Departmental	\$ 4,248,118	\$ 17,630,385	\$ 18,455,094	\$ 16,327,838	\$ 6,914,433	\$ 6,914,433
Total Expenditures	\$ 7,369,660	\$ 20,866,334	\$ 22,092,991	\$ 19,552,633	\$ 10,416,456	\$ 10,416,456
% budget change		183%		-6%		-53%

* as amended
 **as of July 31, 2107

**FY 17-18 General Government Expenditures
 (by Budget Unit)**



General Government Expenditure Trend



GOVERNING BODY

MISSION: The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life. The Governing Body is responsible for the City's legislative governance and policy setting.

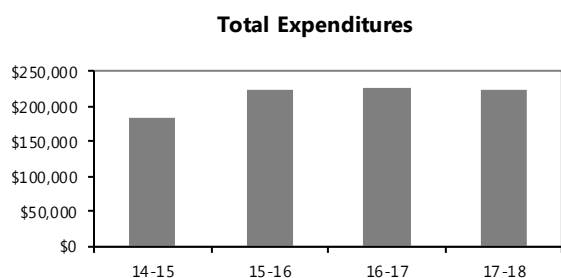
PROGRAM LOCATOR:

Fund: General Fund

Functional Area: General Government

Department: **Governing Body**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Set policy for operation of government and establish goals and objectives guided by those policies.
- Seek economic development through partnerships with other governments and private interests.
- Set budget guidelines and adopt financial plan to provide all services and retain financial stability of the City.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued maintaining a healthy fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Completed 88 percent of stated Council goals for the year by December 31, 2016.
- Adopted updated Sign Standards.
- Supported a formal process to divest the City of extraneous properties.
- Supported completion of the Downtown Master Plan and evaluating reuse/marketing opportunities for the City's vacant properties on Union Street S.
- Supported a project to update the City's land use plan.
- Supported and adopted the Comprehensive Parks and Recreation Master Plan.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue maintaining fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Continue support of the 2030 Land Use Plan update process.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

N/A

PERFORMANCE GOALS:**Major Service Area:** See "Mayor and Council Goals and Objectives"**BUDGET SUMMARY:**

Cost Center #: 4110	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 181,658	\$ 179,026	\$ 187,298	\$ 180,894	\$ 171,293	\$ 171,293
Operations	\$ 175,032	\$ 187,478	\$ 191,083	\$ 183,226	\$ 193,264	\$ 193,264
Debt Service	\$ 73,276	\$ 140,460	\$ 136,439	\$ 136,437	\$ 136,581	\$ 136,581
Cost Allocations	\$ (245,081)	\$ (283,900)	\$ (297,430)	\$ (272,645)	\$ (276,269)	\$ (276,269)
Total Expenditures	\$ 184,885	\$ 223,064	\$ 217,390	\$ 227,912	\$ 224,869	\$ 224,869
% budget change		21%		2%		3%
* as amended						
**as of July 31, 2017						

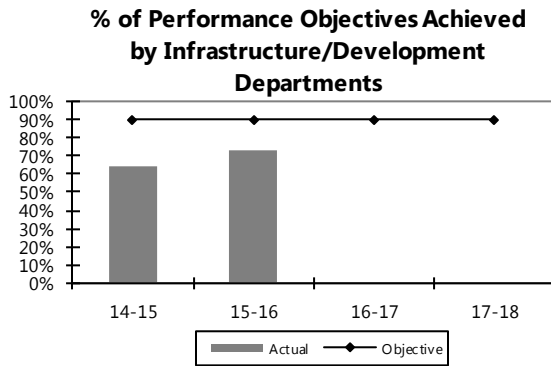
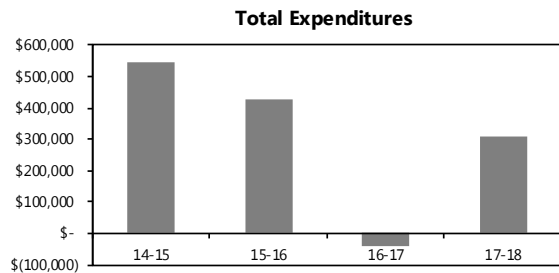
PUBLIC SERVICE ADMINISTRATION

MISSION: The Public Services Administration Department exists to provide effective leadership, coordinate services and promote new initiatives for the infrastructure/development departments with the desire to support and achieve the goals of the Mayor, City Council, and the City Manager.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **Public Service Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:



FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Jointly funded MPA intern with the City of Kannapolis for fifth year.
- Implemented security weaknesses at BOC campus as identified in study.
- Completed BOC Fitness Room.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to make improvements to aging infrastructure at BOC campus.
- Study/plan/analyze highest and best use for upper laydown yard.

- Enhance parking spaces to prepare for future personnel growth.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Conduct team building exercises for department heads.
- Pursue change outs of lights, thermostats and HVAC to reduce energy use.
- Encourage staff to print double-sided and black/white to reduce waste.

PERFORMANCE GOALS:**Major Service Area: Support and Direction**

Goal: To provide quality customer service to City departments, citizens, and the development community in a timely manner in order to expedite the delivery of infrastructure and planning services.

Goal: To manage and coordinate services and projects within the infrastructure/development departments in order to insure that departments operate in an efficient and effective manner.

Goal: To promote safety in the workplace for planning and infrastructure co-workers in order to maintain a safe working environment.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Support & Direction	% of performance objectives achieved by infrastructure/development departments	Effectiveness	64%	73%	90%		100%	100%
Support & Direction	# of departments ending fiscal year at or below budget without a budget amendment	Effectiveness	10	N/A	10		10	10
Support & Direction	Total number of recordable injuries for infrastructure/development coworkers	Effectiveness	21	22	5	16	5	0

BUDGET SUMMARY:

Cost Center #: 4115	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 74,290	\$ 159,018	\$ 167,959	\$ 163,754	\$ 166,157	\$ 166,157		
Operations	\$ 796,154	\$ 398,460	\$ 429,513	\$ 311,186	\$ 498,561	\$ 498,561		
Capital Outlay	\$ -	\$ -	\$ 275,000	\$ 3,328	\$ 43,000	\$ 43,000		
Debt Service	\$ 392,516	\$ 390,132	\$ 388,282	\$ 388,282	\$ 385,204	\$ 385,204		
Cost Allocation	\$ (718,090)	\$ (539,558)	\$ (1,015,926)	\$ (926,065)	\$ (1,381,216)	\$ (1,381,216)		
Transfers	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 600,000	\$ 600,000		
	\$ 544,870	\$ 428,052	\$ 264,828	\$ (39,515)	\$ 311,706	\$ 311,706		
<i>% budget change</i>		-21%		-109%		18%		
**as of July 31, 2017								
Authorized FTE	1.00	1.00	1.00	1.00	1.00	1.00		1.00

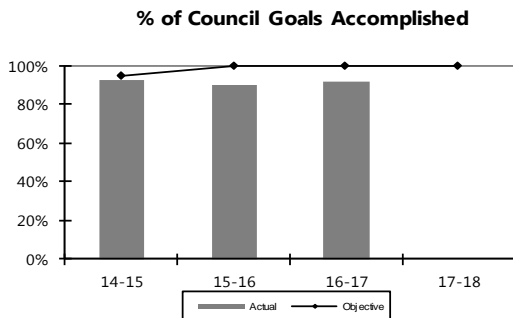
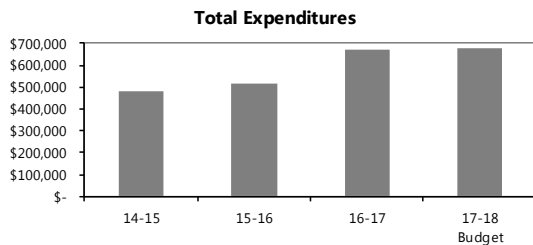
CITY MANAGER'S OFFICE

MISSION: The City Manager's Office exists to ensure that City services are planned and delivered to all citizens in the most efficient, economical and effective manner and that our citizens are informed and aware of City government.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **City Manager's Office**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Present reports and recommendations in assistance to the Mayor and City Council.
- Manage the delivery of City services through coordination and direction of all City Departments.
- Assure that all Statutes and Ordinances are followed in the public notice and conduct of City Council meetings.
- Maintain complete and accurate records of the proceedings of City Council meetings.
- Provide a comprehensive public affairs program in support of Council action and the activities of City departments, including environmental education and outreach opportunities such as Concord 101, Civic Education, and *Partnerships for Stronger Neighborhoods*.
- Coordinate the City's Customer Service Initiative.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued Federal and State legislative advocacy.
- Broadened reach of the third grade civic education program and adjusted curriculum to be more interactive.
- Completed implementation of NWF Mayor's Monarch Pledge.
- Completed the process to determine coworker engagement and began work to enhance engagement levels.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue Federal and State legislative advocacy.
- Support efforts to recruit and retain excellent coworkers, including enhancing engagement and recognition programs.
- Conduct enhanced citizen satisfaction survey.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue with monthly staff and functional meetings to review progress with departmental goals and responsibilities.
- Continue to enhance partnership among management, directors, and the Customer Service Advancement team to serve citizens and customers, help departments apply best practices to enhance customer satisfaction.
- Continue working with City departments to foster more sustainable, environmentally-friendly, and conservation-minded practices.

PERFORMANCE GOALS:

Major Service Area: Assistance to Mayor and City Council

Goal: To provide thorough information to Mayor and City Council in order to facilitate informed decision making concerning the City.

Major Service Area: Coordination of City Departments

Goal: To provide timely and accurate information to City departments for effective use of City resources.

Major Service Area: Customer Service

Goal: To provide promotions, leadership, and monitoring for the City's initiative and commitment to provide excellent and continuously improving customer service.

Major Service Area: Public Affairs

Goal: To provide quality, comprehensive, and timely information to the public and City neighborhoods on major events/issues and projects in Concord; develop community outreach opportunities; create environmental stewardship within the community and organization; and foster clear communication and productive relationships between City government and citizens.

Major Service Area: Records

Goal: To provide accurate notification of public meetings, prepare and maintain all Statutes and Ordinances, and compile and disseminate City Council meeting minutes in a timely manner.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Assistance to Mayor and Council	% of Council Members rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	100%
Coordination of City Depts.	% of City Departments rating overall satisfaction with Admin. as "very" or "somewhat" satisfied	Effectiveness	95%	91%	100%	93%	100%	100%
Coordination of City Depts.	% of Council Goals accomplished	Effectiveness	93%	90%	100%	92%	100%	100%
Coordination of City Depts.	% of citizens rating overall satisfaction with City services "very" or "somewhat"	Effectiveness	91%	NA	95%	NA	95%	100%
Public Affairs	% of active recognized neighborhood organizations engaged in programs and activities	Effectiveness	New	100%	100%	100%	100%	100%
Public Affairs	% of budgeted Neighborhood Matching Grant funding awarded	Effectiveness	New	100%	100%	100%	100%	100%
Public Affairs	NMG grantee funding leveraged by awarded City funds	Efficiency	New	394%	200%	295%	200%	200%
Public Affairs	% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	Effectiveness	100%	100%	100%	100%	100%	95%
Public Affairs	% of Concord 101 participants rating overall satisfaction with program as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	98%
Public Affairs	Growth in CityLink Newsletter subscriptions	Effectiveness	New	2.8%	100%	1.9%	100%	50%
Records	% of draft regular meeting minutes ready for adoption by next month	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4120	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 728,698	\$ 731,852	\$ 800,862	\$ 788,820	\$ 800,173	\$ 800,173
Operations	\$ 214,727	\$ 190,392	\$ 272,742	\$ 223,114	\$ 262,920	\$ 262,920
Debt Service	\$ 74,923	\$ 143,617	\$ 139,505	\$ 139,502	\$ 139,650	\$ 139,650
Cost Allocations	\$ (540,005)	\$ (552,031)	\$ (524,411)	\$ (480,719)	\$ (525,816)	\$ (525,816)
Total Expenditures	\$ 478,343	\$ 513,830	\$ 688,698	\$ 670,717	\$ 676,927	\$ 676,927
% budget change		7%		31%		-2%
* as amended						
**as of July 31, 2017						
Authorized FTE	6.00	6.00	6.50	6.50	6.50	6.50

HUMAN RESOURCES

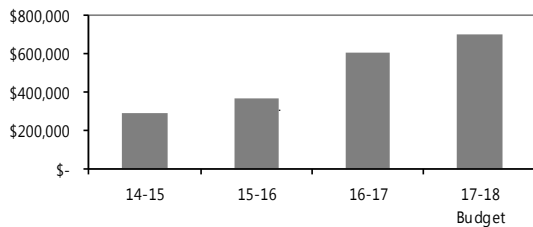
MISSION: The Human Resources (HR) Department is responsible for managing the strategic and operational workforce-related activities of the City of Concord. The Human Resources Department performs with the highest level of confidentiality, professionalism, and integrity with a primary focus on decreasing liability and helping to make the City of Concord a preferred employer. Major areas of expertise include: policy development, federal and state employment law compliance, employee relations, manage general liability insurance, benefits administration, recruitment, worker's compensation, position management, compensation, safety and risk management, performance management, as well as occupational health and wellness.

PROGRAM LOCATOR:

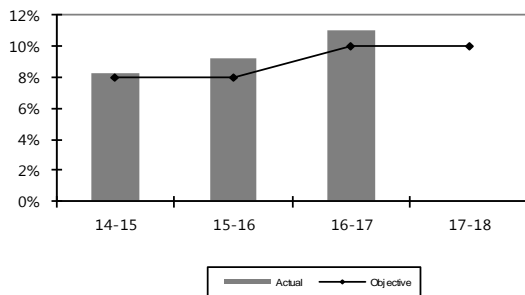
Fund: General Fund
Functional Area: General Government
Department: **Human Resources**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Turnover Rate



MAJOR SERVICE(S) PROVIDED:

- o Federal and State Employment Law Compliance
- o Benefits Administration
- o Employee Relations
- o Worker's Compensation

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Created & implemented a comprehensive solution to meet pending Fair Labor Standards Act changes.
- Streamlined the City's overtime pay and comp time divisions.
- Incorporated TelaDoc into the City's benefits package.
- Won the City's Productivity and Improvement Award for the subrogation process in conjunction with Legal.
- Creation of the Citywide Training Calendar
- Initiation of the Bloodborne Pathogens, CPR, First Aid, AED, and DDC-4 classes.
- Coordinated, configured, and successfully launched the first half of Red Carpet onboarding system.
- Completion of all of the 450 hearing tests as part of the City's Hearing Conservation Program
- Initiated voluntary compliance with the NCDOL and completed 3 site inspections
- Implemented Prudential retirement informational sessions for coworker education.
- Processed 35 FTE for FY17.
- Management of Brown Center monitor as a communication medium with non-office staff.
- Successful transfer and management of the City's badging system to HR.

FY 2017-2018 MAJOR FOCUS AREAS:

- Continue the audit of policies and practices from the lens of employment law compliance and best practice methodology.
- Review Job Safety Analysis within departments to improve on-the-job safety.
- Recruit and acclimate one additional coworker within HR to provide assistance when needed in the area of recruitment.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Prioritize continuous learning through formal HR related training and internal cross training.

PERFORMANCE GOALS:

Major Service Area: Federal and State Employment Law Compliance

Goal: To ensure clear and objective development and administration of policies to ensure compliance with federal and state employment regulations, for the well-being of the City and its coworkers.

Major Service Area: Employee Relations

Goal: To encourage and provide a thorough and streamlined grievance process in order to review issues fairly and expediently

Major Service Area: Recruitment

Goal: To provide strong position descriptions to attract qualified employees in order to fill existing openings to ensure appropriate staffing levels.

Major Service Area: Benefits Administration

Goal: To provide high quality, diverse, and comprehensive benefits to eligible City coworkers.

Major Service Area: Worker's Compensation

Goal: To ensure thorough review and correct processing of related claims.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Objective	FY17 Year-End	FY18 Objective	Benchmark Target
Compliance	# of HR related trainings attended by staff	Workload	new	46	20	137	20	20
Employee Relations	% of grievances resolved at department level	Effectiveness	80%	20%	85%	80%	85%	80%
Recruitment	Average # of days from open-to-fill for full-time job vacancies	Effectiveness	42	68	70	80	70	70
Retention	Turnover Rate	Effectiveness	8.8%	9.4%	10%	11%	10%	10.2%
Safety and Training	# of departments receiving Department of Labor Safety Award	Effectiveness	30	28	26	26	26	26
Safety and Training	% of employees receiving OSHA required annual training courses	Effectiveness	85%	85%	90%	97%	90%	90
Worker's Comp Program	# of worker's comp injuries	Workload	43	85	NA	69	NA	100

BUDGET SUMMARY:

Cost Center #: 4125						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 410,062	\$ 528,697	\$ 855,714	\$ 817,088	\$ 988,486	\$ 988,486
Operations	\$ 168,563	\$ 166,750	\$ 391,500	\$ 363,819	\$ 383,763	\$ 383,763
Debt Service	\$ 64,219	\$ 123,100	\$ 147,169	\$ 147,167	\$ 147,323	\$ 147,323
Cost Allocations	\$ (354,250)	\$ (448,158)	\$ (784,312)	\$ (718,952)	\$ (816,759)	\$ (816,759)
Total Expenditures	\$ 288,594	\$ 370,389	\$ 610,071	\$ 609,122	\$ 702,813	\$ 702,813
% budget change		28%		64%		15%
* as amended						
**as of July 31, 2017						
Authorized FTE	10.00	10.00	11.00	11.00	12.00	12.00

WELLNESS

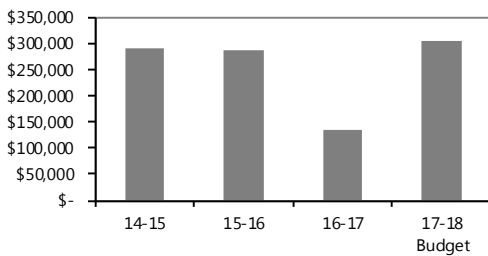
MISSION: To create an environment dedicated to improving the health and wellness of our coworkers by diagnosing and treating illnesses/injuries and providing opportunities for employees to learn the skills they need in order to optimize their health and well-being. The Wellness Center is committed to providing services that are easily accessible and confidential and to consistently provide all customers with professionalism, expertise and high quality customer service in the administration of services.

PROGRAM LOCATOR:

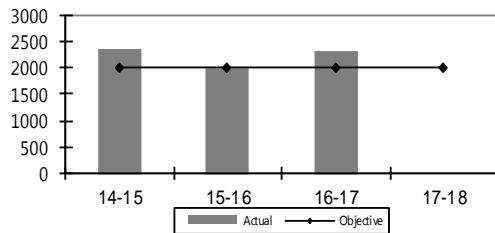
Fund: General Fund
Functional Area: General Government
Department: **Human Resources**
Division: Wellness

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



of Patient Visits



MAJOR SERVICE(S) PROVIDED:

- Illness prevention and risk-reduction counseling
- Treatment of chronic and acute episodic injuries, illnesses and accidents.
- Comprehensive physical examinations for:
 - Annual requirements for positions which require them
 - Pre-Employment for positions which require them
- Immunizations
- Workers Compensation Services
- Drug Testing

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Outstanding Health Risk Assessment execution with on-the-spot health consultation to over 800 employees.
- Oriented 330+ Coworkers to use City Hall and BOC Fitness Centers.
 - Target Heart Rate Education Seminar
 - Core Body Strength Education Seminar
- Offered Concord's first Flu Clinic.
- Hosted Nutrition seminar, Mindfulness seminar, and Time Management Presentation.
- Hosted successful Fall Health & Wellness Fair and Open Enrollment Fair and Informational Sessions.
- On-Site Mobile Mammography Unit Visit for Coworkers.
- Managed 3rd annual Watch Your Steps, Concord walking challenge.
- Formulary Analysis Review to improve customer service and care in progress with Wellness Center Dispensary.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to seek to enhance services offered by contract providers.
- Continue and add additional wellness trainings and seminars.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Develop and promote additional wellness initiatives to engage coworkers and potentially reduce health care costs.
 - Nutrition
 - Weight loss
 - Diabetes management
 - Breast cancer awareness
 - Heart health
 - Cancer prevention
 - Stress management
 - Well man, woman, and child visits

PERFORMANCE GOALS:**Major Service Area: Education**

Goal: To provide information and support for coworkers to change their behaviors and adopt a new wellness lifestyle by educating them regarding unhealthy habits and the benefits of healthy habits – for themselves and their families.

Major Service Area: Customer Service

Goal: To enhance the level of customer service provided to coworkers by proving cost saving alternatives.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Objective	FY17 Year-End	FY18 Objective	Benchmark Target
Education	Number of risk-reduction or patient education programs (i.e., smoking cessation, weight management)	Workload	21	35	15	74	15	20
Health	Number of Patient Visits	Workload	2,348	1,996	2,000	2,327	2,000	2,000

BUDGET SUMMARY:

Cost Center #: 4126	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ 464,149	\$ 428,825	\$ 439,149	\$ 285,767	\$ 488,174	\$ 488,174
Cost Allocations	\$ (173,128)	\$ (141,681)	\$ (163,756)	\$ (150,111)	\$ (181,681)	\$ (181,681)
Total Expenditures	\$ 291,021	\$ 287,144	\$ 275,393	\$ 135,656	\$ 306,493	\$ 306,493
% budget change		-1%		-53%		11%
* as amended						
**as of July 31, 2017						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

FINANCE

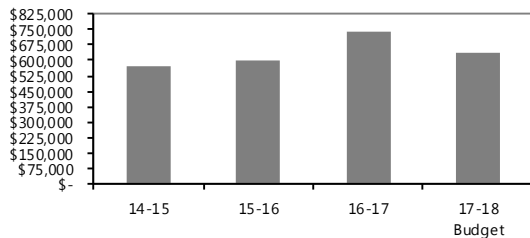
MISSION: The Finance Department exists to provide sound and innovative financial management in the areas of financial record keeping, accounting, payroll, accounts payable, and budgeting to the Mayor and City Council, City Management, City departments, regulatory agencies, vendors and U.S. financial markets with the desire to conduct ourselves according to the highest professional standards of financial planning and reporting.

PROGRAM LOCATOR:

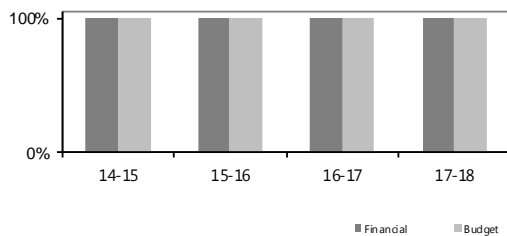
Fund: General Fund
Functional Area: General Government
Department: **Finance**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Receipt of GFOA Certificate of Excellence in Financial Reporting and Distinguished Budget Presentation Award (100% = Yes)



MAJOR SERVICE(S) PROVIDED:

- Accounts Payable Processing
- Payroll Processing
- Accounting & Grants
- Budgeting & Performance Measurement
- Investments and Debt

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Received 15th consecutive Distinguished Budget Presentation Award for the FY2017 budget document and the 28th consecutive Certificate of Achievement in Financial Reporting from GFOA for FY2016.
- Continued to review/revise performance measures.

- Continued to monitor monthly cash balances to keep banking fees at a minimum and earn maximum returns on investments.
- Created an Electronic Records policy to coordinate with record retention compliance.
- Implemented paperless Accounts Payable workflow process and began storing records electronically.
- Upgraded budget software to Questica product.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Increase user-friendliness of forms and procedures.
- Budget staff will explore efforts to better educate citizens on how their tax dollars are used.
- Expand internal audit reviews.
- Continue building on the Cash Flow statement to forecast cash needs and uses, primarily for investing and debt service functions.
- Continue to look for ways to convert more check payments to electronic payment methods in order to further reduce costs.
- Look for ways to increase utilization of functions available in FinancePlus software to streamline and/or improve processes.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Budget Staff uses the NC Benchmarking Project to evaluate/improve departmental performance.
- Accounts Payable staff reviews monthly on-time payment reports to identify problems and causes for late payments.
- Payroll staff reviews monthly payroll accuracy reports. Efforts are made to reduce or eliminate potential for error on future payroll processes.
- Accounting staff regularly reviews Generally Accepted Accounting Principles and procedures to ensure that the City is 100% in compliance with the highest accounting standards.
- Accounting staff continues to search for grant funding.

PERFORMANCE GOALS:

Major Service Area: Accounting & Grants

Goal: To provide accurate financial information in a timely manner to the City Council, department directors, and external agencies in order to comply with local, state, and federal laws, and governmental accounting and regulatory requirements.

Major Service Area: Payroll

Goal: To provide accurate and timely payments to City employees in order to comply with the City's compensation plan.

Major Service Area: Accounts Payable

Goal: To provide accurate and timely issuance of payments to vendors in order to maximize the City's cash flow position.

Major Service Area: Budgeting & Performance Measurement

Goal: To provide timely and accurate budget and performance information to the Mayor and City Council, management, department directors, external agencies, and the general public in order to ensure the effective use of City resources.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Accounting	Receipt of GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes
Accounting	% of journal entries made as corrections	Effectiveness	4.6%	3.6%	<8%	2.27%	<8%	8%
Accounting	% of external reporting deadlines met	Effectiveness	100%	100%	100%	100%	100%	100%
Payroll	Payroll accuracy rate	Effectiveness	99.9%	99.9%	99%	99.6%	99.9%	99%
Accounts Payable	% of vendors paid on-time	Effectiveness	93.6%	94.8%	93%	94.3%	95%	95%
Accounts Payable	% of payments made electronically	Efficiency	48.4%	47.3%	55%	48.2%	55%	55%
Budgeting & Perf. Meas.	Receipt of GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes

BUDGET SUMMARY:

Cost Center #: 4130	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 999,026	\$ 1,007,019	\$ 1,032,458	\$ 1,025,799	\$ 1,040,109	\$ 1,040,109		
Operations	\$ 131,926	\$ 112,621	\$ 120,432	\$ 112,659	\$ 120,262	\$ 120,262		
Capital Outlay	\$ 41,978	\$ -	\$ 151,043	\$ 125,137	\$ -	\$ -		
Debt Service	\$ 108,679	\$ 208,324	\$ 202,358	\$ 202,355	\$ 202,570	\$ 202,570		
Cost Allocations	\$ (706,992)	\$ (731,682)	\$ (790,233)	\$ (724,381)	\$ (728,569)	\$ (728,569)		
Total Expenditures	\$ 574,617	\$ 596,282	\$ 716,058	\$ 741,569	\$ 634,372	\$ 634,372		
% budget change		4%		24%				-11%
* as amended								
**as of July 31, 2017								
Authorized FTE	14.00	13.25	13.00	13.00	13.00	13.00		13.00

TAX

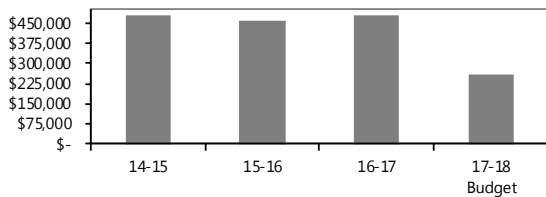
MISSION: The Tax Division exists to provide accurate and timely tax and license billings, processing of payments and enforcement of collections in order to provide the City with the resources for the delivery of quality public services and assist Council in ensuring a fair and equitable tax rate.

PROGRAM LOCATOR:

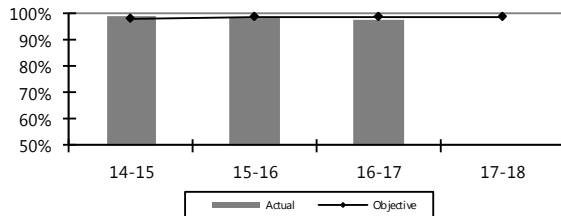
Fund: General Fund
Functional Area: General Government
Department: Finance
Division: Tax

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Taxes Collected



MAJOR SERVICE(S) PROVIDED:

- Bill and Collect Beer/Wine License Tax
- Bill and Collect Vehicle Rental Tax
- Bill and Collect Heavy Equipment Tax
- Cemetery Record maintenance

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- FY17 Property Tax Collection Rate 97.5% as of April 30, 2017.
- Continued collection of Beer & Wine Licenses
- Reduced customer wait times by cross training other coworkers on property tax payments

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Moving Tax Operations to Cabarrus County effective July 1st as a cost savings initiative.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Complete the conversion of Oakwood Cemetery records to electronic form.
- Train additional coworkers on Beer & Wine license process and cemetery transactions.

PERFORMANCE GOALS:**Major Service Area: Billing and Processing of Tax Bills**

Goal: To provide timely distribution of tax bills to property owners, which in turn will enable and encourage the property owners to pay their bills early. Employ all lawful means to collect all taxes due the City in accordance with North Carolina Laws.

Goal: To provide low cost Tax Division services in order to maximize use of resources required to service the City's taxpayers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Billing & Processing of Tax Bills	Cost per taxpayer bill serviced*	Efficiency	\$14.05	\$12.10	\$9.50	\$12.06	NA	NA
Billing & Processing of Tax Bills	% of taxes collected	Effectiveness	99.35%	98.5%	99%	97.87%	NA	NA

* Calculation based on tax year, not fiscal year (ex. 2017 fiscal year uses 2016 tax year data.)

BUDGET SUMMARY:

Cost Center #: 4140	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 241,158	\$ 196,056	\$ 209,526	\$ 203,749	\$ 50,808	\$ 50,808		
Operations	\$ 216,898	\$ 232,186	\$ 207,726	\$ 236,762	\$ 177,116	\$ 177,116		
Debt Service	\$ 11,527	\$ 22,095	\$ 21,462	\$ 21,462	\$ 21,485	\$ 21,485		
Cost Allocations	\$ 7,223	\$ 10,045	\$ 16,540	\$ 15,162	\$ 12,316	\$ 12,316		
Total Expenditures	\$ 476,806	\$ 460,382	\$ 455,254	\$ 477,135	\$ 261,725	\$ 261,725		
% budget change		-3%		4%				-43%
* as amended								
**as of July 31, 2017								
Authorized FTE	3.50	3.50	3.50	3.50	0.75	0.75		

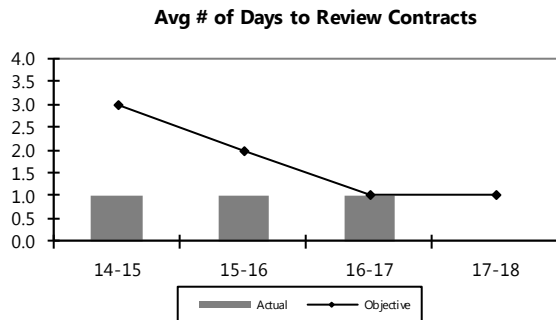
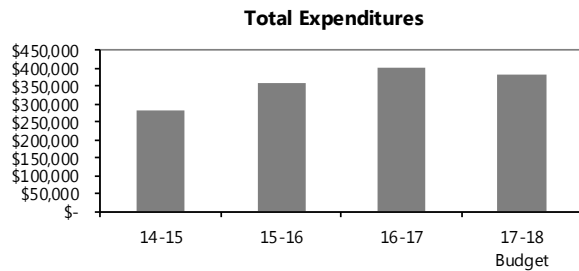
LEGAL

MISSION: The Legal Department exists to provide efficient and effective in-house legal counsel to all City departments, the City Manager's Office, the Mayor, City Council, Planning and Zoning Commission, Zoning Board of Adjustment, and the Historic Commission with the desire to reduce the City's potential liabilities and damages.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **Legal**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Real Property- Research and acquire real property; handle disposition of surplus properties.
- Contracts- Research and write contracts, deeds, leases, releases and other legal documents; review and certify as to form and legal acceptability of contracts prepared by others.
- Debt Collection- Institute legal proceedings and file claims with courts to collect monies due the City for taxes, utilities, fees, etc.
- Litigation- Research and prepare documents necessary for the defense of lawsuits against the City or its employees brought against them for conduct while in the line of duty.
- City Code/Ordinances- Research and draft new ordinances and changes to City Code.
- Education- Review legal periodicals and recent court decisions and advise City Management and staff of legal implications and potential impact on policies and procedures. Train staff and elected officials in proper legal procedures and changing laws.
- Advise Policy Makers- Provide legal counsel to Policy

Makers, City Council, City Manager, Department Heads, City staff, Historic Preservation Commission, Planning & Zoning Commission, and Zoning Board of Adjustment.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Planning & Zoning matters - BV Belk law suit is on appeal; Walton Development; Barefoot Oil.
- Greenway acquisitions, including 3 Mile Branch Greenway and Hector H. Henry II Greenway.
- Economic Development – Hotel Concord; SunCap; 4540 Fortune Ave.; 1000 Derita Road, LLC; iTek Graphics; Flyright; iFly and significant research related to other EDI proposals.
- Contracts, including: Liberty Mutual take over for the Albemarle Water Line construction completion; Tower attachment for Cricket Wireless; Golf Course-multiple; Rotary Shelter at Dorton Park; Time Warner Pole attachment
- Research/assembling of responses to about 28 subpoenas and 24 public records requests.
- Approximately 232 title searches for code enforcement, subdivision and utility projects; negotiated and acquired approximately 106 properties for City utilities and infrastructures.
- Represented City in litigation matters, including code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts and bankruptcies.
- Reviewed approximately 471 contracts in an average of 1.2 days.
- Title project for Barber-Scotia property.
- Property acquisition for northeast subset sidewalks.
- Over \$31,000.00 in payments collected from responsible insurance companies for damaged City property.
- Initiated Property Divestment Program. Approximately 10 properties were sold in the first 7 months of the program.

FY 2017-18 MAJOR BUDGET CHANGES/NEW REQUESTS/

FOCUS AREAS

- Stricker Branch & Logan Community storm water projects.
- Assemble heirs' property and city owned property data base.
- Sidewalks along Arbor Street, Palaside Drive, Miramar Street and Burrage Road.

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE

- Staff to attend continuing education classes.
- Keep City staff, elected officials, and appointed officers informed & trained on legal procedures & changing laws.
- Efficient review of contracts in a timely manner.
- Cross-train staff for efficiency when absences occur.
- Scan historic documents for general use.
- Updating CDO and COD to conform with changes in GIS to shorten and make more user-friendly.

PERFORMANCE GOALS:

Major Service Area: Sound Legal Representation

Goal: To provide sound legal representation to the Mayor, City Council, and City Management in order to resolve all legal issues and obtain outcomes in the City's favor.

Major Service Area: Real Property

Goal: To check ownership and liens on all titles for acquisition, litigation and code enforcement purposes in order to ensure that the City obtains clear property titles, and in order to name the proper parties in litigation and code enforcement actions.

Major Service Area: Contracts

Goal: To efficiently review, amend, and execute contracts in order to ensure that the City's interests are properly addressed and that goods and services are procured in a timely manner.

Major Service Area: Debt Collection

Goal: To collect as many past-due accounts as possible in order to ensure fundamental fairness to the taxpayers.

Major Service Area: City Code

Goal: To have a modern, correct, clear, and legally defensible City code in order to protect the City's interests and provide proper guidance on the legalities of City services.

Major Service Area: Education

Goal: To train staff, elected officials, and appointed officers in proper legal procedures and changing laws in order to reduce and or eliminate potential liability and to ensure compliance with all applicable local, state, and federal laws and regulations.

Major Service Area: Advise Policy Makers

Goal: To provide legal counseling to Council, Historic Properties Commission, Zoning Board of Adjustment, and Planning & Zoning Commission in order to make informed policies while reducing potential liabilities.

Goal: To provide legal advice and support to the City Manager, department heads and staff in order to comply with all applicable laws, reduce liabilities, enforce the City's ordinances and promote orderly growth and development of the City.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj	FY17 Year-End	FY18 Obj.	Benchmark Target
Real Property	# of title searches	Workload	193	174	152	232	200	N/A
Contracts	Avg. days turnaround time to review written contracts	Effectiveness	1	1	2	1	1	3
Education	% of state mandated training completed by Attorneys & staff	Effectiveness	100%	100%	100%	100%	100%	100%
Education	Create, maintain, & update a bank of legal bulletins on the City's intranet	Effectiveness	Yes	Yes	Yes	Yes	Yes	Yes

BUDGET SUMMARY:

Cost Center #: 4150	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual	Actual	Council	Actual	Manager	Council		
	Expenditures	Expenditures	Approved*	Expenditures**	Recommended	Approved		
Personnel Services	\$ 477,104	\$ 540,333	\$ 566,004	\$ 557,927	\$ 574,946	\$ 574,946		
Operations	\$ 83,456	\$ 114,999	\$ 159,443	\$ 122,770	\$ 129,861	\$ 129,861		
Debt Service	\$ 67,513	\$ 129,413	\$ 125,708	\$ 125,706	\$ 125,840	\$ 125,840		
Cost Allocations	\$ (345,667)	\$ (427,939)	\$ (440,950)	\$ (404,204)	\$ (447,529)	\$ (447,529)		
Total Expenditures	\$ 282,406	\$ 356,806	\$ 410,205	\$ 402,199	\$ 383,118	\$ 383,118		
% budget change		26%		13%	-7%	-7%		
* as amended								
**as of July 31, 2017								
	5.00	6.00	6.00	6.00	6.00	6.00	6.00	

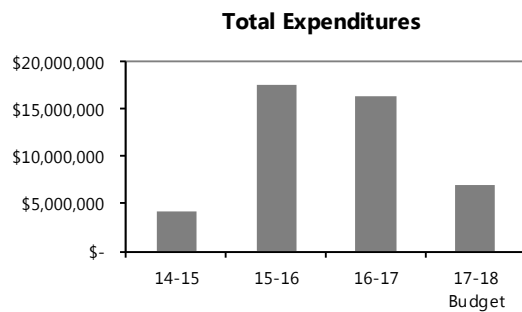
NON-DEPARTMENTAL

MISSION: The Non-departmental budget unit includes expenses which are unable to or not required to be assigned to a specific City department.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: General Government
Department: **Non-Departmental**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- N/A

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Fund needed repairs and maintenance for City facilities in preparation for planned sale or reuse.
- Resume funding for Cabarrus Health Alliance Mosquito Control Program.

FY 2017-18 MAJOR BUDGET CHANGES/NEW

REQUESTS/FOCUS AREAS

- Continue Concord Express contract with CATS for 80x bus (funding transferred to Transit). Options will be explored for providing service once the CATS Blue Line opens next year.
- Continue maintenance of 26 Union Street, 30 Market Street, and the City Hall Annex in preparation for eventual sale.
- Addition of video conferencing for large training room in City Hall.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- N/A

PERFORMANCE GOALS:

- N/A

PERFORMANCE SUMMARY:

- N

Cost Center #: 4190						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 500,000
Operations	\$ 1,154,928	\$ 1,286,396	\$ 1,843,745	\$ 1,400,920	\$ 2,041,215	\$ 2,041,215
Capital Outlay	\$ 109,441	\$ -	\$ 5,195	\$ 4,685	\$ -	\$ -
Debt Service	\$ -	\$ 859,518	\$ 234,438	\$ 234,428	\$ 223,960	\$ 223,960
Grant Expenditures	\$ -	\$ -	\$ 191,928	\$ 94,545	\$ -	\$ -
Cost Allocations	\$ 754,246	\$ 944,114	\$ 1,084,999	\$ 994,583	\$ 1,177,907	\$ 1,177,907
Contingency	\$ -	\$ -	\$ 7,655	\$ -	\$ 343,262	\$ 343,262
Transfers	\$ 2,229,503	\$ 14,540,357	\$ 14,587,134	\$ 13,598,677	\$ 2,628,089	\$ 2,628,089
Total Expenditures	\$ 4,248,118	\$ 17,630,385	\$ 18,455,094	\$ 16,327,838	\$ 6,914,433	\$ 6,914,433
% budget change		315%		-7%		-63%
* as amended						
**as of July 31, 2017						

PUBLIC SAFETY

OVERVIEW: Public Safety serves as the safety and protection function, providing assistance to all City residents with life and property protection. Public Safety is comprised of Police, Code Enforcement, Emergency Communications, Radio Shop, Fire, Fire Prevention, Fire Training, and Emergency Management.

BUDGET UNITS:

Police: The Police Department is responsible for the safety of citizens and charged with enforcing federal, state, and local laws. Additional information regarding the Police Department or Code Enforcement may be obtained by contacting Gary Gacek, Chief of Police, at (704) 920-5007 or via email at gacekg@concordnc.gov.

Code Enforcement: The Code Enforcement Unit is responsible for enhancing the quality of life in our neighborhoods through the enforcement of minimum housing and zoning ordinances.

Emergency Communications: The Emergency Communications Department operates the City's Emergency 911 Public Safety Answering Point and dispatches police, fire, and other City departments. Additional information regarding the Emergency Communications Department or the Radio Shop may be obtained by contacting Vicki Callicut, Director of Emergency Communications, at (704) 920-5590 or via email at calliv@concordnc.gov.

Radio Shop: The Radio Shop provides installation and maintenance of communications equipment for Concord, Kannapolis, and Cabarrus County governmental departments. It also provides maintenance of the telephone systems and other electronic equipment.

Fire: Fire is responsible for modern fire and rescue services as well as medical assistance response to the customers and shareholders of the City of Concord. Additional information regarding the Fire Operations, Prevention, or Training Divisions may be obtained by contacting Ray Allen, Fire Chief, at (704) 920-5536 or via email at allenr@concordnc.gov.

Fire Prevention: The Fire Prevention Division provides fire code enforcement and Investigations for the Citizens of and businesses within the City of Concord.

Fire Training: The Fire Training Division provides a full range of personnel development for the Department.

Emergency Management: The Emergency Management Division provides planning and coordination for natural and manmade emergencies or disasters for the citizens of the City of Concord. Additional information regarding Emergency Management may be obtained by contacting Jim Sells, Emergency Management Coordinator, at (704) 920-5528 or via email at sellsj@concordnc.gov.

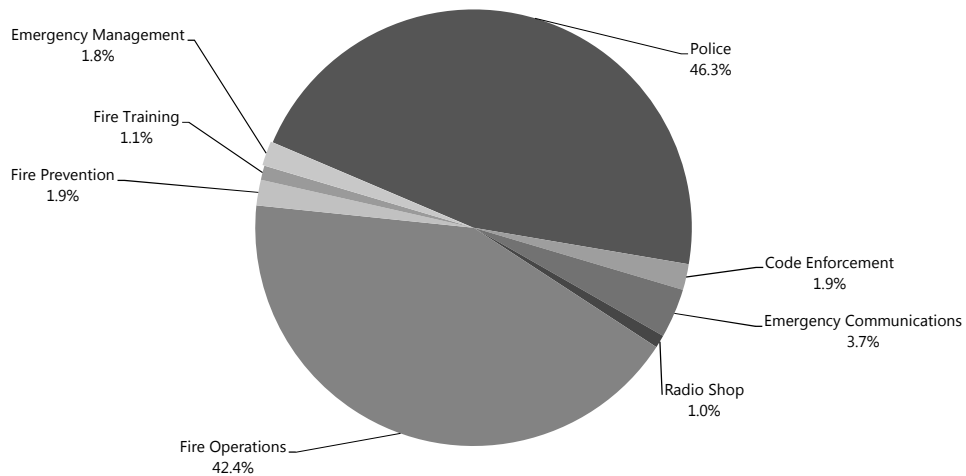
Public Safety Expenditures

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Budget Unit (General Fund)						
Police	\$ 18,392,473	\$ 18,006,926	\$ 21,135,797	\$ 20,270,700	\$ 20,552,822	\$ 20,552,822
Code Enforcement	\$ 596,410	\$ 623,231	\$ 813,018	\$ 727,562	\$ 843,401	\$ 843,401
Emergency Communications	\$ 1,297,515	\$ 1,344,598	\$ 1,473,479	\$ 1,422,380	\$ 1,627,193	\$ 1,627,193
Radio Shop	\$ 352,371	\$ 346,850	\$ 452,159	\$ 395,259	\$ 428,625	\$ 428,625
Fire Operations	\$ 15,764,380	\$ 16,893,411	\$ 18,380,154	\$ 17,705,901	\$ 18,832,892	\$ 18,832,892
Fire Prevention	\$ 638,521	\$ 707,952	\$ 975,276	\$ 945,180	\$ 842,379	\$ 842,379
Fire Training	\$ 313,586	\$ 349,670	\$ 481,195	\$ 428,794	\$ 466,644	\$ 466,644
Emergency Management	\$ 124,137	\$ 133,484	\$ 293,573	\$ 230,141	\$ 800,238	\$ 800,238
Total Expenditures	\$ 37,479,393	\$ 38,406,122	\$ 44,004,651	\$ 42,125,917	\$ 44,394,194	\$ 44,394,194
% budget change		2%		10%		1%

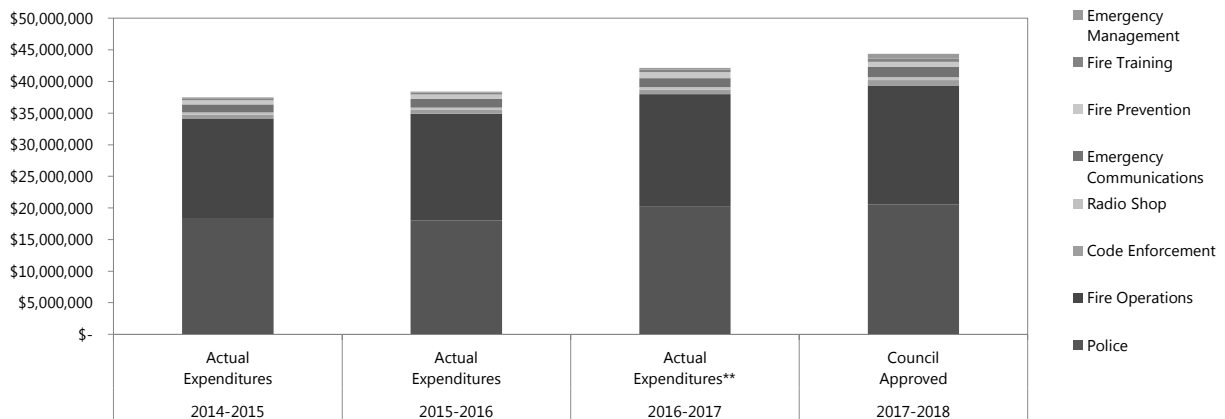
* as amended

** as of July 31, 2017

**FY 17-18 Public Safety Expenditures
(by Budget Unit)**



Public Safety Expenditure Trend



POLICE

MISSION:

In partnership with the community, we will reduce the levels of crime, fear, and disorder through evidence-based community policing strategies. We embrace transparency and accountability, provide exceptional service, and are committed to a culture of excellence.

VISION STATEMENT:

A community where citizens and police work together, in harmony, to achieve the highest standards of public safety.

CORE VALUES:

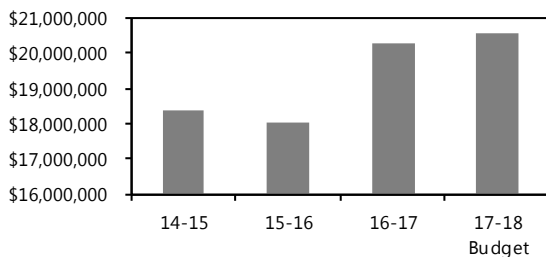
Competence / Courage / Integrity/ Leadership/ Respect / Restraint

PROGRAM LOCATOR:

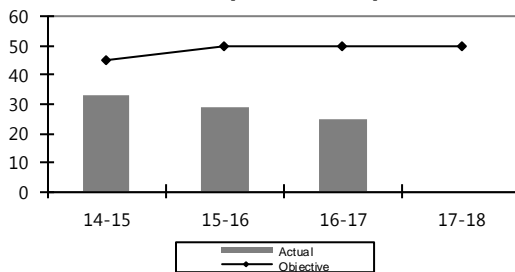
Fund: General Fund
 Functional Area: Public Safety
 Department: Police
 Division: **Police**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Part I Crimes per 1,000 Population



MAJOR SERVICE(S) PROVIDED:

- Evidence-based community policing
 - Geographically assigned patrol
 - Criminal and forensic investigations
 - Community outreach and education
 - Airport security and customer service
 - Tactical and strategic planning
 - Community engagement

FY2016-17 MAJOR ACCOMPLISHMENTS:

- Organizational restructuring.
- New Vision and Mission statements.
- Developed a values-based Code of Conduct.
- Completed citywide body camera program.
- Staffed Airport Unit at Concord Regional Airport.
- De-escalation training.
- Neighborhood bicycle & foot patrol program.
- Provided DARE education to 5th & 7th grade.
- Domestic Violence Intimate Partner Initiative.
- Marked SUV and sedan re-design.

FY 2017-18 MAJOR BUDGET CHANGES / CHANGE

REQUESTS / FOCUS AREAS:

- Improve and enhance coworker wellness/fitness.
- Equipped and trained (16) additional officers to perform neighborhood bicycle patrols.
- Continuation of foot patrol.
- Continue to assess effectiveness of a permanent shift schedule.
- Implement a Narcan program to reverse opioid overdoses.
- Create a Street Crimes Unit to support patrol operations and enhance our proactive policing initiatives.
- Reduce staff costs for speedway events.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Develop a Youth Police Academy to strengthen police and youth relationships.
- RMS Applicant Tracking Module to improve the hiring process.
- RMS Field Training Module to improve the field training program.
- Expanded patrol crime scene technician program.
- Use of video conferencing solution to enhance communications and information sharing during roll calls.
- Utilization of data performance indicators at the city, district, and team levels.
- Evidence-based community policing philosophy continues with emphasis on community partnerships, problem-solving, transparency and accountability, and customer service.
- Expanding training beyond the classroom environment to provide staff with more relevant hands-on experience.

PERFORMANCE GOALS:**Major Service Area: Evidence-based community policing services**

Goal: To achieve the highest standards of public safety. The Concord Police Department seeks to reduce the levels of crime, fear, and disorder through evidence-based community policing strategies.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
COP	Number of dispatched calls per officer	Workload	554	688	<600	404	< 600	570
COP	Number of incoming calls per 1,000 population	Workload	1,211	1,200	<1,800	1,222	<2,500	<2,500
COP	Average monthly staffing level	Workload	96%	95%	99%	90%	99%	99%
COP	Part I crimes per 1,000 population	Effectiveness	33	29	55	25	55	55
COP	% of Part I cleared of those reported*	Effectiveness	55%	73%	60%	81%	40%	40%
COP	Number of crashes at top five intersections	Effectiveness	160	177	150	183	< 150	< 150
COP	Average response time to high-priority calls in minutes	Effectiveness	5	5.09	5	5.34	5	5.1
COP	% of required neighborhood meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%
COP	Bicycle Patrol Hours	Workload	New	642	NA	3,354	3,394	NA
COP	Foot Patrol Hours	Workload	New	865	NA	11,477	6,530	NA

* Method of determining "clearance rate" was adjusted in 2017 to match peer benchmarking cities

BUDGET SUMMARY:

Cost Center #: 4310	2014-2015		2015-2016		2016-2017		2016-2017		2017-2018		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved						
Personnel Services	\$ 13,390,904	\$ 13,013,469	\$ 14,018,542	\$ 13,731,622	\$ 14,641,452	\$ 14,641,452						
Operations	\$ 2,682,086	\$ 2,647,790	\$ 3,963,246	\$ 3,519,189	\$ 3,370,305	\$ 3,370,305						
Capital Outlay	\$ 572,903	\$ 751,258	\$ 1,330,728	\$ 1,308,118	\$ 717,989	\$ 717,989						
Debt Service	\$ 1,123,227	\$ 914,641	\$ 919,913	\$ 919,908	\$ 892,395	\$ 892,395						
Grant Expenditures	\$ 9,329	\$ -	\$ 39,518	\$ -	\$ -	\$ -						
Cost Allocations	\$ 614,024	\$ 679,768	\$ 863,850	\$ 791,863	\$ 930,681	\$ 930,681						
Total Expenditures	\$ 18,392,473	\$ 18,006,926	\$ 21,135,797	\$ 20,270,700	\$ 20,552,822	\$ 20,552,822						
% budget change		-2%		13%		-3%						
* amended												
** as of July 31, 2017												
Authorized FTE	191.25	191.25	202.25	202.25	204.00	204.00						

CODE ENFORCEMENT

MISSION:

In partnership with the community, we will reduce the levels of crime, fear, and disorder through evidence-based community policing strategies. We embrace transparency and accountability, provide exceptional service, and are committed to a culture of excellence.

VISION STATEMENT:

A community where citizens and police work together, in harmony, to achieve the highest standards of public safety.

CORE VALUES:

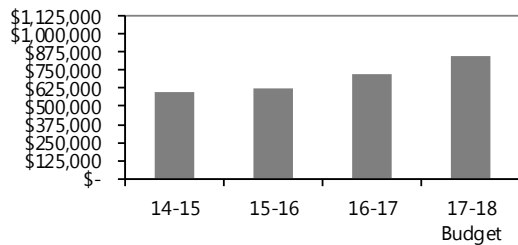
Competence / Courage / Integrity/ Leadership/ Respect / Restraint

PROGRAM LOCATOR:

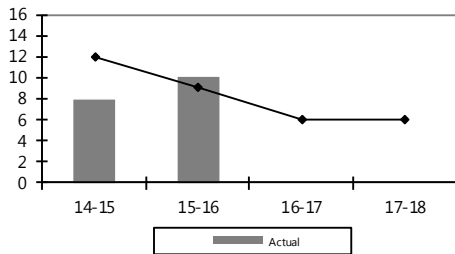
Fund: General Fund
Functional Area: Public Safety
Department: Police
Division: **Code Enforcement**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



of Neighborhood Sweeps



MAJOR SERVICE(S) PROVIDED:

- Enforcement of codes related to disorder issues.
- Enforcement of established zoning codes.
- Enforcement of minimum housing codes.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Demolition of 4 Substandard Structures.
- Completed a 6 month Targeted Enforcement project in the Gibson Village Neighborhood.
- Working with Planning Department to implement, educate the public and start enforcement of the new Sign Standards.
- Completed transition to Accela Software.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Officers will continue to participate in educating the public and the enforcement of the new sign ordinance standards.
- Code Enforcement will focus on the division's statistics to direct where an emphasis of enforcement is needed the most and use targeted enforcement in those areas.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continued improvement for the division in consistency and efficiency of daily operations, while being able to track stats and work trends.
- Review Code Enforcement processes to continue improvement or determine if they are as efficient and effective as allowed by law.
- Use statistics and Code Officers' knowledge of neighborhoods to determine areas that need more emphasis from enforcement to combat the fear of crime and be more efficient with our resources.

PERFORMANCE GOALS:

Major Service Area: Code Enforcement

Goal: To provide citizens comprehensive and consistent enforcement of zoning and City code regulations to improve neighborhood appearance, quality of life, and reduce the fear of crime.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj	FY17 Year-End	FY18 Obj.	Benchmark Target
Code Enforcement	# of targeted enforcement assignments by Code Enforcement	Workload	4	10	9	Pending	9	9
Code Enforcement	Avg # of cases per Code Enforcement Officer per year	Workload	New for FY17	New for FY17	315	Pending	340	340
Code Enforcement	Avg # of new cases per day per officer	Workload	New for FY17	New for FY17	2	Pending	2.5	2.5
Code Enforcement	% of substandard housing violations resolved within 90 days	Effectiveness	58%	39%	55%	Pending	45%	55%

BUDGET SUMMARY:

Cost Center #: 4312	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 489,200	\$ 504,508	\$ 560,527	\$ 559,631	\$ 616,215	\$ 616,215
Operations	\$ 107,210	\$ 118,304	\$ 224,491	\$ 142,899	\$ 227,186	\$ 227,186
Capital Outlay	\$ -	\$ -	\$ 28,000	\$ 25,032	\$ -	\$ -
Cost Allocation	\$ -	\$ 419	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 596,410	\$ 623,231	\$ 813,018	\$ 727,562	\$ 843,401	\$ 843,401
% budget change		4%		17%		4%
* as amended						
** as of July 31, 2017						
Authorized FTE	7.00	7.00	8.00	8.00	8.00	8.00

EMERGENCY COMMUNICATIONS

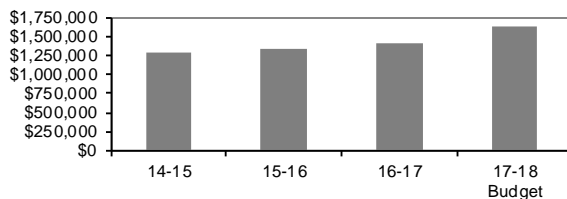
MISSION: The Emergency Communications Department exists to provide, through partnerships with other departments, a high level of customer service to citizens in their time of need by quick and efficient handling of calls and providing information to responding departments.

PROGRAM LOCATOR:

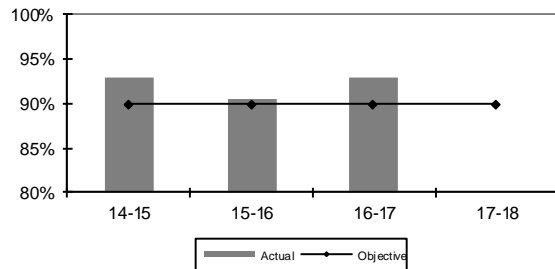
Fund: General Fund
Functional Area: Public Safety
Department: **Emergency Communications**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Emergency Calls Dispatched within 60 Seconds



MAJOR SERVICE(S) PROVIDED:

- Call-taking
- Dispatching

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Reclassification of two additional internal positions to Senior Telecommunicator.
- Filled Administrative Assistant position to assist with clerical workload and to begin implementing in-house transfer of Alarm Administration.
- Building and technology improvements within Communications Center for increased efficiency.
- Comprehensive review and updates made to Standard Operating Guidelines to ensure best practices were in place.
- Replaced aging 24/7 ergoCentric seating within Communication Center.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS

/ FOCUS AREAS:

- Addition of two full-time telecommunicators to accommodate trending increases with incoming call volumes and the associated field response from police, fire, and/or after-hours utilities.
- Replacement of recording servers for operating system upgrade and service enhancements.
- Replace aging carpet within Communications Center.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continuing to monitor and analyze fire dispatch practices to enhance response times and provide a higher level of customer service to responders.
- Working closely with Police on changing response procedures and assisting with the transition as new divisions within the department are implemented.
- Continue making improvements within alarm database and billing to assist with false alarm reduction.
- Working closely with both City and County GIS to enhance AVL responses.

PERFORMANCE GOALS:**Major Service Area: Call-taking**

Goal: To provide timely call-taking to the residents of Concord in order to reduce call building time and ensure the prompt responses to inquiries and requests for service.

Major Service Area: Dispatching

Goal: To provide the closest resources available to all emergency situations by tracking all personnel activity in order to reduce response time.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Call-taking	Avg. # of seconds from ring to answer	Effectiveness	4	4	<5	4.39	< 5	< 5
Call-taking	% of initial call-taking entry for emergency calls within 30 seconds	Effectiveness	94.7%	93.7%	>90%	95.5%	> 90%	> 90%
Call-taking	Avg. # of calls answered per Telecommunicator	Workload	4,690	4,769	<8,000	4,974	< 8,000	< 8,000
Call-taking	Avg. # of calls dispatched per Telecommunicator	Workload	New for FY17	New for FY17	<8,000	6,817	< 8,000	<8,000
Dispatching	% of emergency calls dispatched within 60 seconds	Effectiveness	92.8%	90.6%	>90%	92.89%	> 90%	> 90%
Dispatching	Cost per call answered	Efficiency	Unavailable	Unavailable	<\$12	\$13.30	< \$12	< \$12

BUDGET SUMMARY:

Cost Center #: 4315	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 1,187,108	\$ 1,151,267	\$ 1,282,848	\$ 1,270,088	\$ 1,436,405	\$ 1,436,405
Operations	\$ 96,719	\$ 113,975	\$ 147,234	\$ 119,178	\$ 145,015	\$ 145,015
Capital Outlay	\$ -	\$ 45,834	\$ 7,273	\$ -	\$ -	\$ -
Grant Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 13,688	\$ 33,522	\$ 36,124	\$ 33,114	\$ 45,773	\$ 45,773
Total Expenditures	\$ 1,297,515	\$ 1,344,598	\$ 1,473,479	\$ 1,422,380	\$ 1,627,193	\$ 1,627,193
% budget change		4%		6%		10%
* as amended						
** as of July 31, 2017						
Authorized FTE	22.50	22.50	23.50	23.50	25.50	22.50

RADIO SHOP

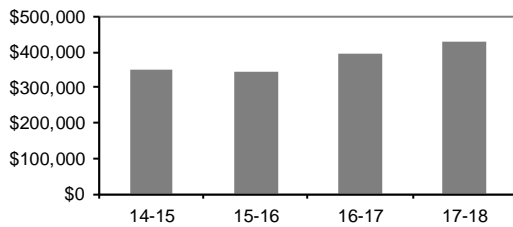
MISSION: The Radio Shop exists to provide, through partnership with other governmental entities and departments, reliable and cost effective maintenance to the communications infrastructure that links our citizens, employees and services together.

PROGRAM LOCATOR:

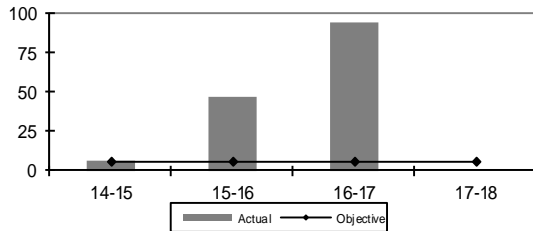
Fund: General Fund
Functional Area: Public Safety
Department: **Radio Shop**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Total Annual Telephone System Downtime (in minutes)



MAJOR SERVICE(S) PROVIDED:

- Telephone System
- Radio System
- Vehicle Electronics/Lighting

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed data/telephone installations for new terminal building at Concord Regional Airport.
- Completed data wiring at Police Headquarters for new camera systems, door access control systems and implemented wireless within training rooms.
- Installation of 40 police vehicles to include emergency lighting, radio, partitions, MCT and in car camera installations as well as 20 non-public safety lighting installations.
- Completed data/telephone installations within several city facilities to include Hartsell Recreation

Center and Transit renovations as well Training Room #4 at Fire Station #3 to accommodate the move of the Joint Operations Center.

- Installation of 60 gallon fuel storage tank at Erwin St Tower to ensure generator will remain operational for 24 hour periods.
- LED Lighting replacement for Radio Shop for increased efficiency.
- Structural modifications to Radio Tower at Fire Station #3.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Relocation of Weddington Rd Tower.
- Fiber connectivity to Mt. Pleasant Tower to facilitate Ethernet backhaul.
- Addition of part time Communications Technician to increase customer service and efficiency.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Streamline ordering of anticipated emergency lighting for non-public safety vehicle installations prior to need arising.
- Annual tuning of radios to identify deficiencies and reduce down time of equipment.
- Continued migration of users within the Brown Operations Center to 3rd Mitel controller to mitigate loss of service and assist with continuity of operations in the event of fiber damage.
- Continued analysis of connectivity within City facilities to increase efficiency while reducing dependency and fiscal obligations to outside telecommunications vendors.
- Working closely with internal public safety departments to analyze technology requirements prior to purchase and installation to ensure compatibility with existing equipment while implementing changes that meet both current and future needs.

PERFORMANCE GOALS:

Major Service Area: Telephone System

Goal: To provide timely and preventative maintenance service to the City's telephone and voice mail systems in order to minimize down time or disruption to users.

Major Service Area: Radio System

Goal: To oversee preventative maintenance service to the countywide radio system and microwave backbone in order to minimize down time or disruption to users.

Major Service Area: Vehicle Systems

Goal: To provide timely installations of radios, emergency lighting, decals and other related equipment in the City fleet in order to have new vehicles ready to provide service to citizens.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Radio System	#of field radios maintained	Workload	900	910	N/A	932	956	N/A
Telephone System	Total annual telephone system downtime (in minutes)	Effectiveness	6	47	<5	94	<5	<5
Vehicle Systems	% of installations within the last 3 months not needing corrections or repairs	Effectiveness	89%	100%	>95%	98%	>95%	>95%
Radio Systems	% of field radios receiving annual preventative maintenance	Effectiveness	NA	91%	90%	42%	>90%	>90%
Vehicle Systems	# of Vehicle Installations	Workload	NA	41	NA	62	NA	NA

Note: Beginning in FY16, radio system maintenance has been contracted out to the City of Charlotte.

BUDGET SUMMARY:

Cost Center # 4330	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 165,249	\$ 211,954	\$ 207,458	\$ 180,470	\$ 243,375	\$ 243,375
Operations	\$ 98,716	\$ 72,356	\$ 181,801	\$ 151,861	\$ 94,232	\$ 94,232
Capital Outlay	\$ 23,430	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
Debt Service	\$ 64,976	\$ 62,540	\$ 62,900	\$ 62,928	\$ 61,018	\$ 61,018
Total Expenditures	\$ 352,371	\$ 346,850	\$ 452,159	\$ 395,259	\$ 428,625	\$ 428,625
% budget change		-2%		14%		-5%
* as amended						
** as of July 31, 2017						
Authorized FTE	3.50	3.50	3.50	3.50	4.10	4.10

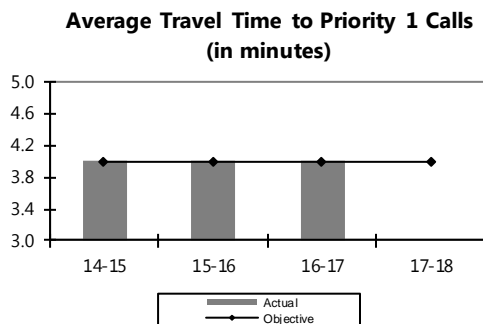
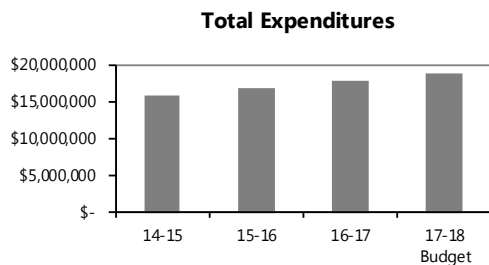
FIRE

MISSION: The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical care, life safety education, fire inspections, code enforcement, fire investigations, hazardous materials response, and specialized rescue while maintaining a high level of training and personnel development.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Public Safety
Department: Fire
Division: **Fire**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Fire, Rescue and Medical Assistance Response
- Special Operations
 - o Hazardous Materials
 - o Urban Search and Rescue
 - o Aircraft Rescue-Firefighting Protection

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued to assess needs and plan for additional fire services in the western and southern growth areas.
- Continued to work on operational and capital needs to comply with the National Fire Protection Association Standard 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by a Career Fire Department.
- Concrete work completed at Fire Station 11.
- Staffing increased to 3 per shift at Concord Regional Airport.
- Vehicle exhaust removal system installed at Fire Station 9.
- New roof installed at Fire Station 3.
- Ladder 7 replacement arrival in March 2017.
- Community CPR classes at no or minimal charge.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Increased staffing on Engine companies that respond in the outer edges of the city.
- Begin Engineer and Design work for Station 10 located at Poplar Tent Rd and Harris Rd.
- Continue to evaluate and improve the AVL dispatch which will reduce response times.
- Complete the install of vehicle exhaust system at Fire Station 7. All stations will have the system once Fire Station 7 is complete.
- Internal evaluation of ISO and requesting an inspection with the possibility of moving to a ISO Class 1.
- Evaluate the cost of resurfacing the training grounds parking lot at Fire Station 3.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Review of Redeployment Plan (this plan provides a roadmap for distribution of fire companies in the future).
- More emphasis on accountability at all levels of the Department.
- Submit for approval a new comprehensive Departmental Career Development plan.
- Expand automatic aid policies with other local departments to provide the quickest response possible.
- Provide enhanced leadership skills training, specifically designed for the fire service, using a third party vendor, Grow Your Captains.

PERFORMANCE GOALS:

Major Service Area: Fire, Rescue & Medical Assistance Response

Goal: To provide effective and timely response to fire/rescue/medical assistance incidents within the City in order to minimize loss of life and destruction of personal property.

Major Service Area: Special Operations

Goal: To provide effective response to escalated hazards resulting from Hazardous Material releases, Collapse/Trench rescues and other specialized response incidents in order to minimize loss of life, destruction of personal property, and harm to the environment.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY14 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Fire	Percentage of fires confined to area(s) involved on arrival	Effectiveness	84%	92.5%	85%	89%	85%	90%
Fire	Transmit an "all clear" within 10 minutes	Effectiveness	87%	96.4%	80%	94%	80%	90%
Fire	Transmittal of "under control" within 15 minutes	Effectiveness	97.5%	96.9%	90%	94%	90%	90%
Fire / Special Operations	Average travel time to priority 1 calls (in minutes)	Effectiveness	4	4	<4	4	<4	<4
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (supp.)	Effectiveness	86.7%	85%	85%	80%	85%	90%
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (EMS)	Effectiveness	83%	76.8%	85%	81%	85%	90%
Fire / Special Operations	Percentage for full assignment arrival within 8 minutes	Effectiveness	86%	94%	85%	35%	85%	95%
Fire / Special Operations	Percentage of turnouts of less than 60 seconds (7:00am – 9:59pm) (0700-2200)	Effectiveness	90%	87.7%	90%	87.1%	90%	90%
Fire / Special Operations	Percentage of turnouts of less than 90 seconds (10:00pm – 6:59am) (2201-0659)	Effectiveness	87.6%	89.2%	90%	87.1%	90%	90%

BUDGET SUMMARY:

Cost Center #: 4340	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 11,969,837	\$ 11,874,206	\$ 12,482,624	\$ 12,407,931	\$ 13,009,767	\$ 13,009,767
Operations	\$ 1,868,680	\$ 2,397,142	\$ 2,663,324	\$ 2,338,459	\$ 2,478,219	\$ 2,478,219
Capital Outlay	\$ 732,314	\$ 1,087,775	\$ 1,644,303	\$ 1,452,159	\$ 1,390,831	\$ 1,390,831
Debt Service	\$ 640,302	\$ 617,635	\$ 404,659	\$ 404,901	\$ 576,145	\$ 576,145
Cost Allocations	\$ 530,644	\$ 788,368	\$ 993,431	\$ 910,644	\$ 1,008,009	\$ 1,008,009
Transfers	\$ 22,603	\$ 128,285	\$ 191,813	\$ 191,807	\$ 369,921	\$ 369,921
Total Expenditures	\$ 15,764,380	\$ 16,893,411	\$ 18,380,154	\$ 17,705,901	\$ 18,832,892	\$ 18,832,892
% budget change		7%		5%		2%
* as amended						
** as of July 31, 2017						
Authorized FTE	181.00	181.00	187.00	187.00	194.00	194.00

FIRE PREVENTION

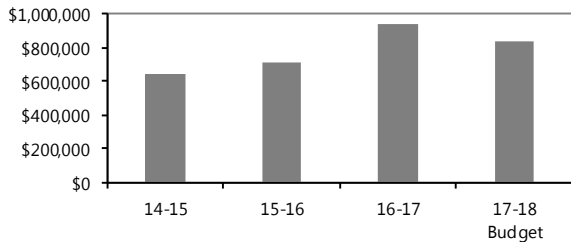
MISSION: The Concord Department of Fire & Life Safety exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical care, life safety education, fire inspections, code enforcement, fire investigations, hazardous materials response, and specialized rescue while maintaining a high level of training and personnel development.

PROGRAM LOCATOR:

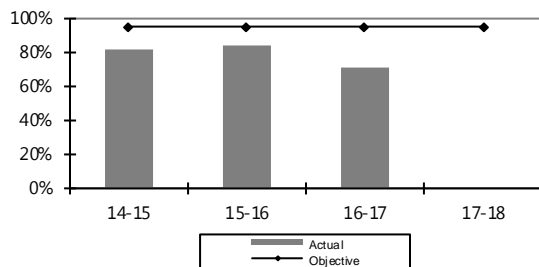
Fund: General Fund
Functional Area: Public Safety
Department: Fire & Life Safety
Division: **Fire Prevention**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Fire Code Violations Cleared within 90 Days



MAJOR SERVICE(S) PROVIDED:

- Fire Inspections
- Fire Investigations
- Plan Review
- Fire and Life Safety Education
- Code Enforcement

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Promoted a new Deputy Fire Marshal to fill the vacant position.
- Promoted a new Assistant Fire Marshal to fill the vacant position.
- Division personnel completed 6468 fire code related inspections.
- Experienced a 6% increase in new construction plan reviews over previous year.
- Division personnel delivered 348 educational programs to 23,950 citizens
- Started the process to purchase a new Fire Safety House, allowing for training that meets the current needs of fire and life safety topics.

FY 2016-17 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to provide advanced level inspection and investigation service to the community.
- Add additional part time inspector hours to increase effectiveness in the division.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Processes to be updated to take advantage of more efficient record entry by Fire Prevention Staff.
- Continue to evaluate existing inspection districts and reallocate inspection occupancy assignments due to realignment of functions in Fire Prevention to enhance efficiency.

PERFORMANCE GOALS:

Major Service Area: Fire Inspections

Goal: To provide and maintain a fire inspection and code enforcement program that meets all local, state, and federal requirements in order to reduce the potential for future fires.

Major Service Area: Fire Investigations

Goal: To provide a system for fire cause determination in order to ensure timely indications of incendiary or malicious trends.

Major Service Area: Life Safety Education

Goal: To provide educational programs to the community that stress total life safety in order to aid in the prevention of accidents and injuries.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Fire Inspections	% of fire code violations cleared within 90 days	Effectiveness	81.5%	83.5%	95%	71.3%	95%	95%
Fire Inspections	% of level three occupancies inspected per year	Effectiveness	68%	75%	100%	100%	100%	100%
Fire Inspections	% of level two occupancies inspected per year	Effectiveness	89.5%	95%	100%	93%	100%	100%
Fire Inspections	% of level one occupancies inspected per three years	Effectiveness	96.5%	99%	100%	100%	100%	100%
Fire Invest.	% of fires where arson was determined to be the cause	Effectiveness	89%	86%	80%	24%	80%	80%
Plan Review	# of plan reviews completed on time	Effectiveness	N/A	N/A	N/A	82%	75%	75%
Life Safety Education	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	14.2%	12.1%	0%	14.8%	0%	0%
Life Safety Education	% of fires where juveniles are involved in ignition	Effectiveness	0%	3.7%	<2.5%	3.45%	<2.5%	<2.5%
Life Safety Education	% of Municipal Population served through educational programs.	Effectiveness	N/A	N/A	N/A	25,633	30,000	30,000

BUDGET SUMMARY:

Cost Center #: 4341	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 607,093	\$ 674,898	\$ 740,705	\$ 733,101	\$ 798,885	\$ 798,885
Operations	\$ 31,428	\$ 33,054	\$ 44,735	\$ 32,606	\$ 43,494	\$ 43,494
Capital Outlay	\$ -	\$ -	\$ 189,836	\$ 179,473	\$ -	\$ -
Total Expenditures	\$ 638,521	\$ 707,952	\$ 975,276	\$ 945,180	\$ 842,379	\$ 842,379
% budget change		11%		34%		-14%
* as amended						
** as of July 31, 2017						
Authorized FTE	7.00	9.00	9.50	9.50	10.50	10.50

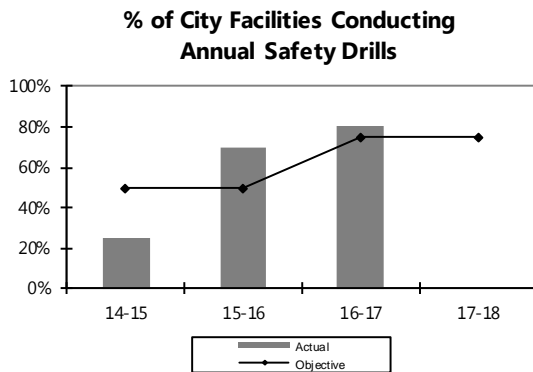
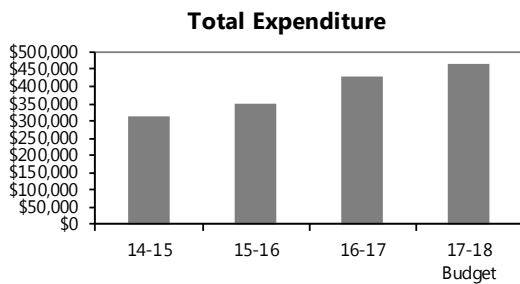
FIRE TRAINING & SAFETY

MISSION: The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical care, life safety education, fire inspections, code enforcement, fire investigations, hazardous materials response, and specialized rescue while maintaining a high level of training and personnel development.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Public Safety
Department: Fire
Division: **Training**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Manage Department Safety Program.
- Manage Career Development Program, Continuing Education Program, Recruit Training Program, and Specialized Training.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Annual ARFF burns completed in accordance with FAA 139 for Airport Personnel.
- Provided OSFM certification classes to the members.
- Ensure the Department is coinciding with the NC Fire Suppression Rating Schedule to continue maintaining ISO Class 2.
- Transitioned from classroom based Emergency Medical training to the use of Blackboard which is an online training tool.
- Promoted a new Division Chief of Training.
- CPAT was used for the new hire physical agility process.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Focus on increasing Company Officer Development programs and continuing education.
- Continue to evaluate and improve the Regional hiring, recruiting, and training process.
- Continue to emphasize department Cancer awareness and implement decontamination practices after contact with products of combustion.
- Begin using Target Solutions Training Program to better monitor training records and provide an enhanced program delivery for training and safety information.
- Evaluate the need and possible implementation of a Training Task Book to better prepare personnel that are assessing for promotions.
- Begin monitoring Fire Company Standardized Company Practical Evolutions to ensure fire crews can meet department expectations.
- Evaluate possible solutions to improving how work related accidents and injuries are reported and monitored.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Increased efforts toward safety training to curtail accidents and reduce injuries.
- Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- Concerted effort toward Company Officer Development.

PERFORMANCE GOALS:**Major Service Area: Safety**

Goal: To provide and maintain a work environment that meets and exceeds all safety standards to include station safety, incident safety, employee health, apparatus, and equipment safety in order to ensure optimal physical fitness of Fire personnel.

Major Service Area: Training

Goal: To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Safety	Departmental average for VO ₂ Max	Effectiveness	New for FY18	New for FY18	New for FY18	New for FY18	90%	90%
Safety	Departmental average static plank time (mins)	Effectiveness	New for FY18	New for FY18	New for FY18	New for FY18	2	2
Safety	# of work-related injuries per 100 Firefighters	Effectiveness	8	8.57	10	11.5	10	7
Safety	# of vehicle and equipment accidents	Effectiveness	7	20	10	17	10	7
Training	% of personnel meeting ISO required training	Effectiveness	52%	50.5%	60%	92%	95%	60%
Training	% of companies meeting ISO standardized company evolutions	Effectiveness	29%	13.5%	25%	96%	95%	25%

BUDGET SUMMARY:

Cost Center #: 4342	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 244,108	\$ 247,256	\$ 351,233	\$ 318,657	\$ 328,612	\$ 328,612
Operations	\$ 69,478	\$ 102,414	\$ 129,962	\$ 110,137	\$ 138,032	\$ 138,032
Total Expenditures	\$ 313,586	\$ 349,670	\$ 481,195	\$ 428,794	\$ 466,644	\$ 466,644
% budget change		12%		23%		-3%
* as amended						
** as of July 31, 2017						
Authorized FTE	4.00	2.00	4.00	4.00	4.00	4.00

EMERGENCY MANAGEMENT

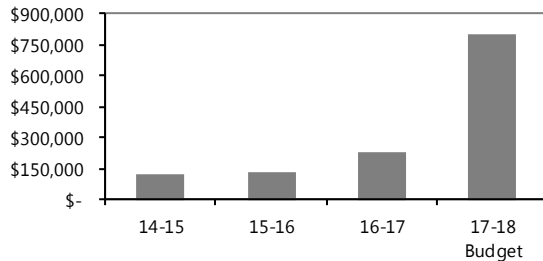
MISSION: The mission of the Emergency Management Division is to implement an Integrated Emergency Management framework using sound risk management principles that will improve the quality of life and minimize the effects of a disaster through mitigation, preparedness, response, and recovery services.

PROGRAM LOCATOR:

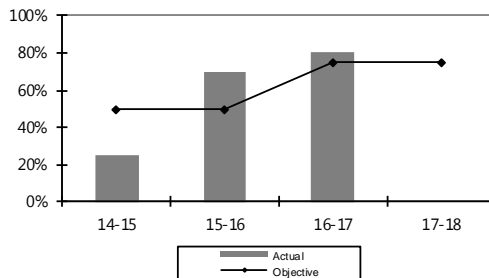
Fund: General Fund
Functional Area: Public Safety
Department: City Manager's Office
Division: **Emergency Management**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of City Facilities Conducting Annual Safety Drills



MAJOR SERVICE(S) PROVIDED:

- Emergency Management function for the City including preparedness, response, recovery & mitigation
- Environmental response, inspection & follow-up
- Emergency Management education
- Risk/Security Assessments

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Hired an Assistant Emergency Management Coordinator.
- Transitioned the City Emergency Operations Center from Concord Fire Station #3 to City Hall.

- Began a Cyber Security project for the municipal information technology system.
- Completed educational programs, including risk assessment and public safety exercise project for Cannon School for an active shooter incident.
- Worked with Concord Fire and Police Depts to integrate the Rescue Task Force response concept.
- Completed emergency preparedness and response exercises for Cyber Security, Concord Regional Airport, Cannon School, Winter Weather, and an Active Shooter incident in a mall.
- Updated emergency plans for spill response, Concord Regional Airport, Winter Weather, Hazard Specific Annexes, new FEMA Rate Schedule and Debris Management.
- Developed and implemented a UAS program and policy for the municipal UAS, including purchase.
- Coordinated response recovery cost for Concord Fire Department Assistance to the wildfire in the North Carolina Mountains for a total of \$42,263.
- Conducted risk assessments and active violence presentations for City facilities, churches and private businesses including S & D Coffee, Carpenter Enterprises, Fortiline Water Works, and Concord Mills Mall.
- Installed a municipal building warning system.
- Invoiced \$5,162 for hazardous materials response.
- Relocated the Command Post for events at Charlotte Motor Speedway to Concord Fire St #3.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- As part of the implementation of the City's Cyber Security Program, conduct a security assessment of the City's Information Technology Systems.
- Development a municipal Continuity of Operations/Continuity of Government Plan.
- Replace current Mobile Command Post with a new unit.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue the transition of the EOC to City Hall with the addition of a video conferencing system.
- Conduct a full scale exercise for an air crash at Concord Regional Airport.
- Conduct an exercise series on active shooter response to a mall.
- Continued implementation of a new response policy to improve the survivability of an active shooter incident.
- Evaluate the implementation of the City's UAS Program.

PERFORMANCE GOALS:**Major Service Area: Emergency Management**

Goal: To promote public protective actions and domestic preparedness through a comprehensive and effective emergency management program in order to mitigate against, prepare for, respond to, and quickly recover from the multi-hazards that may impact the residents of the City of Concord.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Emergency Mgt.	% of municipal building code/safety violations corrected	Effectiveness	75%	80%	100%	60%	75%	100%
Emergency Mgt.	% of city facilities conducting annual safety drills	Effectiveness	25%	70%	75%	80%	75%	100%
Emergency Mgt.	% of invoiced responses recovered	Efficiency	48%	57.9%	75%	38.3%	100%	75%
Emergency Mgt.	% of City departments that have a Continuity of Operations/Government Plan	Efficiency	25%	45%	50%	50%	50%	100%
Emergency Mgt.	% of city facilities passing annual safety drills (tornado, lockdown, fire)	Effectiveness	New for FY17	New for FY17	100%	100%	100%	100%
Emergency Mgt.	Number of joint departmental trainings and drills.	Workload	3	6	5	10	5	4

BUDGET SUMMARY:

Cost Center #: 4343						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 111,350	\$ 115,552	\$ 191,866	\$ 161,208	\$ 195,113	\$ 195,113
Operations	\$ 9,494	\$ 11,619	\$ 57,575	\$ 36,329	\$ 98,987	\$ 98,987
Capital	\$ -	\$ -	\$ 38,000	\$ 26,472	\$ 500,000	\$ 500,000
Debt Service	\$ 3,293	\$ 6,313	\$ 6,132	\$ 6,132	\$ 6,138	\$ 6,138
Total Expenditures	\$ 124,137	\$ 133,484	\$ 293,573	\$ 230,141	\$ 800,238	\$ 800,238
% budget change		8%		72%		173%
* as amended						
** as of July 31, 2017						
Authorized FTE	1.00	1.00	2.00	2.00	2.00	2.00

PUBLIC WORKS

OVERVIEW: Public Works serves as the General Fund's infrastructure function, providing basic services to both City departments and residents of Concord. Public Works is comprised of Streets & Traffic, Powell Bill, Traffic Signals, Traffic Services, Solid Waste & Recycling, Cemeteries, and Fleet Services.

DEPARTMENTS:

Streets & Traffic: The Streets & Traffic Division is responsible for the management of traffic and transportation engineering, project inspection, preventive maintenance, and repair of city streets with curb and gutter, sidewalk, and bridges. Additional information regarding the Streets & Traffic Division may be obtained by contacting Joseph K. Wilson III, P.E. Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

Powell Bill: Powell Bill funds originate from state-shared gasoline taxes based on a formula using population and qualified road miles. The funds are restricted for use on maintenance of local streets, bridges, and sidewalks. Additional information regarding Powell Bill may be obtained by contacting Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

Traffic Signals: The Signal Division is responsible for the installation, maintenance, and operation of traffic control signals, intersection control beacons, and school zone flashers owned by the City of Concord. Additional information regarding the Traffic Signal Division may be obtained by contacting Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

Traffic Services: Traffic Services is responsible for maintaining and installing all traffic-control signs, markings, delineators, and warning devices on City streets. In addition, Traffic Services provides traffic control for special events / projects and fabricates specialty signs and decals for other City departments as a team service. Additional information regarding Traffic Services may be obtained by contacting Joseph K. Wilson III, P.E., Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

Solid Waste & Recycling: Solid Waste & Recycling Services provides a high level of solid waste removal services and recycling to residents as well as commercial recycling to Concord businesses. The City contracts residential curbside refuse and recycling collection to Waste Pro, Inc. Commercial recycling is contracted with Signature Waste and Benfield Sanitation. Commercial refuse collection is privately contracted by each business. Additional information regarding Solid Waste & Recycling may be obtained by contacting Brian Moore, Director of Solid Waste & Recycling, at (704) 920-5351 or via email at mooreb@concordnc.gov.

Cemeteries: The Cemeteries Division of the Buildings & Grounds Maintenance Department provides burial services and grounds care at the three city owned cemeteries: Rutherford, West Concord, and Oakwood. Additional information regarding the Cemeteries Division may be obtained by contacting Susan Sessler, Building & Grounds Director at (704) 920-3801 or via email at sesslers@concordnc.gov.

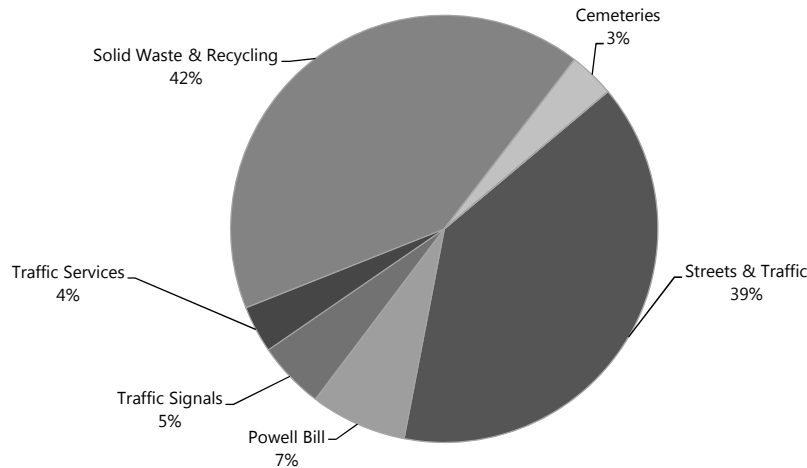
Fleet Services: Fleet Services provides mechanical support for all of the City's fleet, which consists of more than 800 vehicles and medium/heavy duty equipment. Additional information regarding Fleet Services may be obtained by contacting Daniel Nuckolls, Director of Fleet Services, at (704) 920-5431 or via email at nuckolls@concordnc.gov.

Public Works Expenditures

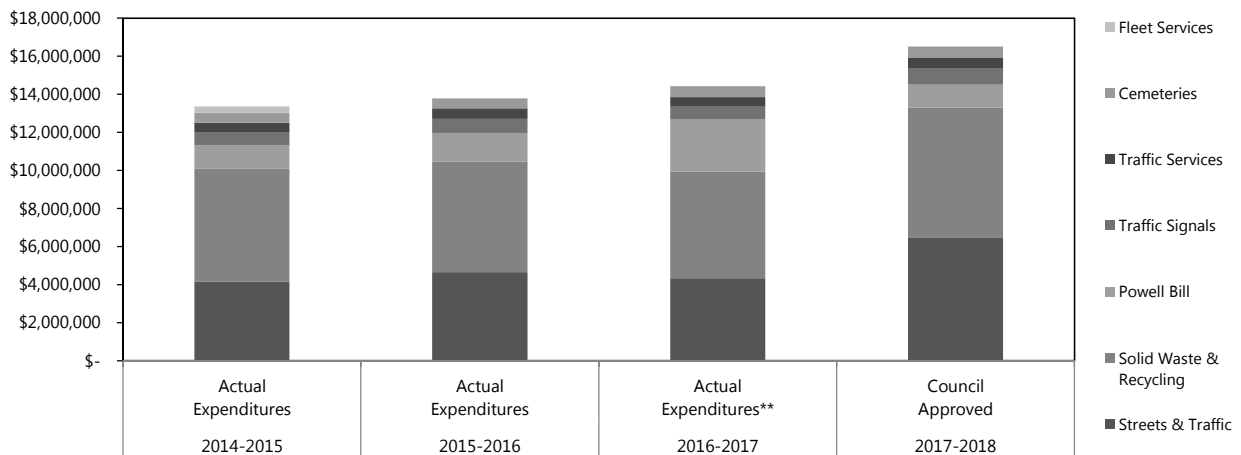
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Budget Unit (General Fund)						
Streets & Traffic	\$ 4,162,001	\$ 4,646,613	\$ 6,126,406	\$ 4,341,238	\$ 6,455,703	\$ 6,455,703
Powell Bill	\$ 1,248,872	\$ 1,499,892	\$ 3,723,000	\$ 2,737,208	\$ 1,205,345	\$ 1,205,345
Traffic Signals	\$ 661,940	\$ 726,447	\$ 896,002	\$ 673,095	\$ 842,859	\$ 842,859
Traffic Services	\$ 520,732	\$ 564,535	\$ 595,425	\$ 500,038	\$ 586,510	\$ 586,510
Solid Waste & Recycling	\$ 5,921,634	\$ 5,830,318	\$ 6,439,072	\$ 5,595,603	\$ 6,844,133	\$ 6,844,133
Cemeteries	\$ 511,708	\$ 518,769	\$ 602,367	\$ 573,088	\$ 569,166	\$ 569,166
Fleet Services	\$ 333,239	\$ 25,088	\$ 25,688	\$ 16,475	\$ -	\$ -
Total Expenditures	\$ 13,360,126	\$ 13,811,662	\$ 18,407,960	\$ 14,436,745	\$ 16,503,716	\$ 16,503,716
% budget change		3%		5%		-10%

* as amended
 **as of July 31, 2017

**FY 17-18 Public Works Expenditures
 (by Budget Unit)**



Public Works Expenditure Trend



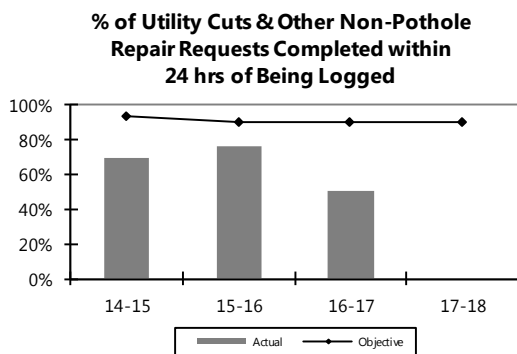
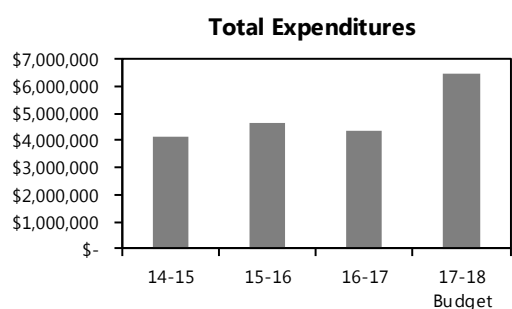
STREETS AND TRAFFIC

MISSION: The Streets & Traffic Division exists to manage, inspect, perform maintenance, and enhance the safety and serviceability of the City of Concord's Street, Bike and Pedestrian Systems for the benefit and welfare of the traveling public.

PROGRAM LOCATOR:

Fund: General Fund
 Functional Area: Public Works
 Department: Transportation
 Division: **Streets and Traffic**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICES (S) PROVIDED:

- Non-Powell Bill eligible Roadway Maintenance and small Construction or Enhancement Projects.
- Emergency response and inclement weather mitigation.
- Traffic Engineering, Technical Support, Contract and Customer Services.
- Infrastructure Inspection, Quality Assurance and Asset Management.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Provided \$700,000 to repave/preserve additional streets annually to improve the City's average pavement rating.
- Let construction of US 29 / Poplar Tent CMAQ intersection project; Completed construction of the NC 3/ US 601 CMAQ Project enhancements.
- Constructed salt storage building for warehousing annual supplies of salt, salt and de-icing materials for winter weather operations.

- Provided 50% funding to match 50% Powell Bill funding for replacing STR 432 asphalt patch truck ; 43% funding to match 57% Powell Bill funding for replacing STR 637 emergency call truck, STR 430 crew truck, STR 103 crew truck and STR 100 contour mower.
- Let contract to build 4-Lane divided Derita Rd from Poplar Tent to Meck. Co. line.
- Continued citizen education efforts.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Provide 43% funding to match 57% Powell Bill funding for replacing STR 392 dump truck.
- Provide 43% funding to match 57% Powell Bill funding for replacing STR 433 skid steer, STR 048 front end loader, STR 110 & STR 111 mowing tractors and STR 135 zero turn mower.
- Continue funding additional street preservation annually, improving the average pavement rating.
- Complete construction of US 29 / Poplar Tent CMAQ Superstreet intersection project;
- Let contract to rehabilitate Virginia St from Corban Ave to Hillcrest Ave, and add sidewalk.
- Complete Brookwood Ave enhancement design and pursue construction contract letting.
- Let the construction of Miramar St Sidewalk and the NE Subset Sidewalk CMAQ Project.
- Complete Chestnut and Tournament intersection improvements.
- Perform design for Union St., S Sidewalk ext, downtown ped. signal upgrades, Bruton Smith and Weddington intersection enhancements, US 601 at Flows Store Rd improvements,
- Participate in Gateway Branding on I-85 Widening and mowing certain NCDOT corridors.
- Add crew (4 FTE) for increased right-of-way and sidewalk maintenance.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed by the Street and Traffic Division.
- Continue use of asset-resource management software to evaluate performance effectiveness to maximize effectiveness and efficiency of non- Powell Bill operations.
- Continue to participate in UNC School of Government's Benchmarking Project.

PERFORMANCE GOALS:**Major Service Area: Roadway Maintenance and Construction**

Goal: To provide maintenance and small construction enhancements on all streets within the City of Concord to benefit citizens and the traveling public in order to facilitate the movement of people, goods, and services.

Major Service Area: Infrastructure Inspection and Quality Assurance

Goal: To provide a system of regular inspections and project quality control on a continuing, systematic basis to serve both internal and external customers and to ensure Council Goals are met within the limits of fiscal constraints.

Major Service Area: Traffic Engineering, Technical and Customer Services

Goal: To investigate traffic inquiries, complaints, and service requests, apply technical expertise, and administer departmental work plans to provide excellent service to both internal and external customers in order to ensure Council Goals are met and to provide for an adequate, safe local transportation system.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Traffic Eng., Tech. & Customer Service	Average response / analysis time (in days) for traffic safety and speeding complaints	Effectiveness	16	30	30	14	30	15
Roadway Maint. & Constr.	% of repairs to utility cuts and other non-pothole repair customer requests completed within 24-hrs. of being logged	Effectiveness	70%	76%	90%	50%	90%	95%
Traffic Eng., Tech. & Customer Service	% of customer inquiries responded to within 24-hrs	Effectiveness	95%	95%	95%	91%	95%	97%

BUDGET SUMMARY:

Cost Center #: 4510	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 687,556	\$ 838,208	\$ 1,009,530	\$ 941,642	\$ 2,063,266	\$ 2,063,266
Operations	\$ 1,115,387	\$ 1,156,516	\$ 2,176,583	\$ 500,077	\$ 1,319,986	\$ 1,319,986
Capital Outlay	\$ 89,216	\$ 215,349	\$ 249,754	\$ 248,179	\$ 404,975	\$ 404,975
Debt Service	\$ 208,372	\$ 200,491	\$ 191,813	\$ 191,805	\$ 183,240	\$ 183,240
Cost Allocations	\$ 244,070	\$ 344,079	\$ 470,316	\$ 431,125	\$ 345,029	\$ 345,029
Transfers	\$ 1,817,400	\$ 1,891,970	\$ 2,028,410	\$ 2,028,410	\$ 2,139,207	\$ 2,139,207
Total Expenditures	\$ 4,162,001	\$ 4,646,613	\$ 6,126,406	\$ 4,341,238	\$ 6,455,703	\$ 6,455,703
% budget change		12%		-7%		5%
* as amended						
**as of July 31, 2017						
Authorized FTE	28.00	228.00	30.00	30.00	34.00	34.00

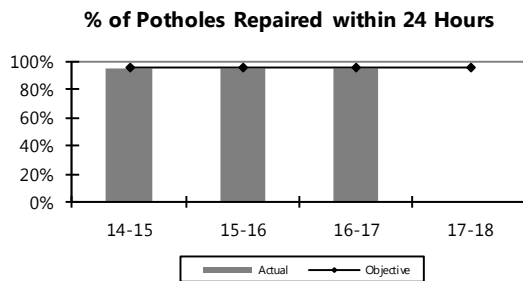
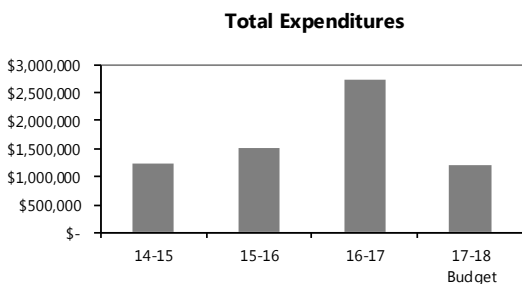
POWELL BILL

MISSION: Powell Bill funds are used to maintain and enhance City of Concord Street, Bike, and Pedestrian Systems for the benefit and welfare of the traveling public through the restricted local use of state-shared motor vehicle fuel taxes.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Powell Bill**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Roadway Infrastructure Maintenance
- Bridge Maintenance
- Right-of-Way and Sidewalk Maintenance

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Focused on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide for regular Street, sidewalk, right-of-way, and bridge maintenance.
- Provided 50% funding to match 50% non-Powell Bill funding for replacing STR 432 asphalt patch truck ;57% funding to match 43% non-Powell Bill funding for replacing STR 637 emergency call truck, STR 430 crew truck, STR 103 crew truck and STR 100 mower.
- Provided 100% funding to replace one (1) snow plow and one (1) v-type box spreader.
- Continued to provide funding of specialized Powell Bill eligible private sector contract services such as

consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Provide 57% funding to match 43% non-Powell Bill funding for replacing STR 392 dump truck.
- Provide 57% funding to match 43% non-Powell Bill funding for replacing STR 433 skid steer, STR 048 front end loader, STR 110 & STR 111 mowing tractors and STR 135 zero turn mower.
- Provided 100% funding to replace one (1) snow plow, one (1) v-type box spreader and one (1) salt brine distributor for replacement for winter weather operations.
- Continue to focus on reducing the current street repaving cycle time by maximizing the number of lane miles resurfaced and / or preserved with available Powell Bill funds and to provide regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Continue to provide funding for specialized Powell Bill eligible private sector contract services such as consulting engineering for bridge inspections, tree and limb removal, guardrail maintenance, railroad arm gear maintenance and installation of raised pavement markers and thermoplastic pavement markings on City streets.
- Add crew (4 FTE) for increased right-of-way and sidewalk maintenance.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed under Powell Bill line items.
- Continue to use of asset-resource management software to evaluate and maximize effectiveness and efficiency of Powell Bill operations.
- Continue to participate in the UNC Institute of Government's Benchmarking Project to measure service profiles against other NC cities of comparable population size.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

PERFORMANCE GOALS:

Major Service Area: Roadway Maintenance and Enhancement

Goal: To provide roadway maintenance and enhancement services on City streets for the traveling public in order to facilitate the movement of people, goods, and services at a safe, acceptable, and cost effective Level of Service (LOS).

Major Service Area: Bridge Maintenance and Upkeep

Goal: To provide regular bridge maintenance on City bridges for the traveling public in order to keep this infrastructure in an acceptable condition.

Major Service Area: Right-of-Way Operations

Goal: To provide maintenance of City street rights-of-way for City citizens and the traveling public in order to provide clean, visually appealing, and safe roadways.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Roadway Maint. & Construct.	Cost of asphalt maintenance per lane mile	Efficiency	\$382	NA	\$2,200	\$1,515	\$3,765	\$2,400
Roadway Maint. & Construct.	% of reported pot holes repaired within 24-hours	Effectiveness	95%	95%	95%	95%	95%	95%
Bridge Maint. & Upkeep	% of City bridges rated "not deficient" on a bi-annual basis	Effectiveness	NA	N/A	85%	93%	100%	100%
Roadway Maint. & Construct.	% of lane miles rated 85% or better	Effectiveness	NA	N/A	68%	37%	68%	68%
Roadway Maint. & Construct.	% of lane miles rated below 45%	Effectiveness	NA	N/A	1%	7%	1%	1%
Roadway Maint. & Construct.	Average Pavement Rating % of Entire System (street-lane-miles)	Effectiveness	NA	N/A	84%	76%	85%	85%
ROW Maint. Ops	% of mowing routes rated monthly at satisfactory or better during growing season	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4511						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 817,675	\$ 668,816	\$ 800,540	\$ 785,438	\$ 6,000	\$ 6,000
Operations	\$ 179,111	\$ 662,034	\$ 2,549,693	\$ 1,564,481	\$ 755,590	\$ 755,590
Capital Outlay	\$ 252,086	\$ 169,042	\$ 372,767	\$ 387,289	\$ 443,755	\$ 443,755
Total Expenditures	\$ 1,248,872	\$ 1,499,892	\$ 3,723,000	\$ 2,737,208	\$ 1,205,345	\$ 1,205,345
% budget change		20%		82%		-68%
* as amended						
**as of July 31, 2017						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

Note: Powell Bill monies fund approximately 70% of Streets & Traffic Division field employees, however for budgeting purposes, Transportation salaries are budgeted in 4510 Streets & Traffic and allocated back to 4511 during the year.

TRAFFIC SIGNALS

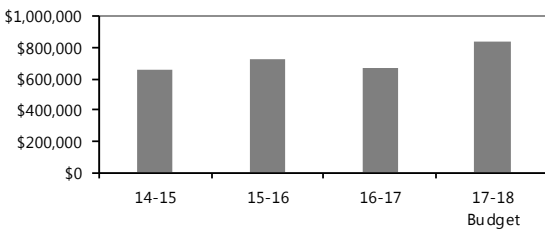
MISSION: The Signal Division maintains, optimizes, and enhances traffic control signals, intersection control beacons, and school zone flashers owned by the City of Concord and the NCDOT for the benefit and welfare of the traveling public. Additionally, the Signal Division assists in maintenance of the City's fiber optic communications and camera network.

PROGRAM LOCATOR:

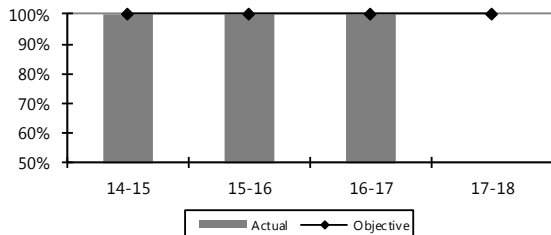
Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Traffic Signals**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of City Signals Checked on Time to Meet Schedule C Maintenance



MAJOR SERVICE(S) PROVIDED:

- Maintenance of 127 Traffic Control Signals, 6 Intersection Control Beacons, 22 School Zone Flashers, and 106 Intersection Pedestrian Signals.
- Maintain and operate 76 PTZ Traffic Cameras & 89 Security Cameras
- Signal diagnostic and optimization services.
- Maintenance and expansion of the City's fiber optic network.
- Emergency response and resolution of service area signal problems.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed first year of a new five (5) year Schedule C and Schedule D maintenance operations on NCDOT signals in the Concord Area.
- Continued Flashing Yellow Arrow (FYA) Upgrades in coordination with the NCDOT of designated signal assemblies in the Concord service area.

- Continued funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Procured and integrated the new OmnicastIP Video Management System.
- Completed the CCTV portion of the TCSP grant contract and designed intelligent transportation system dynamic message board at exit 49.
- Let construction contract for the new Traffic Management Center and Signal facility located on land along US 601 at the BOC site.
- Continued to mitigate traffic for special events in the City of Concord, including those downtown, at CMS and Concord Mills, through the centralized signal system.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Fill Staff Engineer position to achieve approved full staffing.
- Construct new Traffic Management Center and Signal facility.
- Continue construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Continue funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Continue Flashing Yellow Arrow (FYA) Upgrade Program in coordination with NCDOT at designated signals in the Concord Service Area.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Expand integrated signal communication and traffic management software to improve efficiency of operations at the Traffic Management Center.
- Continue to explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities performed by the Traffic Signals Division.
- Provide continuing education and training opportunities through NCDOT and IMSA courses.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

PERFORMANCE GOALS:

Major Service Area: Signal, Beacon, and Flasher Maintenance

Goal: To provide programmed maintenance and emergency service to signals, beacons and flashers in order to ensure public confidence in the Concord area's signalized traffic control system.

Major Service Area: Signal Optimization

Goal: To provide regular, scheduled maintenance service on non-coordinated system signals to the traveling public in order to meet or exceed NCDOT Schedule C standards.

Goal: To provide regular, scheduled optimization service on eight area coordinated system signals to the traveling public in order to meet or exceed NCDOT Schedule D standards.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Signal Emergency Maint.	% on-site response to malfunctioning signals made within 2-hrs or less	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Indication Maint.	% of repairs to indication failures within 24-hrs or less	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Preventative Maint.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	Effectiveness	100%	100%	100%	100%	100%	100%
Signal Preventative Maint.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	Effectiveness	60%	60%	100%	50%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4513	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 252,429	\$ 325,310	\$ 386,118	\$ 344,336	\$ 410,027	\$ 410,027
Operations	\$ 388,033	\$ 345,380	\$ 458,823	\$ 291,271	\$ 404,845	\$ 404,845
Capital Outlay	\$ 5,509	\$ 29,178	\$ 26,000	\$ 14,515	\$ 9,000	\$ 9,000
Cost Allocations	\$ 15,969	\$ 26,579	\$ 25,061	\$ 22,973	\$ 18,987	\$ 18,987
Total Expenditures	\$ 661,940	\$ 726,447	\$ 896,002	\$ 673,095	\$ 842,859	\$ 842,859
% budget change		10%		-7%		-6%
* as amended						
**as of July 31, 2017						
Authorized FTE	6.00	6.00	6.00	6.00	6.00	6.00

TRAFFIC SERVICES

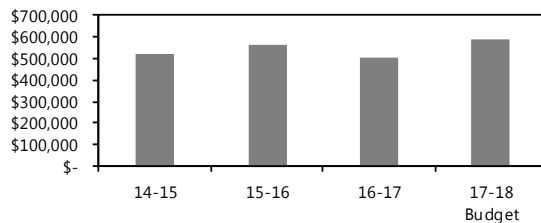
MISSION: Traffic Services exists to maintain, evaluate, and enhance traffic control signs, pavement markings, and traffic safety measures on the City of Concord's Street, Bike, and Pedestrian Systems for the benefit and welfare of the traveling public.

PROGRAM LOCATOR:

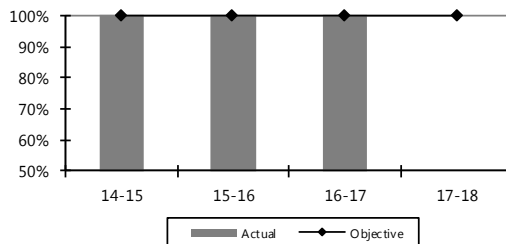
Fund: General Fund
Functional Area: Public Works
Department: Transportation
Division: **Traffic Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of In-field Work Orders-Regulatory or Warning Sign Replacements within 72 hrs



MAJOR SERVICE(S) PROVIDED:

- Maintenance of Traffic Control Signage and Pavement Markings.
- Provide Traffic Services Technical Assistance as related to Work Zone, Detour Routing, and Special Events signage.
- Emergency response and resolution of service area signage problems.
- Design and Install Custom Signs and Decals for Internal Customers and for Recognized Neighborhoods.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued support of traffic and pedestrian control associated with special events and activities in the City of Concord.
- Continued retroreflective & spectroanalysis compliance testing for asset management control to comply with FHWA and MUTCD standards.
- Continue Regulatory, Warning Sign, and Raised Pavement Marker maintenance programs providing emphasis on maintaining current level of service (LOS).
- Continued responsibilities associated with the decal striping of City of Concord vehicles, Police vehicles and bicycles and facility information signage.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue support of traffic and pedestrian control associated with special events and activities to include the purchase of a new changeable message board.
- Continue Regulatory and Warning Sign maintenance programs. Provide emphasis on maintaining current level of service (LOS) within approved funding allocation(s).
- Continue Raised Pavement Marker Program on major City streets to provide positive guidance for drivers during low-light and inclement weather conditions.
- Continue responsibilities associated with the decal striping of City of Concord vehicles.
- Enhance workforce safety with the procurement of a mobile impact attenuator.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue to explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities to include a new sign washing apparatus/program.
- Continue use of asset-resource management programs to provide prompt replacement of deficient or missing regulatory and warning signs and to evaluate performance effectiveness with regards to such.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

PERFORMANCE GOALS:

Major Service Area: Traffic Control Signage and Pavement Markings

Goal: To maintain and provide traffic control signs and pavement markings for the traveling public in order to promote safety and the orderly movement of traffic.

Major Service Area: Traffic Services Technical Assistance

Goal: To provide technical assistance to internal customers in order to support their work operations where temporary traffic control set-ups or pavement markings are warranted.

Major Service Area: Custom Signs and Decals

Goal: To provide custom sign and decal services to internal customers and Recognized Neighborhoods in order to support emergency vehicle identification and recognition goals.

Goal: To provide signing of Zoning Public Hearing Notices for the City of Concord Development Services Department in order to meet time posting requirements under the North Carolina General Statues.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Traffic Control Signage & Pavement Markings	% of STOP sign knock downs responded to within 1 hour	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Control Signage & Pavement Markings	% of in-field work orders for regulatory or warning sign replacements made within 72 hours	Effectiveness	100%	100%	100%	100%	100%	95%
Traffic Control Signage & Pavement Markings	% of programmed sign replacements made within one week of scheduling	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Services Tech. Assistance	% of on-call assistance for utility emergency or incident operations made within 2 hours	Effectiveness	100%	100%	100%	100%	100%	100%
Custom Signs & Decals	% of custom sign requests completed within 2 weeks for internal customers	Effectiveness	100%	100%	100%	100%	100%	100%
Traffic Control Signage Annual Assessment	% of repair/replacements of identified issues mitigated within 1 year	Effectiveness	New	New	New	New	80%	New

BUDGET SUMMARY:

Cost Center # 4514	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 328,668	\$ 341,900	\$ 346,412	\$ 349,812	\$ 354,818	\$ 354,818		
Operations	\$ 115,822	\$ 170,456	\$ 212,488	\$ 116,745	\$ 174,645	\$ 174,645		
Capital Outlay	\$ 47,722	\$ 24,669	\$ -	\$ -	\$ 29,442	\$ 29,442		
Cost Allocations	\$ 28,520	\$ 27,510	\$ 36,525	\$ 33,481	\$ -	\$ -		
Transfer	\$ -	\$ -	\$ -	\$ -	\$ 27,605	\$ 27,605		
Total Expenditures	\$ 520,732	\$ 564,535	\$ 595,425	\$ 500,038	\$ 586,510	\$ 586,510		
% budget change		8%		-11%				-1%
* as amended								
**as of July 31, 2017								
Authorized FTE	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

SOLID WASTE & RECYCLING

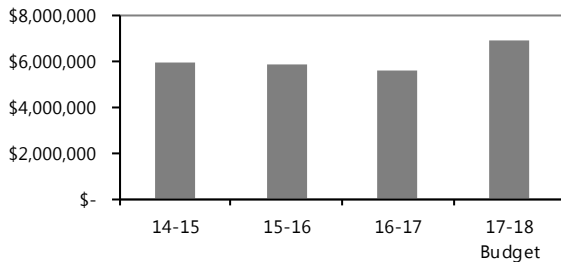
MISSION: The Solid Waste & Recycling (SWR) department exists to provide residential garbage, recycling, yard waste collection and disposal, and provides businesses with waste reduction and recycling opportunities in order to protect and preserve public health and safety, and to protect and enhance the physical environment.

PROGRAM LOCATOR:

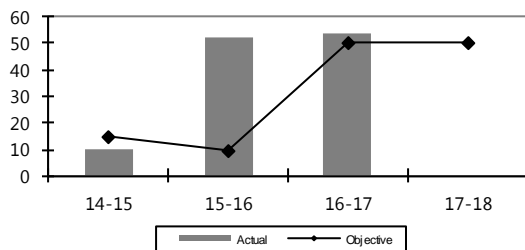
Fund: General Fund
 Functional Area: Public Works
 Department: **Solid Waste & Recycling**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



Complaints per 1,000 Collection Points (Garbage & Bulky Waste)



MAJOR SERVICE(S) PROVIDED:

- Residential Garbage, Bulky, and Recycling Collection
- Commercial Cardboard and Commingled Recycling Collection Programs
- Yard Waste Collection
- White Goods, Metal, Tire, Electronic Waste and Building Material Collection

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Conducted a joint analysis with Finance of the current workload and future growth of Yard Waste. The study documented the need for an additional boom truck and two SWR employees in FY18.
- The Compliance Inspector has become an integral position within the department. This position provides SWR an opportunity to have an educational piece for internal and external customers, focusing on code enforcement.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Add a one-man automated leaf vacuum truck to increase yard waste efficiency and aid in the department's OSHA corrective action plan for leaf collection safety.
- Add two Equipment Operators and a knuckleboom truck per the results of the analysis conducted in FY16.
- Transition existing commercial white paper recycling customers to receive biweekly commingled collection from Waste Pro, allowing Solid Waste staff to support other areas of need.
- Changes to the Commercial White Paper Program will result in a \$10,195 annual savings.
- Continue monitoring the Bulky Waste collection schedule and improving collection efficiency to create an annual cost avoidance of \$124,000.
- Continue to focus on public outreach programs to increase the curbside recycling participation rate and tons collected.
- Work closely with contractors to educate citizens on ways to identify strategies for waste reduction and promote recycling towards achieving N.C.'s state-wide waste reduction goal.
- Continue customer service focus with greater emphasis on team building, training, and increasing the visibility for coworkers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue automated waste and recycling collection program and customer education efforts about changes in bulky waste service and pre-collection requirements.
- Continue development of *CityWorks* and *Mobile 311* to monitor weekly Yard Waste & Bulky Waste Collection Performance.
- Continue to utilize all practical methods including press releases, utility bill inserts, and *ConnectCTY* to notify citizens of the leaf collection schedule and any changes that might occur during the season.
- Continue conducting customer satisfaction survey that will target recycling participation and other service areas in the City of Concord.
- Promote recycling participation using web-site enhancements, direct mail, City Circular articles, and other practical outreach measures to grow recycling participation and annual tons of recyclables collected.
- Join with recognized neighborhood volunteers to conduct neighborhood clean-up days to collect debris and litter for recycling or disposal.

PERFORMANCE GOALS:

Major Service Area: Residential Garbage/Bulky/Recycling Collection

Goal: To provide residential garbage, bulky and recycling collection to city residents in order to maintain a safe and healthy living environment for present and future generations to live, grow, and work.

Major Service Area: Commercial Cardboard/Office Paper/Commingled Recycling Collection

Goal: To provide attractive commercial recycling programs to businesses in order to promote waste reduction and to provide cost reduction opportunities in the business community.

Major Service Area: Yard Waste Collection

Goal: To provide yard waste collection to City residents in order to keep neighborhoods clean and attractive.

Major Service Area: White Goods, Metal, Tire, & Building Material Collection

Goal: To provide white goods, tire, electronic waste and building material collection to City residents in order to provide residents a full range of Solid Waste & Recycling services and follow NC State laws regarding recycling white goods and tires.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Commercial Recycling Collection	# of commercial corrugated cardboard recycling customers	Workload	413	397	395	391	397	400
Commercial Recycling Collection	Cost per ton corrugated cardboard collection	Efficiency	\$199	\$152	\$185	\$160	\$170	\$148
Commercial Recycling Collection	Tons of corrugated cardboard collected per customer	Workload	New for FY17	New for FY17	NA	3.71	3.7	3.7
Residential Garbage Collection	Tons per 1,000 population	Workload	283	293	280	281	275	202
Residential Garbage	Contractor complaints per 1,000 collection points	Effectiveness	10	52	50	54	50	30
Residential Recycling Collection	% of customers participating in curbside recycling program	Effectiveness	83%	76%	78%	74%	78%	67%
Residential Recycling Collection	Avg. pounds of recyclables collected per household in curbside recycling program	Effectiveness	554	394	400	385	400	404
Yard Waste Collection	Complaints per 10,000 collection points (city)	Effectiveness	12	78	75	66	60	61
Yard Waste Collection	Pounds per collection point (non-seasonal yard waste)	Workload	414	503	450	438	450	459
Yard Waste Collection	Tons collected per collection FTE	Efficiency	255	345	320	310	320	318

BUDGET SUMMARY:

Cost Center #: 4520	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 1,694,037	\$ 1,737,466	\$ 1,777,410	\$ 1,622,495	\$ 1,863,189	\$ 1,863,189
Operations	\$ 3,597,171	\$ 3,575,738	\$ 4,135,974	\$ 3,489,350	\$ 4,125,412	\$ 4,125,412
Capital Outlay	\$ 368,023	\$ 306,751	\$ 363,000	\$ 334,627	\$ 690,000	\$ 690,000
Cost Allocations	\$ 262,403	\$ 210,363	\$ 162,688	\$ 149,131	\$ 165,532	\$ 165,532
Total Expenditures	\$ 5,921,634	\$ 5,830,318	\$ 6,439,072	\$ 5,595,603	\$ 6,844,133	\$ 6,844,133
% budget change		-2%		-4%		6%
* as amended						
**as of July 31, 2017						
Authorized FTE	32.00	32.00	31.50	32.50	32.50	32.50

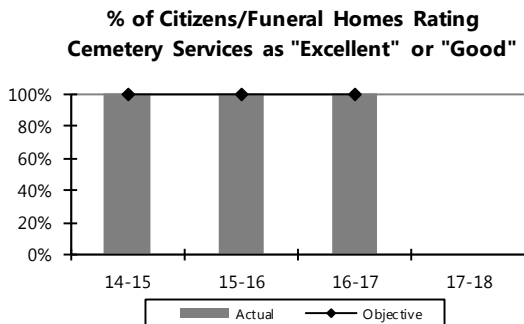
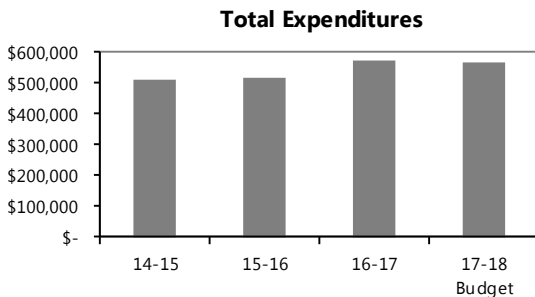
CEMETERIES

MISSION: The Cemetery Division provides comprehensive care and maintenance of the City cemeteries. This work is carried out in an efficient and professional manner.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Public Works
Department: **Cemeteries**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Cemetery Operations.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed 3rd year of aggressive treatment of fire ants at West Concord, Rutherford & Oakwood Cemeteries.
- Continued landscape improvements with the goal of correcting erosion and beautifying the cemeteries.
- Removed dead wood in trees at West Concord and Oakwood Cemeteries.
- Data connectivity was established in the Cemetery office.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue correcting erosion and reestablishing grass at the Cemeteries.
- Continue improving the landscape at Rutherford, West Concord and Oakwood Cemeteries.
- Continue improving the health of the trees at the Cemeteries using mulch, removing deadwood and deep root feeding where required.
- Improve the appearance of the brick storage building at West Concord Cemetery.
- Power wash the brick entrance wall at Rutherford Cemetery.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Monthly departmental staff meetings using a portion of the meeting focusing on safety procedures while on the job.

PERFORMANCE GOALS:

Major Service Area: Cemetery Operations

Goal: To provide efficient, accurate and professional burial services to cemetery customers.

Goal: To maintain the Cemetery grounds to the highest standards in order to meet or exceed visitor expectations.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Cemetery Operations	% of citizens/funeral homes rating Cemetery services/appearance as "Excellent" or "Good"	Effectiveness	100%	100%	100%	100%	100%	100%
Cemetery Operations	% of Cemetery work orders responded to within 24 hours	Effectiveness	100%	100%	100%	100%	100%	100%
Cemetery Operations	% of Cemetery mowing completed on time	Effectiveness	83%	71%	93%	92%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4540						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 376,765	\$ 402,563	\$ 399,240	\$ 413,534	\$ 404,503	\$ 404,503
Operations	\$ 106,788	\$ 115,997	\$ 150,361	\$ 106,104	\$ 138,663	\$ 138,663
Capital Outlay	\$ 27,965	\$ -	\$ 46,000	\$ 47,248	\$ 26,000	\$ 26,000
Cost Allocations	\$ 190	\$ 209	\$ 6,766	\$ 6,202	\$ -	\$ -
Total Expenditures	\$ 511,708	\$ 518,769	\$ 602,367	\$ 573,088	\$ 569,166	\$ 569,166
% budget change		1%		10%		-6%
* as amended						
**as of July 31, 2017						
Authorized FTE	8.00	8.00	8.00	8.00	8.00	8.00

FLEET SERVICES

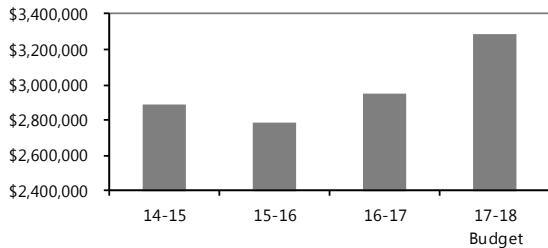
MISSION: Fleet Services provides City departments with the most timely and cost-effective vehicle/equipment maintenance, repair, and fueling services. Our focus is to maintain a competitive advantage by providing the best value to our customers, which will in turn allow a greater level of service to City of Concord citizens.

PROGRAM LOCATOR:

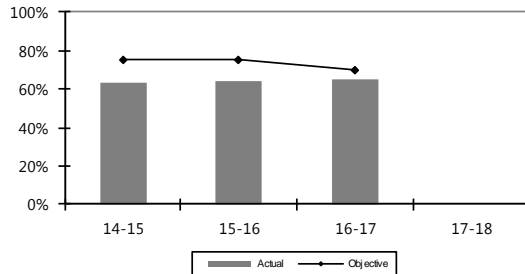
Fund: General Fund
Functional Area: Public Works
Department: **Fleet Services**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures before Direct Billing



Hours Billed as % of Billable Hours



MAJOR SERVICE(S) PROVIDED:

- Vehicle / Equipment Maintenance
- Fueling Services
- Vehicle / Equipment Specifications / Purchasing
- Vehicle / Equipment Disposal
- CDL 3rd Party Testing

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Fleet is recognized by the NC Benchmarking Program as having one of the lowest cost fleets in North Carolina.
- Re-certified ASE Blue Seal of Excellence Award for Fleet Services Shop.
- Completed Fuel Management software upgrade.
- Completed 5-year vehicle replacement schedule for departmental budgets.
- Updated the FEMA Fee Schedule for the City's equipment. Last updated in 2011.
- Developed CDL Training Class for City employees. First class began Feb. 1st, 2017.

- Reclassified the frozen mechanic position to a Master Mechanic, and hired a highly qualified candidate with fire apparatus experience.
- Installed manual manifold for BOC fuel offloading.
- Replaced 15-passenger van with new 12-passenger van, which is much safer and does not require special training to drive.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Replace tire changer and balancer equipment in the fleet shop.
- Replace shop pickup truck. This unit is used for service calls and transporting vehicles/personnel.
- Increased parts and sublet budget to cover the increased fleet size (+4% over last 3 years).
- Decrease fuel budget by 6% to reflect current and projected fuel costs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Educate co-workers using the Journey through Concord Program and the new Supervisor Training Program on how to use Fleet Services.
- Focus mechanic training on specific sources of vehicle come-backs.
- Continue emphasis on ASE Certifications for mechanics.

PERFORMANCE GOALS:**Major Service Area: Maintenance**

Goal: To provide high quality and timely vehicle maintenance for City departments in order to achieve maximum fleet availability and high customer satisfaction.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Maintenance	Hours billed as % of billable hours	Efficiency	70%	64%	70%	65%	70%	75%
Maintenance	% of work orders completed within 24 hours	Effectiveness	98%	99%	98%	99%	98%	98%
Maintenance	% of work orders that require repeat repairs within 30 days	Effectiveness	0.4%	0.36%	0.4%	0.43%	0.48%	0.4%
Maintenance	% of customers rating overall service as "Excellent" or "Good"	Effectiveness	98%	98%	98%	100%	100%	NA
Maintenance	Fleet Availability Rate	Effectiveness	99%	99%	99%	99%	98%	NA

BUDGET SUMMARY:

Cost Center #: 4550	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,003,298	\$ 872,920	\$ 949,977	\$ 925,998	\$ 976,534	\$ 976,534
Operations	\$ 2,180,164	\$ 1,897,305	\$ 2,355,625	\$ 1,992,712	\$ 2,269,394	\$ 2,269,394
Capital Outlay	\$ 34,876	\$ 18,095	\$ 32,000	\$ 31,756	\$ 40,000	\$ 40,000
Direct Billing/Alloc	\$ (2,885,099)	\$ (2,763,232)	\$ (3,311,914)	\$ (2,933,991)	\$ (3,285,928)	\$ (3,285,928)
Total Expenses	\$ 333,239	\$ 25,088	\$ 25,688	\$ 16,475	\$ -	\$ -
% budget change		-92.5%		6.2%		-1%
* as amended						
**as of July 31, 2017						
Authorized FTE	13.00	13.00	14.00	14.00	14.00	14.00

ECONOMIC DEVELOPMENT

OVERVIEW: Economic Development serves as the business and residential development, land use planning, transportation planning, and development coordinator for the City of Concord. Economic Development is comprised of Planning & Neighborhood Development, Transportation Planning, and Economic Development.

DEPARTMENTS:

Planning & Neighborhood Development: The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality of life for all residents of the City of Concord. Additional information regarding the Planning & Neighborhood Development Department may be obtained by contacting Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@concordnc.gov.

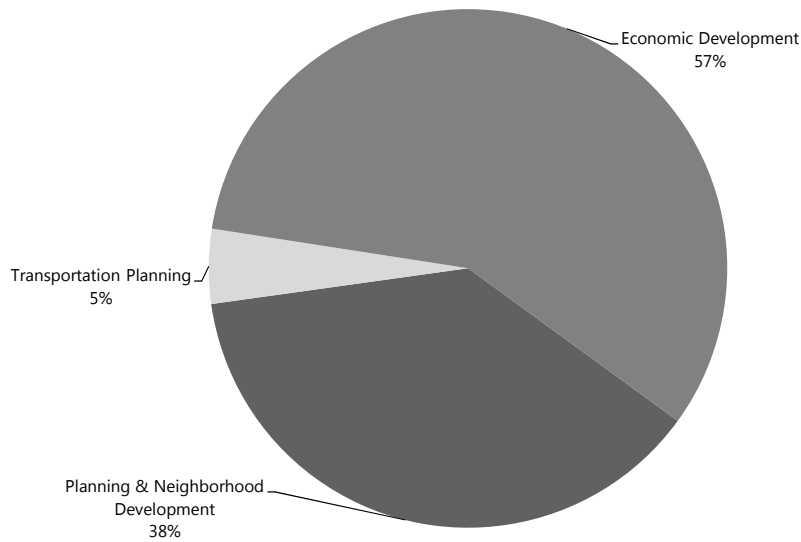
Transportation Planning: Transportation Planning is accomplished in a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (MPO). The MPO coordinates all transportation planning including highway, rail, bus, and aviation. The Business & Neighborhood Services Department serves as the Lead Planning Agency for the MPO. Additional information regarding Transportation Planning may be obtained by contacting Joseph K. Wilson III, P.E. Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

Economic Development: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities. Additional information regarding Economic Development may be obtained by contacting Joseph Beasley, Economic Development Coordinator, at (704) 920-5128 or via email at beasleyj@concordnc.gov.

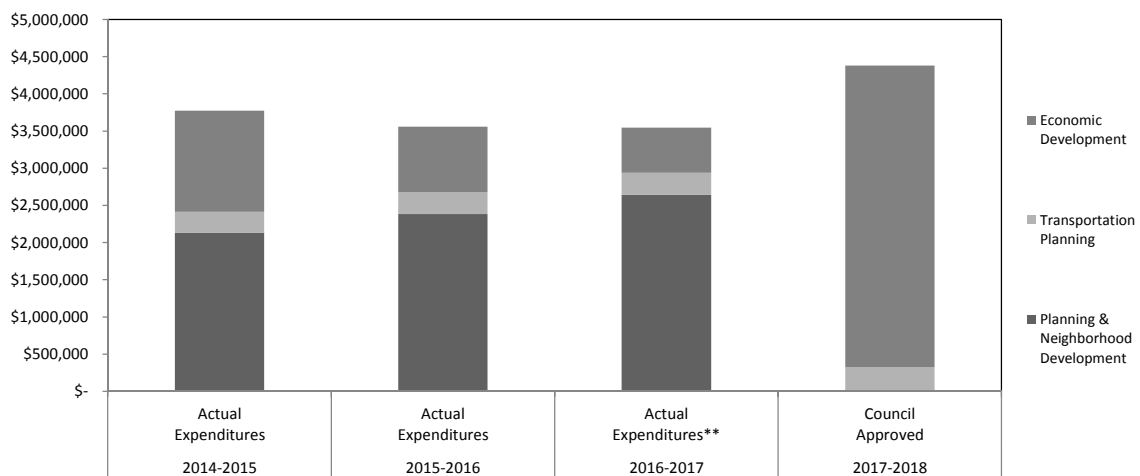
Economic Development Expenditures

	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
By Department (General Fund)						
Planning & Neighborhood Development	\$ 2,129,807	\$ 2,385,603	\$ 2,641,516	\$ 2,383,487	\$ 2,662,082	\$ 2,662,082
Transportation Planning	\$ 282,023	\$ 288,569	\$ 324,712	\$ 296,307	\$ 328,708	\$ 328,708
Economic Development	\$ 1,360,689	\$ 882,556	\$ 1,129,652	\$ 608,539	\$ 4,052,682	\$ 4,052,682
Total Expenditures	\$ 3,772,519	\$ 3,556,728	\$ 4,095,880	\$ 3,288,333	\$ 7,043,472	\$ 7,043,472
* as amended		-6%		-8%		72%
**as of July 31, 2017						

**FY 17-18 Economic Development Expenditures
(by Budget Unit)**



Economic Development Expenditure Trend



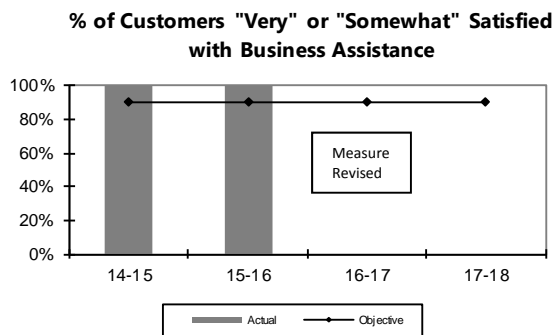
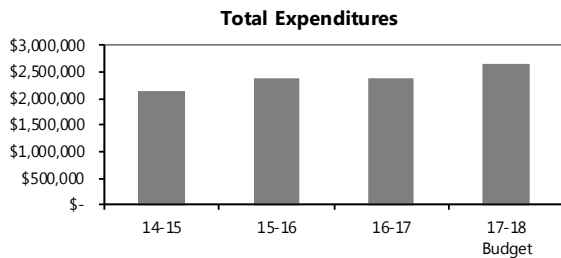
PLANNING & NEIGHBORHOOD DEVELOPMENT

MISSION: The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development, and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality of life for all residents of the City of Concord.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Economic Development
Department: **Planning & Neighborhood Development**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Development Plan Review and Permitting
- Public Hearings: Planning and Zoning Commission, Board of Adjustment and the Historic Preservation Commission
- Downtown business assistance with data collection, site selection, plan reviews, incentives and other matters
- CDBG/Home Program
- Long-range planning in partnership with citizens

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed the implementation of the new software Accela for Plan Review.
- Completed the Clearwater Artist Studios structural improvement in the lower level.

- Submitted successful Action Plan and Caper Report to HUD. Met 1.5 CDBG spending ratios.
- Renewed HUD agreement for the consortium as the lead agency.
- Increased events at Clearwater.
- Conducted a planning and training session with the Planning and Zoning Commission to provide guidance on quasi-judicial hearings, downtown masterplan and the Sign Ordinance.
- Completed update to the Sign Ordinance.
- Completed Downtown Masterplan.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to work with the County to utilize to the full potential new software Accela for Plan Review.
- Install Wayfinding Signage as approved by CVB and City Council.
- Continue to generate informational service specific Website, newsletters and pamphlets for citizen/developer education and assistance.
- Update the comprehensive Land Use Plan and revise the CDO to reflect the vision approved by the City Council.
- Implement Downtown Masterplan.
- Addition of 1 Development Service Technician for Permitting and Accela coordination with the County.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards, commission and with regard to design, site plan layout, and other issues.
- Continue to improve coordination with other departments to ensure that projects stay on track and problems are identified and solved early.

PERFORMANCE GOALS:

Major Service Area: Development Plan Review

Goal: To provide an accurate and timely review for the development community in order to reduce the time required for plan review.

Major Service Area: Downtown Business Assistance

Goal: To provide accurate information and assistance in a timely manner to existing and prospective businesses in order to facilitate industrial diversification, capital investment and job creation.

Major Service Area: Permitting

Goal: To provide accurate and timely issuance of development permits to developers and citizen in order to ensure compliance with local ordinances.

Major Service Area: Long-range Planning

Goal: To provide timely and accurate information and plans for future development, in partnership with citizens, to the Mayor and City Council, management, department directors, developers, and the general public in order to ensure the effective use of City resources.

Major Service Area: Public Hearings

Goal: To provide complete and accurate case information to various City boards in order to help the board members make well-educated decisions concerning zoning and development approvals.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Dev. Plan Review	% of plans approved within 2 submittals	Effectiveness	80%	92.7%	90%	90%	91%	95%
Dev. Plan Review	# of plans submitted	Workload	523	494	NA	389	NA	NA
Downtown MSD	% of downtown MSD property owners, businesses, and residents satisfied with MSD services	Effectiveness	New for FY17	New for FY17	New for FY17	75%	80%	NA
Permitting	% of customers satisfied with permitting process	Effectiveness	90%	Survey not conducted	90%	Measure under revision	90%	95%
Public Hearings	% of board members rating overall satisfaction with the agenda information completeness as "Very Satisfied" or "Satisfied"	Effectiveness	95%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4910						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 1,166,132	\$ 1,170,849	\$ 1,303,656	\$ 1,222,490	\$ 1,357,392	\$ 1,357,392
Operations	\$ 191,873	\$ 369,092	\$ 389,445	\$ 288,156	\$ 206,239	\$ 206,239
Capital Outlay	\$ 153,873	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 145,728	\$ 279,329	\$ 55,456	\$ 24,190	\$ 271,627	\$ 271,627
Grant Expenditures	\$ -	\$ 9,544			\$ -	\$ -
Cost Allocations	\$ 437,827	\$ 442,609	\$ 531,633	\$ 487,330	\$ 795,807	\$ 795,807
Transfers	\$ 34,374	\$ 114,180	\$ 361,326	\$ 361,321	\$ 31,017	\$ 31,017
Total Expenditures	\$ 2,129,807	\$ 2,385,603	\$ 2,641,516	\$ 2,383,487	\$ 2,662,082	\$ 2,662,082
% budget change		12%		0%		1%
* as amended						
**as of July 31, 2017						
Authorized FTE	14.50	14.70	16.00	16.00	17.00	17.00

TRANSPORTATION PLANNING

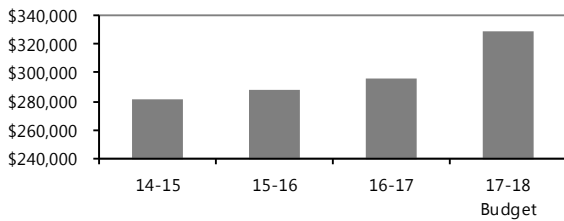
MISSION: Transportation Planning is accomplished through local urban design efforts and a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). CRMPO plans for regional transportation needs including highway, transit, air, bicycle, and pedestrian facilities within both Cabarrus and Rowan counties as well as connections to the greater Metrolina Area. Concord is the lead agency and Transportation Department staff serves as members and alternates to the CRMPO's Technical Coordinating Committee.

PROGRAM LOCATOR:

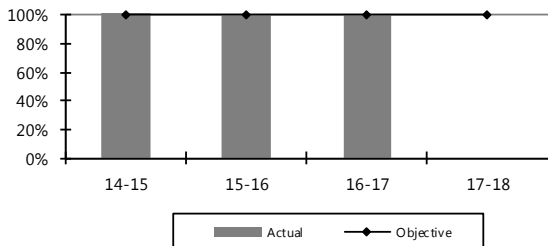
Fund: General Fund
Functional Area: Economic Development
Department: Transportation
Division: **Transportation Planning**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of TCC Meetings Attended



MAJOR SERVICE(S) PROVIDED:

- Support for local urban design efforts
- MPO transportation planning
- Regional coordination on transportation issues in the Charlotte metro area

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Provided delegated staff and participated with regional partners on issues of air quality, transportation planning, finance, and project delivery with the Technical Coordination Committee (TCC) of the CRMPO and the CRAFT Technical Committee.

- Coordinated with City departments, consulting engineers, and NCDOT to finalize plans and secure rights-of-way for the CMAQ Poplar Tent Rd. / US Hwy. 29, the CMAQ NC Hwy. 3 / US Hwy. 601 Intersection Improvement Projects, the CMAQ NE Subset Sidewalk Extension Project.
- Facilitated the NCDOT prioritization process for the DRAFT TIP to include the addition of Union Cemetery Relocation at Rock Hill Church/US 29 project added in the TIP.
- Facilitated completion of construction for the remaining section Derita Rd.
- Revised & updated the City's Comprehensive Transportation Plan (CTP);
- Assisted in completing the draft Transportation Conformity Report for the Metrolina Region and 2040 MTP Report.
- Contracted the complete overhaul of the CRMPO website to provide a more user friendly platform.
- Participated in the regional freight model.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Provide delegated staff support and identify participating funds on transportation issues such as Exit 49 improvements as coordinated through the CRMPO.
- Continue to assist in the latest update of the NCDOT's Comprehensive Transportation Plan (CTP) for the CRMPO in coordination with the City's latest revision of its CTP.
- Continue participation in the Regional Model maintenance, including updates to socioeconomic base year data, changes to the Model network(s).
- Continue to work with City infrastructure departments, consulting engineers, the CRMPO and its contracted agents to complete construction of local approved projects on the State Transportation Improvement Plan (STIP).
- Advertise and award new administration contract

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Improve communication efforts between City and fellow jurisdictions within the CRMPO.
- Improve staff involvement and support to CRAFT.
- Continue to support efforts and interagency communications for ranking STIP Projects using data driven criteria.
- Continue to coordinate and work within the CRMPO and with the NCDOT on the state's Comprehensive Transportation Plan (CTP) and the Regional Model for the metropolitan area.

PERFORMANCE GOALS

Major Service Area: MPO Transportation Planning

Goal: To provide Concord citizens with active representation in the MPO transportation planning process through representation on the Technical Coordinating Committee in order to address issues to increase transportation choices, reduce road congestion, increase traffic flow and improve traffic safety.

Major Service Area: Regional Coordination

Goal: To provide Concord citizens with regional representation to coordinate and cooperate with partners in the Charlotte metro area, as outlined and required by USDOT and NCDOT, and to provide a significant presence in any regional discussions about transportation planning and project/service delivery.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
MPO Transportation Planning	% of TCC meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%
Regional Coordination	% of Regional Model Executive Committee meetings attended	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY

Cost Center #: 4915						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ 282,023	\$ 288,569	\$ 324,712	\$ 296,307	\$ 328,708	\$ 328,708
Total Expenditures	\$ 282,023	\$ 288,569	\$ 324,712	\$ 296,307	\$ 328,708	\$ 328,708
% budget change		2%		3%		1%
* as amended						
**as of July 31, 2017						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

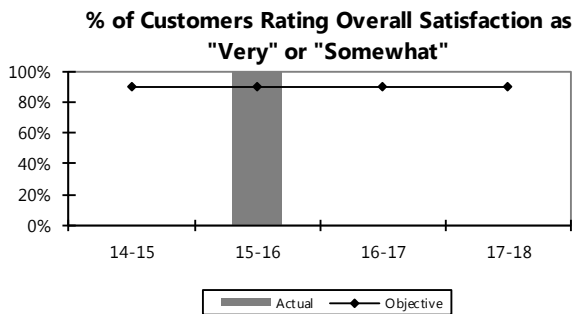
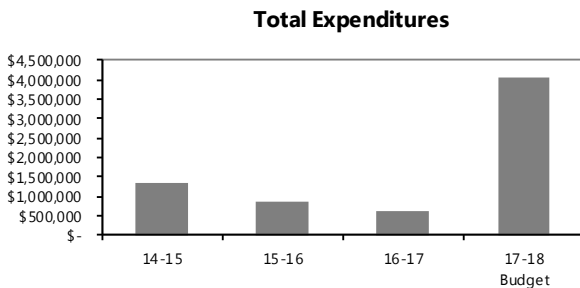
ECONOMIC DEVELOPMENT

MISSION: Economic Development administers local, state, and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Economic Development
Department: City Manager's Office
Division: **Economic Development**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Recruit, retain, and help expand businesses.
- Facilitate redevelopment to assist developers through complex renovation / reuse projects.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Assisted Beacon Partners and the Silverman Group with the development of industrial parks, including plans for over 2.75 million SF of new speculative development
- Continued close partnership with Cabarrus Economic Development Corporation (EDC) and the Concord Downtown Development Corporation (CDDC).
- Worked with EDC to assist existing business with expansion plans (e.g. FlyRight, FedEx, & Alevo).
- Support redevelopment of the Hotel Concord.

- Recommended revisions to the City's incentive policy to promote Manufacturing, Class A Office, and High Tech speculative development.
- Continue to work with owners/developers to promote available buildings and sites along Derita Rd., International Business Park, and throughout the City.
- Promoted the continued development of Afton Ridge Industrial Park into Concord.
- Continue to work with SunCap Development to develop a second 330,000 sf building in International Business Park that would be occupied by FedEx Ground.
- Promote the development of the City's first Class A Office Speculative Building.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Maintain the strong partnership with the Cabarrus County, CDDC and the EDC.
- Continue to work with CDDC to facilitate the redevelopment of the downtown properties.
- Continue to assist private sector industrial developers to construct facilities that will attract quality companies to locate in Concord.
- Continue to work with the property owners along the George Liles Parkway extension to develop the vacant land with high quality residential, office and commercial products.
- Continue to assist developers with the City's permit process.
- Work with owners of underutilized industrial property to redevelop and create jobs.
- Partner with the EDC to implement a marketing plan that promotes the City and attracts quality industries and employers.
- Make a contribution of \$3 million to Cabarrus County towards construction of an additional parking deck in the downtown area.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue the use of surveys to identify program and priority changes that are needed, as well as to determine effectiveness of efforts to achieve customer satisfaction by surveying businesses.
- Review economic development incentive grant programs to identify needed updates.
- Actively market programs and opportunities to encourage investment from the private sector.
- Work with EDC and neighboring municipalities to improve coordinated marketing strategy

PERFORMANCE GOALS:

Major Service Area: Redevelopment Facilitation

Goal: To provide enhanced investment and redevelopment opportunities within the developed and older areas of Concord in a timely manner that simplifies project complexity, reduces risk factors, attracts capital investment, and creates jobs.

Major Service Area: Investment Tracking

Goal: To provide accurate information in a timely manner to developers elected officials, and City management regarding public and private investment throughout the City of Concord.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Redevelopment Facilitation	% of customers rating overall satisfaction as 'Very' or 'Somewhat' satisfied	Effectiveness	100%	NA	90%	Revising Measure	90%	90%
Investment Tracking	Total public and private business investment in the downtown area (Union St., Cabarrus Ave., Church St.)	Effectiveness	\$29,639,272	NA	NA	Revising Measure	NA	NA
Investment Tracking	Total public and private business investment in manufacturing, high tech, & Class A office	Effectiveness	New for FY17	New for FY17	New for FY17	Revising Measure	NA	NA
Investment Tracking	Total public and private business investment in other areas	Effectiveness	New for FY17	New for FY17	New for FY17	Revising Measure	NA	NA

BUDGET SUMMARY

Cost Center #: 4920	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenditures	Actual Expenditures	Council Approved	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 101,102	\$ 68,009	\$ 77,063	\$ 74,466	\$ 75,662	\$ 75,662		
Operations	\$ 339,145	\$ 251,910	\$ 282,478	\$ 208,135	\$ 3,273,248	\$ 3,273,248		
Grants	\$ 920,442	\$ 137,637	\$ 770,111	\$ 325,938	\$ 703,772	\$ 703,772		
Capital Outlay	\$ -	\$ 425,000	\$ -	\$ -	\$ -	\$ -		
Total Expenditures	\$ 1,360,689	\$ 882,556	\$ 1,129,652	\$ 608,539	\$ 4,052,682	\$ 4,052,682		
% budget change		-73%		-31%				259%
* as amended								
**as of July 31, 2017								
Authorized FTE	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

CULTURAL & RECREATIONAL

OVERVIEW: Cultural & Recreational provides recreational opportunities to the citizens of Concord through the provision of recreational services, parks, and facilities. Cultural & Recreational is comprised of Parks & Recreation and Parks & Recreation- Aquatics.

DEPARTMENTS:

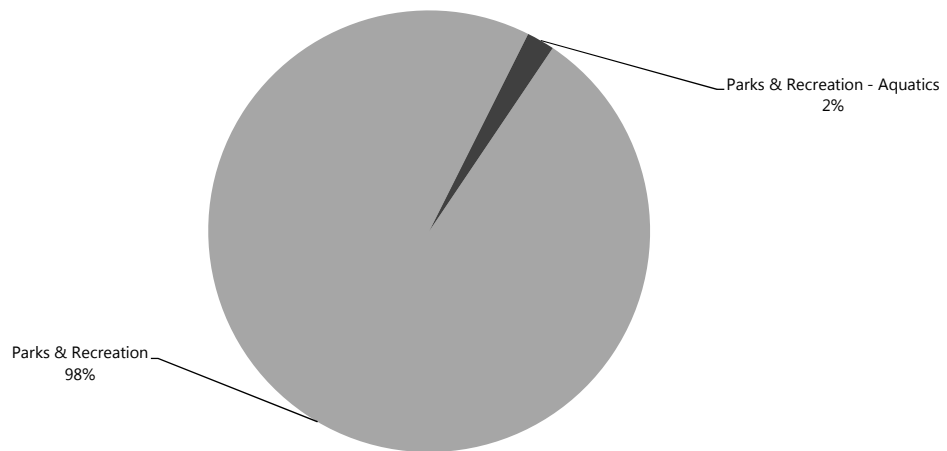
Parks & Recreation: The Parks & Recreation Department provides recreation and leisure services for the citizens of Concord. The department currently operates seven city parks, three recreation centers, several miles of greenways and trails, and one aquatic center. Additional information regarding the Parks & Recreation Department may be obtained by contacting Bob Dowless, Director of Parks & Recreation, at (704) 920- 5600 or via email at dowless@concordnc.gov.

Parks & Recreation- Aquatics: The Parks & Recreation Department- Aquatics operates the McInnis Aquatics Center. Additional information may be obtained by contacting Bob Dowless, Director of Parks & Recreation, at (704) 920-5600 or via email at dowless@concordnc.gov.

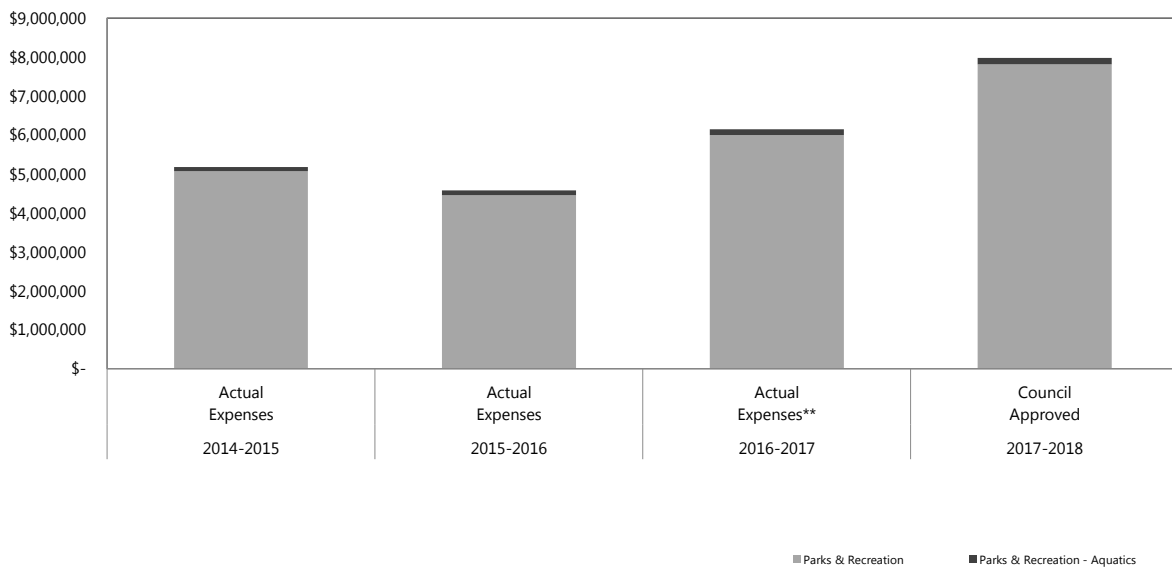
Cultural & Recreation Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Budget Unit (General Fund)						
Parks & Recreation	\$ 5,067,918	\$ 4,451,989	\$ 6,514,997	\$ 5,998,485	\$ 7,810,332	\$ 7,810,332
Parks & Recreation - Aquatics	\$ 105,009	\$ 122,334	\$ 198,711	\$ 143,664	\$ 162,369	\$ 162,369
Total Expenditures	\$ 5,172,927	\$ 4,574,323	\$ 6,713,708	\$ 6,142,149	\$ 7,972,701	\$ 7,972,701
% budget change		-12%		34%		19%
* as amended						
**as of July 31, 2017						

**FY 17-18 Cultural & Recreation Expenditures
(by Budget Unit)**



Cultural & Recreational Expenditure Trend



PARKS AND RECREATION

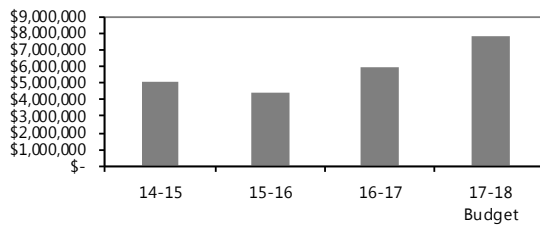
MISSION: The Parks and Recreation Department exists to provide recreation services, parks, and facilities that enrich the lives of all residents and promote the opportunity for a healthy lifestyle.

PROGRAM LOCATOR:

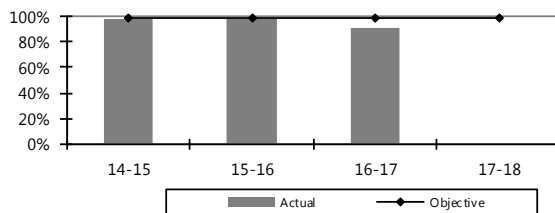
Fund: General Fund
 Functional Area: Cultural and Recreational
 Department: **Parks and Recreation**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Program Participants Reporting being "Very" Satisfied with their Experience



MAJOR SERVICE(S) PROVIDED:

- Facility Development
- Festivals, Events, Programs and Athletics
- Recreation Center Operations and Programming
- Facility Operations
- Customer Service

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Secured a contractor for Daniel Pharr renovations.
- Continued work on construction documents and land acquisition for Hector H Henry II Greenway, Riverwalk Phase.
- Completed renovations of Hartsell Recreation Center.
- Began construction McEachern Greenway Extension.
- Completed the Parks and Recreation Comprehensive Master Plan.

- Secured an architect to design Burrage Road house and prepare construction documents.
- Replaced basketball goals at all 3 recreation centers.
- Completed Control Link installation at ball fields.
- Continued evaluation of landfill at Les Myers Park.
- Thread Trail began construction of Hector H. Henry II Greenway, Mills at Rocky River.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Begin development of Coddle Creek Greenway, Phase One.
- Begin work on the Parks & Recreation Connectivity Analysis.
- Apply for PARTF grant for Hector H Henry Greenway, Riverwalk Phase and complete design.
- Acquire land for the future Northwest Park.
- Complete renovation of windows and HVAC on west side of Academy Recreation Center.
- Complete expansion of Daniel Pharr Building for additional meeting space.
- Complete McEachern Greenway Extension.
- Complete renovations of Burrage Road House.
- Design a solution for the stream bank erosion at McGee Park, near the playground.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Emphasis on providing information about greenways to the public.
- Emphasis on expanded capabilities of professional staff to include Project Management, Park Operations, ADA, and Grant opportunities.
- Emphasis on customer services to the public through technical means (Social Media, Operations Manuals).
- Aggressively search for and evaluate new facility opportunities in high growth areas.

PERFORMANCE GOALS:

Major Service Area: Customer Service

Goal: Provide tools to communicate with the public, track responses and evaluate, implement change according to feedback, improve usage of existing facilities, improve other major service areas.

Major Service Area: Facility Development

Goal: To pursue park facility development, including long range visioning, partnerships, alternative funding, donations, evolving role of athletics, site control efforts, master planning, design and construction.

Major Service Area: Festivals, Events, Programs and Athletics

Goal: To provide basic, extended and special leisure/athletic programming to youth and adults that are cost effective and engaging in order to provide social, educational, athletic and mentally stimulating experiences.

Major Service Area: Recreation Center Operations and Programming

Goal: To operate recreation centers that are positive destination points for the residents of Concord. To market the recreation centers in order to provide programs and activities that are popular with the communities served.

Major Service Area: Facility Operations

Goal: To operate park facilities that are positive destination points in order to provide patrons with a safe leisure experience in a cost effective manner.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Facility Development	Number of donations, partnerships and funding sources secured	NA	4	4	8	3	8	10
Festivals, Events, Programs, Athletics	% cost recovery of extended adult programs	Efficiency	100%	105%	100%	107%	110%	110%
Festivals, Events, Programs, Athletics	% of program participants reporting being "very" satisfied with their experience	Effectiveness	96%	98%	98%	97%	98%	100%
Festivals, Events, Programs, Athletics	# of youth participating in youth programming	Workload	11,251	14,793	13,000	18,432	15,000	18,000
Festivals, Events, Programs, Athletics	% of volunteers, coaches and contract instructors reporting being "very" satisfied with their experience	Effectiveness	96%	97%	98%	96%	98%	100%
Festivals, Events, Programs, Athletics	# of Youth Council Participant Volunteer Hours	Effectiveness	New for FY17	New for FY17	900	1,762	1,200	1,500
Recreation Center Op. & Programming	Total Attendance at Recreation Centers	Efficiency	85,663	87,165	85,000	79,302	90,000	100,000
Facility Operations	Dept's revenue as % of operating expenditures	Effectiveness	14.8%	17%	16%	12%	18%	20%
Facility Operations	# of vandalism incidents	Effectiveness	34	31	33	29	28	NA
Customer Service	Resident Outreach: # Amount of Organic Reach on Social Media	Effectiveness	New for FY17	New for FY17	80,000	231,423	130,000	150,000
Customer Service	Resident Outreach: % of on-line registrations of total	Effectiveness	19.2%	26%	25%	35%	30	60%

BUDGET SUMMARY:

Cost Center #: 6120	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 1,219,460	\$ 1,246,525	\$ 1,396,746	\$ 1,348,468	\$ 1,670,296	\$ 1,670,296
Operations	\$ 1,272,827	\$ 1,537,440	\$ 1,629,295	\$ 1,517,140	\$ 1,965,606	\$ 1,965,606
Capital Outlay	\$ 601,311	\$ 25,346	\$ 326,788	\$ 116,136	\$ 167,500	\$ 167,500
Debt Service	\$ 231,525	\$ 222,768	\$ 213,123	\$ 213,117	\$ 203,600	\$ 203,600
Cost Allocations	\$ 1,737,785	\$ 1,418,833	\$ 1,746,545	\$ 1,601,124	\$ 1,912,330	\$ 1,912,330
Transfers	\$ 5,010	\$ 1,077	\$ 1,202,500	\$ 1,202,500	\$ 1,891,000	\$ 1,891,000
Total Expenditures	\$ 5,067,918	\$ 4,451,989	\$ 6,514,997	\$ 5,998,485	\$ 7,810,332	\$ 7,810,332
% budget change		-12%		35%		20%
* as amended						
**as of July 31, 2017						
Authorized FTE	21.00	22.00	22.43	23.43	29.93	29.93

PARKS AND RECREATION AQUATICS

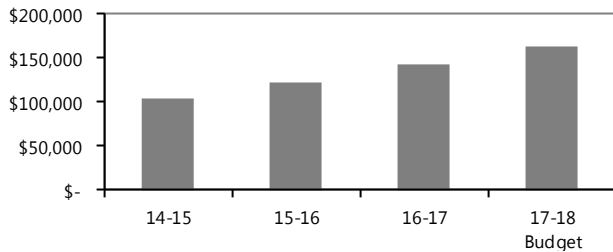
MISSION: The Parks and Recreation Department exists to provide recreation services, parks and facilities that enrich the lives of all residents and promote the opportunity for a healthy lifestyle.

PROGRAM LOCATOR:

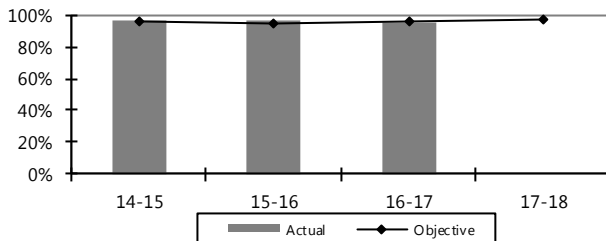
Fund: General Fund
Functional Area: Cultural and Recreational
Department: Parks & Recreation
Division: **Aquatics**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Pool Patrons Reporting Being "Somewhat" or "Very" Satisfied with their Experience



MAJOR SERVICE(S) PROVIDED:

- Pool Operations
- Pool Programs

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Resurfaced the inside of the pool tank.
- Installed new shelter in front of building.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Replace pool pump and sand filter.
- Continued focus on customer service and safety.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Focused staff training to increase customer satisfaction, including discussion of complaint resolution at staff meetings.
- Increase staff training regarding safety awareness, and swim instruction.
- Use of Operations Manual for improved customer service.
- Improved availability of pool to the public for open swim times.
- Increased collection of customer satisfaction surveys.

PERFORMANCE GOALS:**Major Service Area: Pool Operations**

Goal: To operate aquatic facilities for the residents of Concord in a cost-effective manner in order to provide patrons with a pleasant and safe leisure experience.

Major Service Area: Pool Programs

Goal: To provide aquatic instruction and programming to the residents of Concord in a cost-effective manner in order to improve the skill level of residents in a safe environment.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Pool Operations	% of pool patrons reporting being "somewhat" or "very" satisfied with their experience	Effectiveness	87%	97%	96%	95%	97%	100%
Pool Operations	# of aquatics injuries	Effectiveness	1	0	0	0	0	0
Pool Programs	Aquatic Center Attendance	Workload	6,217	6,797	7,000	6,671	7,100	7,500
Pool Programs	Aquatics revenues as a % of operating expenditures	Effectiveness	42%	44%	45%	33%	45%	48%

BUDGET SUMMARY:

Cost Center #: 6121						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 74,930	\$ 57,972	\$ 92,853	\$ 65,991	\$ 93,793	\$ 93,793
Operations	\$ 30,079	\$ 64,362	\$ 67,858	\$ 39,673	\$ 47,576	\$ 47,576
Capital Outlay	\$ -	\$ -	\$ 38,000	\$ 38,000	\$ 21,000	\$ 21,000
Total Expenditures	\$ 105,009	\$ 122,334	\$ 198,711	\$ 143,664	\$ 162,369	\$ 162,369
% budget change	16%	16%		17%		-18%
* as amended						
**as of July 31, 2017						
Note: All aquatics staff are temporary part-time employees						

SPECIAL REVENUE FUNDS

OVERVIEW: Special Revenue Funds are funds that are used or required to account for specific revenues that are legally restricted to expenditures for particular purposes. Special Revenue Funds include the Municipal Service District, HOME Consortium - Administration and Projects 2017, Community Development Block Grant (CDBG) – Administration and Projects 2017, Section 8 Housing Choice Voucher Program, and the Additional \$5 Vehicle Tax for Public Transit.

FUNDS:

Municipal Service District: The Municipal Service District serves as a pass-through agent for taxes levied on behalf of and remitted to the Concord Downtown Redevelopment Corporation for use in the promotion and improvement of the City's downtown area. Additional information regarding the Municipal Service District may be obtained by contacting Pam Hinson, Director of Finance, at (704) 920-5220 or via email at hinsonp@concordnc.gov.

Section 8 Housing Choice Voucher Program: The Section 8 Housing Choice Voucher Program is responsible for assisting low-income families in finding affordable and decent housing in the private rental market. Additional information regarding the Voucher Program may be obtained by contacting Angela Graham, Director of Public Housing, at (704) 788-1139 or via email at grahamaj@concordnc.gov.

Community Development Block Grant (CDBG) – Administration and Projects 2017: The CDBG – Administration and Project Department is responsible for administering and outlining Federal community development monies designated for serving low to moderate-income areas of the City. Funds are granted through the U.S. Department of Housing and Urban Development. Additional information regarding Community Development Block Grants may be obtained by contacting Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@concordnc.gov.

HOME Consortium - Administration and Projects 2017: The Cabarrus, Iredell, and Rowan HOME Consortium was established in 1996 as an entitlement area to receive HOME Investment Partnership funds through the U.S. Department of Housing and Urban Development. The HOME program allows participating jurisdictions to address affordable housing issues through renovations of existing homes and by constructing new units. The Consortium members include the counties of Cabarrus, Iredell, and Rowan, the towns of Davidson and Mooresville, and the cities of Concord, Kannapolis, Salisbury, and Statesville. The City of Concord serves as the lead entity. Additional information regarding the HOME Consortium Department may be obtained by contacting Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@concordnc.gov.

Additional \$5 Vehicle Tax for Public Transit: The \$5 Vehicle Tax for Public Transit Fund serves as a pass-through agent for annual vehicle license taxes approved by the City of Concord under G.S. 105-561. The purpose of this tax is to raise revenue for capital and operating expenses associated with operation of the Concord-Kannapolis Rider Public Transit System. This special revenue fund accounts for the tax revenue and transfer of funds to the City's Public Transit Fund. Additional information regarding the Additional \$5 Vehicle Tax Fund for Public Transit may be obtained by contacting Pam Hinson, Director of Finance, at (704) 920-5220 or via email at hinsonp@concordnc.gov.

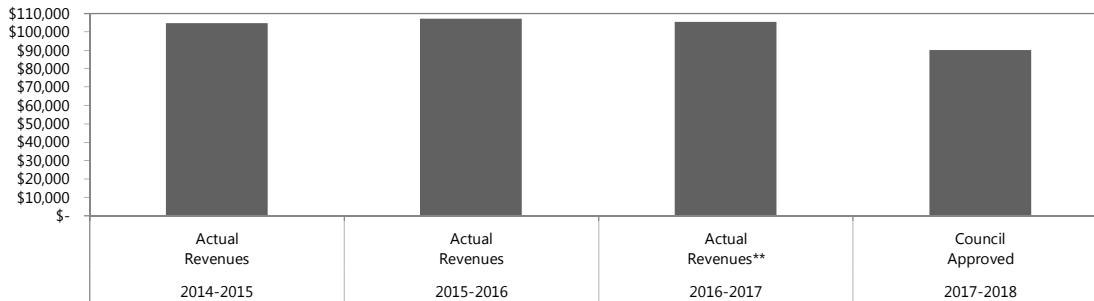
Municipal Service District Revenue

Fund 201

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Current Levy Collection	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
Total Revenue	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
% budget change		8.1%		-1.7%		-16%

**as of July 31, 2017

Municipal Service District Revenue Trend



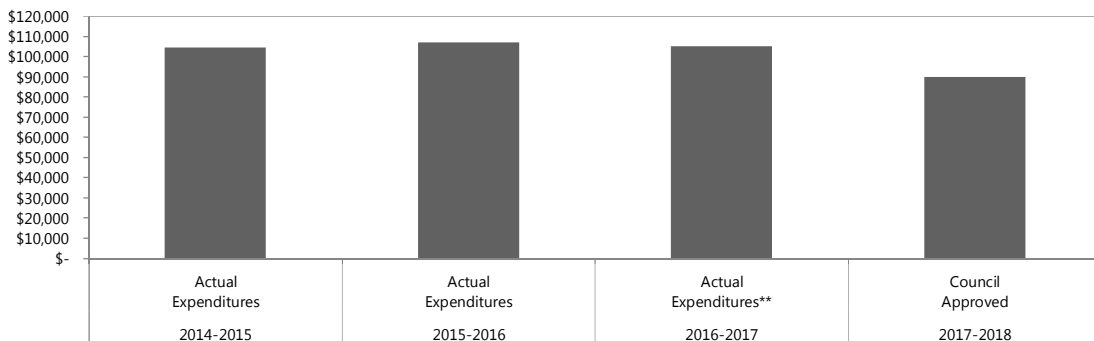
Municipal Service District Expenditures

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Budget Unit	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Concord Downtown Development Corp.	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
Total Expenditures	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
% budget change		2.5%		-1.7%		-16%

* as amended

**as of July 31, 2017

Municipal Service District Expenditure Trend



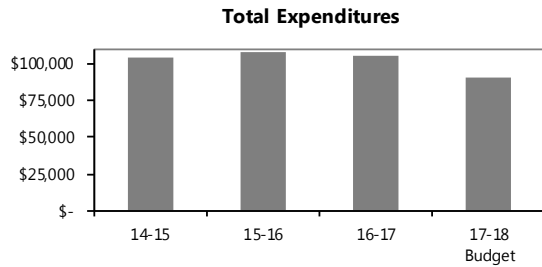
MUNICIPAL SERVICE DISTRICT

MISSION: N/A

PROGRAM LOCATOR:

Fund: Municipal Service District
Functional Area: Municipal Service District
Department: **Municipal Service District**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Budget serves as a Special Revenue Fund pass through agent for the Concord Downtown Development Corporation.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- N/A

BUDGET SUMMARY:

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Maintains a tax rate for the district of \$0.23 per \$100 of valuation.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- N/A

PERFORMANCE GOALS:

Major Service Area: N/A

Goal: N/A

PERFORMANCE SUMMARY:

- N/A

Cost Center #: 5000	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Operations	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
Total Expenditures	\$ 104,399	\$ 107,027	\$ 107,247	\$ 105,203	\$ 90,000	\$ 90,000
% budget change	5%	2.5%		-1.7%		-16%

* as amended
 **as of July 31, 2017

Section 8 Voucher Program Revenues

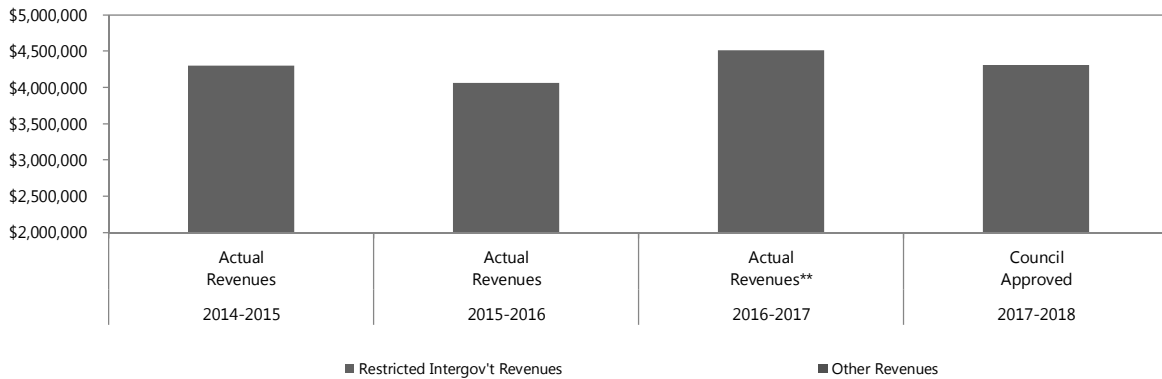
Fund 210

	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Restricted Intergov't Revenues	\$ 4,295,194	\$ 4,064,996	\$ 4,550,087	\$ 4,511,696	\$ 4,303,974	\$ 4,303,974
Other Revenues	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -
Total Revenue	\$ 4,295,194	\$ 4,064,996	\$ 4,572,087	\$ 4,511,696	\$ 4,303,974	\$ 4,303,974
% budget change		-12%		11%		-6%

* as amended

**as of July 31, 2017

Section 8 Revenue Trend



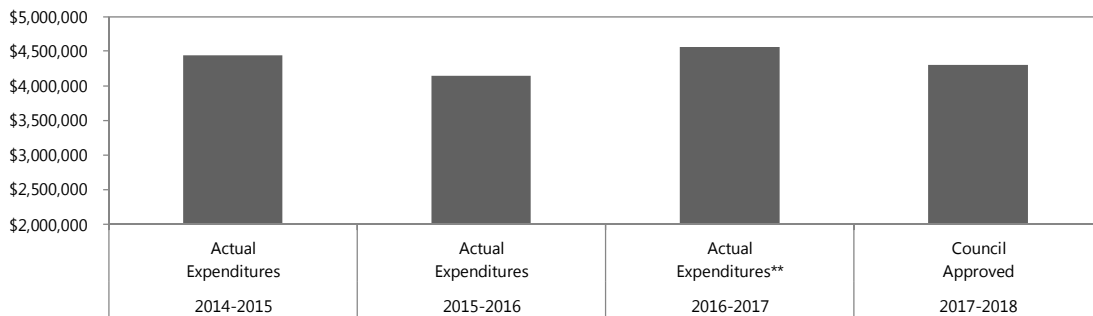
Section 8 Voucher Program Expenditures

	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Section 8 Voucher Program	\$ 4,439,762	\$ 4,142,334	\$ 4,572,087	\$ 4,557,515	\$ 4,303,974	\$ 4,303,974
Total Expenditures	\$ 4,439,762	\$ 4,142,334	\$ 4,572,087	\$ 4,557,515	\$ 4,303,974	\$ 4,303,974
% budget change		-7%		10%		-6%

* as amended

**as of July 31, 2017

Section 8 Voucher Program Expenditure Trend



SECTION 8 HOUSING CHOICE VOUCHER PROGRAM

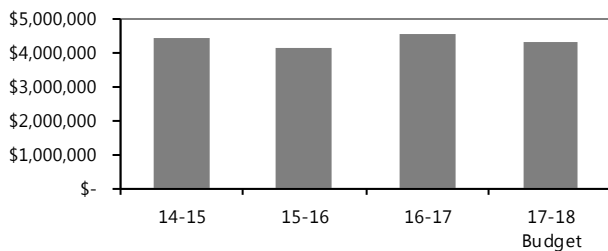
MISSION: The City of Concord Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

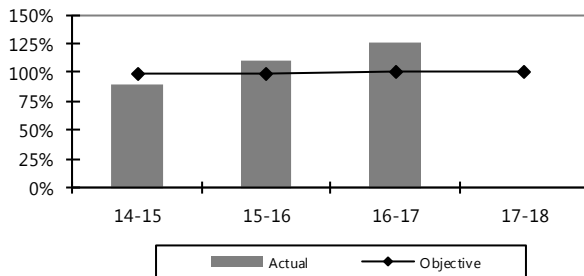
Fund: Voucher Program
Functional Area: Voucher Program
Department: Public Housing
Division: **Vouchers**

BUDGET & PERFORMANCE HIGHLIGHT

Total Expenditures



% Utilization of Units Under Lease



MAJOR SERVICE(S) PROVIDED:

- Decent, safe, sanitary housing for clients
- Family self-sufficiency
- Accounting
- Education

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- The Housing Department continues to educate Housing Choice Voucher Landlords by hosting a yearly Landlord Workshop. We had over 25 landlords to participate in the lunch and learn program. This informative program covers all phases of what both new and existing landlords need to know to comply with HUD rules and regulations.
- Four (4) Section 8 residents graduated from the Family Self-Sufficiency program with (4) participants obtaining Homeownership.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Maintain a 98% lease-up of our Housing Choice Voucher units to assist families in need of decent, safe, and sanitary housing.
- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.
- Encourage self-sufficiency of participant families and assist in the expansion of family opportunities which address educational, socio-economic, recreational, and other human resource needs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Provide decent, safe, and sanitary housing in good repair – in compliance with program uniform physical condition standards.
- Promote fair housing and the opportunity for very low-income and low-income families throughout Cabarrus County, of all races, ethnicities, national origins, religions, ethnic backgrounds, and with all types of disabilities, to participate in the Housing Choice Voucher program and its services.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all program components.
- Continue to provide education on policies and procedures through annual Landlord workshops.

PERFORMANCE GOALS:

Major Service Area: Decent, Safe, and Sanitary Housing

Goal: To provide high quality housing to residents/clients in order to obtain a safe and enjoyable living environment.

Major Service Area: Family Self-Sufficiency

Goal: To provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.

Major Service Area: Accounting

Goal: To provide accurate financial information, in a timely manner, to the City of Concord and the Department of Housing and Urban Development in order to comply with local, state, and federal laws, and governmental accounting and regulatory requirements.

Major Service Area: Education

Goal: To improve on educating landlords/property owners in the Housing Choice Voucher Program through forums and workshops.

Major Service Area: Self-Sufficiency

Goal: To utilize our homeownership program and coordinator to continue to encourage all program participants of the benefits of Self-Sufficiency.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Decent, Safe, and Sanitary Housing	% Lease Based Voucher Funding Utilized	Effectiveness	90%	110%	100%	121%	100%	98%
Education	% of New Landlords attending Landlord Forums/Workshops	Effectiveness	100%	100%	100%	98%	100%	100%
Family Self Sufficiency	# of participants in the FSS program	Effectiveness	24	25	25	33	25	25

BUDGET SUMMARY:

Cost Center #: 1500						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Administration	\$ 224,663	\$ 250,398	\$ 281,661	\$ 270,217	\$ 296,125	\$ 296,125
Housing Assistance Pymts.	\$ 4,136,884	\$ 3,832,265	\$ 4,204,840	\$ 55,822	\$ 3,945,000	\$ 3,945,000
Maintenance / Other Expen.	\$ 78,215	\$ 59,671	\$ 85,586	\$ 4,231,476	\$ 62,849	\$ 62,849
Total Expenditures	\$ 4,439,762	\$ 4,142,334	\$ 4,572,087	\$ 4,557,515	\$ 4,303,974	\$ 4,303,974
% budget change		-6.7%		10.0%		-6%
* as amended						
**as of July 31, 2017						
Authorized FTE	4.70	4.58	5.40	4.40	4.40	4.40

Community Development Block Grant (CDBG) Revenues

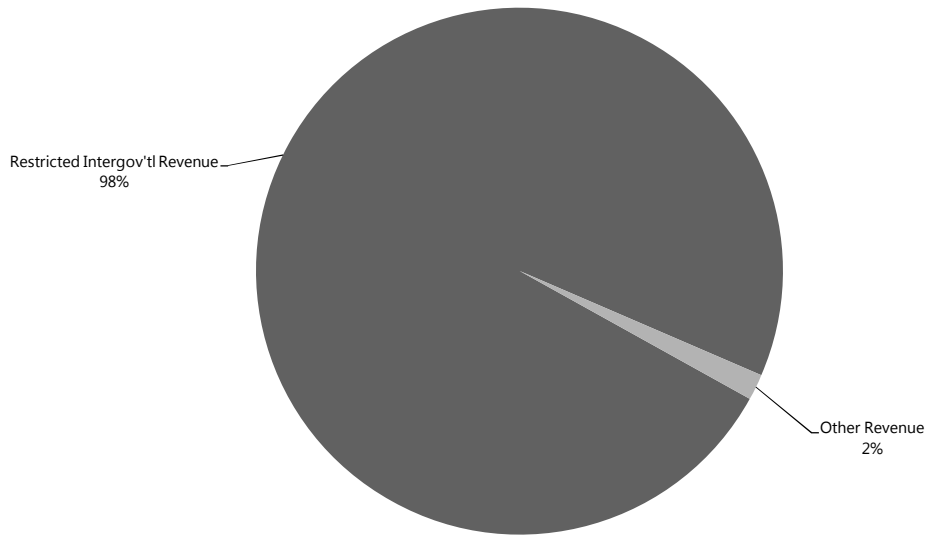
Fund 310

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues	Manager Recommended	Council Approved
Restricted Intergov'tl Revenue	\$ 125,942	\$ 260,842	\$ 463,245	\$ 141,424	\$ 463,245	\$ 463,245
Other Revenue	\$ -	\$ -	\$ 7,500	\$ 9,110	\$ 7,500	\$ 7,500
Total Revenue	\$ 125,942	\$ 260,842	\$ 470,745	\$ 150,534	\$ 470,745	\$ 470,745
% budget change		107%		-42%		0%

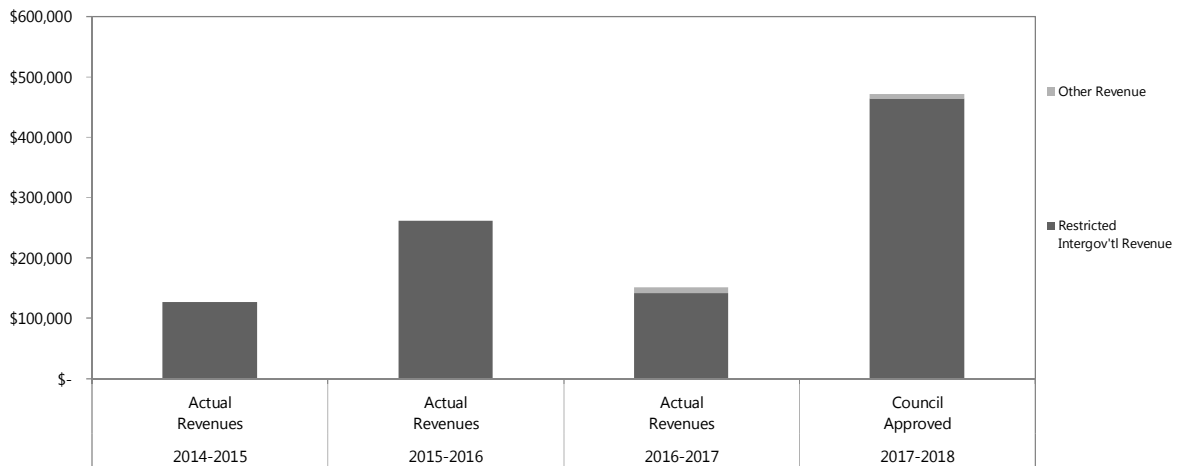
* as amended

**as of July 31, 2017

FY 17-18 CDBG Revenue



CDBG Revenue Trend

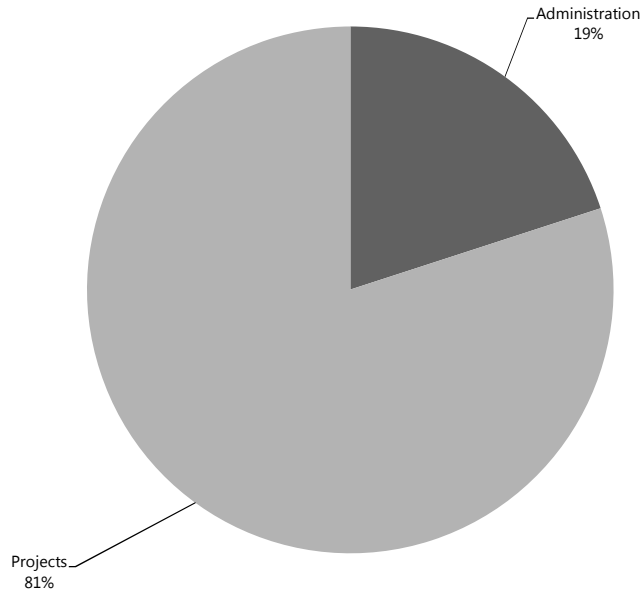


Community Development Block Grant (CDBG) Expenditures

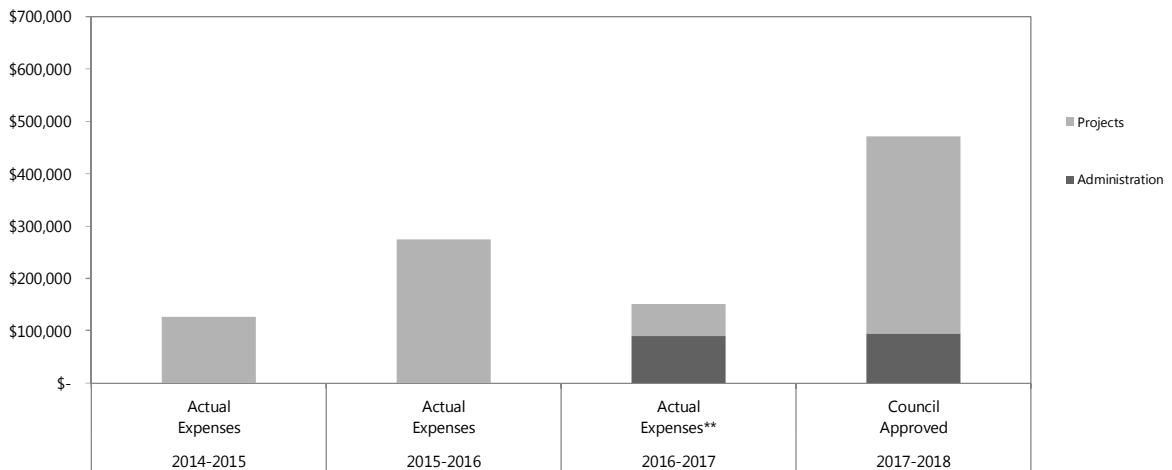
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Budget Unit	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ -	\$ -	\$ 94,149	\$ 89,734	\$ 94,149	\$ 94,149
Projects	\$ 125,942	\$ 274,551	\$ 376,596	\$ 60,800	\$ 376,596	\$ 376,596
Total Expenditures	\$ 125,942	\$ 274,551	\$ 470,745	\$ 150,534	\$ 470,745	\$ 470,745
% budget change		118%		-45%		0%

* as amended
**as of July 31, 2017

FY 17-18 CDBG Expenditures



CDBG Expenditure Trend



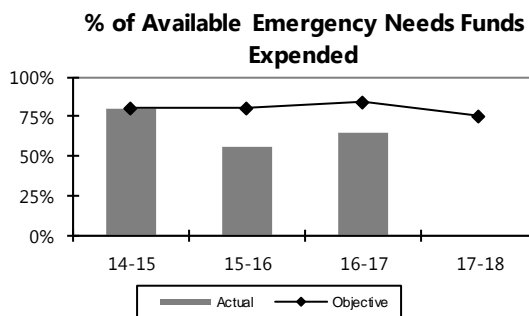
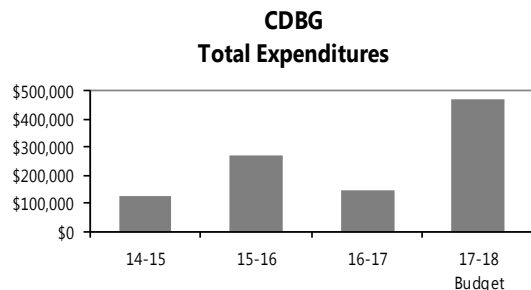
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - ADMINISTRATION AND PROJECTS 2017

MISSION: The CDBG program for the City of Concord exists to provide individual citizens, neighborhoods, non-profit organizations and other government agencies with neighborhood revitalization assistance, housing rehabilitation, new home construction, job creation, infrastructure improvements, code enforcement, and blight clearance to enhance the vitality, safety, and attractiveness of Concord's neighborhoods.

PROGRAM LOCATOR:

Fund: Community Development Block Grant
Functional Area: CDBG 2017
Department: Planning & Neighborhood Services
Division: **CDBG Admin. & Projects 2017**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- CDBG Administration and Sub-Recipient Program Management
- Emergency Needs Program Assisting Low and Moderate-Income Homeowners
- Provide funding for infrastructure needs (i.e. sidewalks, road repairs) in LMI neighborhoods

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed automated submittal of 5-Year Consolidated Annual Performance Evaluation Report in HUD's IDIS System.
- Completed 8 emergency needs projects.
- Completed design of lower level ClearWater Operations Building.
- Complete infrastructure project in Brown Mill neighborhood.
- Completed full review of program policies and plans needed to address federal compliance standards.
- Acquired 2 lots to address slum and blight in LMI neighborhoods.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Complete at least 1 major infrastructure improvement project in an LMI area.
- Commence renovation of multi-purpose room at ClearWater Artist Studios.
- Continue clearance/code enforcement activities to eliminate slum and blight in targeted LMI neighborhoods.
- Acquire 2-3 properties and partner with Habitat to build new affordable housing units.
- Complete renovation of a portion of the 3rd phase (ClearWater Lower-Level).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Establishing a stronger Section 3 program to provide economic opportunities to local citizens.
- Increase special events at ClearWater Artists Studios.
- Research funding sources to address food dessert needs (Gibson Village).
- Enhance program offerings (i.e. classes, artistic presentations at Clearwater.
- Work to increase outdoor events along the greenway adjacent to Clearwater Artists Studios.
- Continue efforts to work with local community agencies (subrecipients) to provide funding assistance for service programs and operations.

PERFORMANCE GOALS:**Major Service Area: CDBG Administration**

Goal: To provide on-going technical assistance, on-site monitoring visits and program support to CDBG sub-recipients in order to achieve full regulatory compliance through effective program administration.

Major Service Area: Emergency Needs

Goal: To provide timely assistance to low and moderate-income homeowners with emergency repairs in order to achieve program objectives and expend grant funds in a timely manner.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
CDBG Admin.	% of sub-recipients that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
CDBG Admin.	% of Allowable Administrative funds expended	Effectiveness	100%	100%	100%	100%	100%	100%
CDBG Admin.	# of households assisted with emergency needs	Workload	6	10	12	9	10	10
Emergency Needs	% of available emergency needs funds expended	Effectiveness	80%	560%	85%	65%	75%	80%

BUDGET SUMMARY:**CDBG Administration**

Cost Center #: 3107	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ -	\$ -	\$ 81,066	\$ 83,741	\$ 83,363	\$ 83,363
Operations	\$ -	\$ -	\$ 13,083	\$ 5,993	\$ 10,786	\$ 10,786
Total Expenditures	\$ -	\$ -	\$ 94,149	\$ 89,734	\$ 94,149	\$ 94,149
<i>% budget change</i>						0%
* as amended						
**as of May 1, 2017						
Authorized FTE	1.10	1.00	1.20	1.20	1.20	1.20
NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.						
NOTE (2): An additional 0.8 FTE located in Home Consortium - Administration budget.						

CDBG Projects

Cost Center #3108	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Operations	\$ 125,942	\$ 274,551	\$ 376,596	\$ 60,800	\$ 376,596	\$ 376,596
Total Expenditures	\$ 125,942	\$ 274,551	\$ 376,596	\$ 60,800	\$ 376,596	\$ 376,596
<i>% budget change</i>		118%		-78%		0%
* as amended						
**as of July 31, 2017						

HOME Consortium Revenues

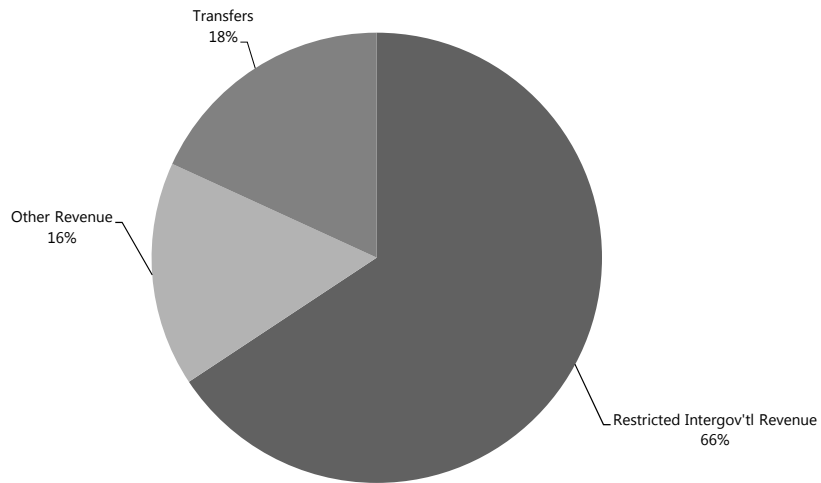
Fund 320

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues**	Council Approved*	Actual Revenues	Manager Recommended	Council Approved
Restricted Intergov'tl Revenue	\$ (10,514)	\$ 200,319	\$ 184,413	\$ 100,984	\$ 183,440	\$ 183,440
Other Revenue	\$ 144,687	\$ (193,272)	\$ 45,090	\$ 43,736	\$ 45,090	\$ 45,090
Transfers	\$ 25,337	\$ (25,337)	\$ 50,853	\$ 53,687	\$ 50,686	\$ 50,686
Total Revenue	\$ 159,510	\$ (18,290)	\$ 280,356	\$ 198,407	\$ 279,216	\$ 279,216
% budget change		-114%		-1185%		0%

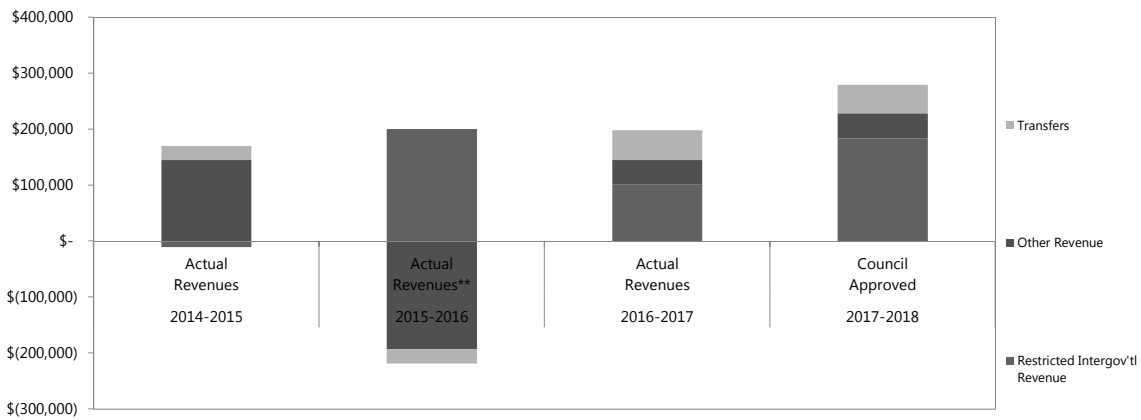
* as amended

**as of July 31, 2017

FY 17-18 HOME Consortium Revenues



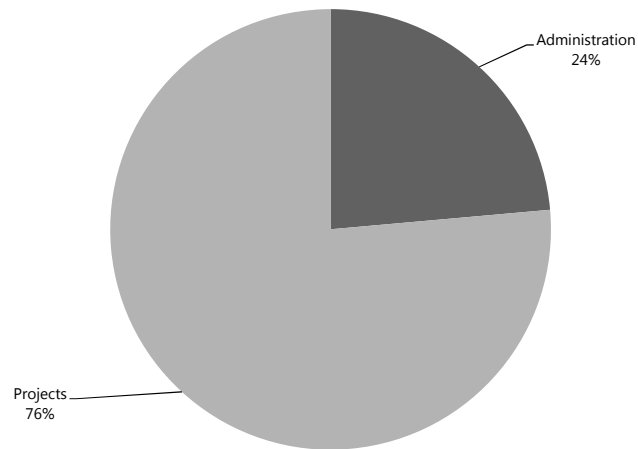
HOME Revenue Trend



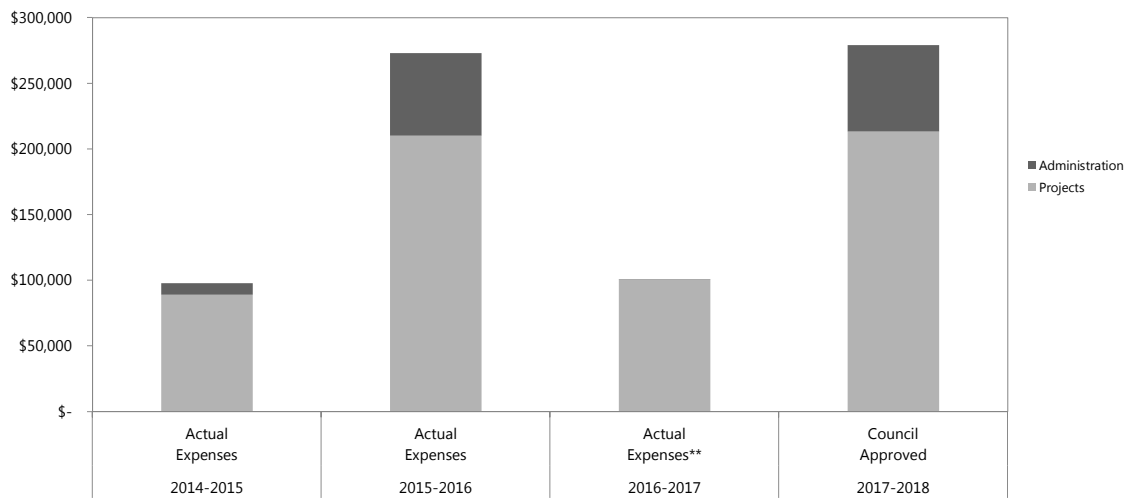
HOME Consortium Expenditures

Budget Unit	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Administration	\$ 8,853	\$ 63,068	\$ 66,155	\$ 308	\$ 65,847	\$ 65,847
Projects	\$ 89,046	\$ 210,093	\$ 214,201	\$ 100,737	\$ 213,369	\$ 213,369
Total Expenditures	\$ 97,899	\$ 273,161	\$ 280,356	\$ 101,045	\$ 279,216	\$ 279,216
% budget change		101%		-63%		0%
* as amended						
**as of July 31, 2017						

FY 17-18 Home Consortium Expenditures



HOME Expenditure Trends



HOME CONSORTIUM

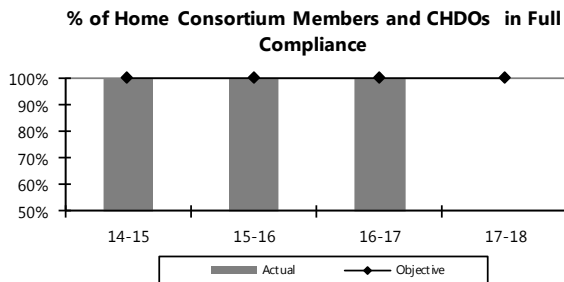
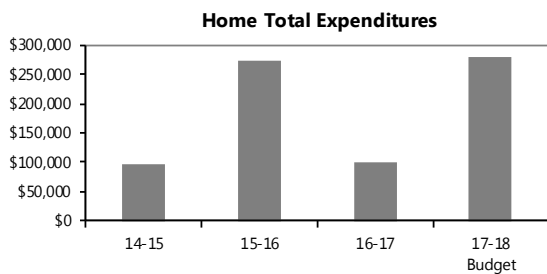
ADMINISTRATION AND PROJECTS 2017

MISSION: The HOME Consortium exists to provide low and moderate-income citizens with major housing rehabilitation, new home construction, and homebuyer assistance to improve their quality of life and enhance the vitality, safety, and attractiveness of neighborhoods.

PROGRAM LOCATOR:

Fund: HOME Consortium 2017
Functional Area: HOME 2017
Department: Planning & Nbhd Services
Division: **HOME Admin. & Projects 2017**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Lead Agency Administration of the Cabarrus / Iredell / Rowan HOME Consortium.
- Down Payment Assistance to Low and Moderate-Income Homebuyers.
- New Construction of Affordable Housing Units.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Successful submittal of automated HOME Consortium 5-Year Consolidation Action Plan and CAPER.
- Completed new construction of 3 homes in LMI neighborhoods.
- Assisted 2 families with down payment assistance for new home purchases.
- Completed 2 whole-house rehabilitation projects.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Complete construction of 3 new homes in LMI communities in partnership with Habitat for Humanity
- Complete 2 HOME whole-house rehabilitation projects.
- Continue efforts to assist with multi-family tax credit development and rehabilitation projects.
- Continue assistance for families who need whole-house rehabilitation repairs.

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Work in partnership with the Housing Department to provide housing counseling services to residents who participate in the Family Self Sufficiency Program.
- Establish a stronger Fair Housing Education Program.
- Enhance monitoring efforts of City financed tax credit project in regards to HUD's Affirmatively Furthering Fair Housing (AFFH) regulations.
- Continue training sessions for HOME Consortium members to provide tools to administer HOME projects more efficiently and effectively.

PERFORMANCE GOALS:

Major Service Area: Lead Agency Administration

Goal: To provide HOME consortium members and participating CHDO's technical assistance and regular monitoring visits in order to maintain compliance with program regulations.

Major Service Area: Down Payment Assistance

Goal: To offer down payment assistance and homebuyer education in order to provide homeownership opportunities to qualified buyers.

Major Service Area: New Construction

Goal: To construct and sell new affordable single-family homes to provide increased homeownership opportunities to qualified low and moderate income buyers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Lead Agency Admin.	% of HOME consortium members and participating CHDOs that are in full compliance	Effectiveness	100%	100%	100%	100%	100%	100%
HOME Admin.	% of allowable administrative funds expended	Effectiveness	70%	80%	75%	54%	80%	80%
Home Rehabilitation	# of households assisted with whole house rehabilitation	Workload	6	4	4	4	4	5
Down Payment Assistance	% of homebuyers receiving down payment assistance after completion of homebuyer education classes	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Home Administration

Cost Center #: 3205						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 3,126	\$ 59,616	\$ 60,964	\$ -	\$ 63,085	\$ 63,085
Operations	\$ 5,727	\$ 3,452	\$ 5,191	\$ 308	\$ 2,762	\$ 2,762
Total Expenditures	\$ 8,853	\$ 63,068	\$ 66,155	\$ 308	\$ 65,847	\$ 65,847
% budget change		612%		-100%		0%
* as amended						
**as of July 31, 2017						
Authorized FTE	1.00	0.90	0.80	0.80	0.80	0.80

NOTE: Home budgets are "project" budgets and remain in use over multiple fiscal years.

Projects

Cost Center #: 3205						
	2014-2015 Actual Expenditures	2015-2016 Actual Expenditures	2016-2017 Council Approved*	2016-2017 Actual Expenditures**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 3,126	\$ 59,616	\$ 60,964	\$ -	\$ 63,085	\$ 63,085
Operations	\$ 5,727	\$ 3,452	\$ 5,191	\$ 308	\$ 2,762	\$ 2,762
Total Expenditures	\$ 8,853	\$ 63,068	\$ 66,155	\$ 308	\$ 65,847	\$ 65,847
% budget change		612%		-100%		0%
* as amended						
**as of July 31, 2017						
Authorized FTE	1.00	0.90	0.80	0.80	0.80	0.80

NOTE: Home budgets are "project" budgets and remain in use over multiple fiscal years.

Additional \$5 Vehicle Tax (Transit) Revenue

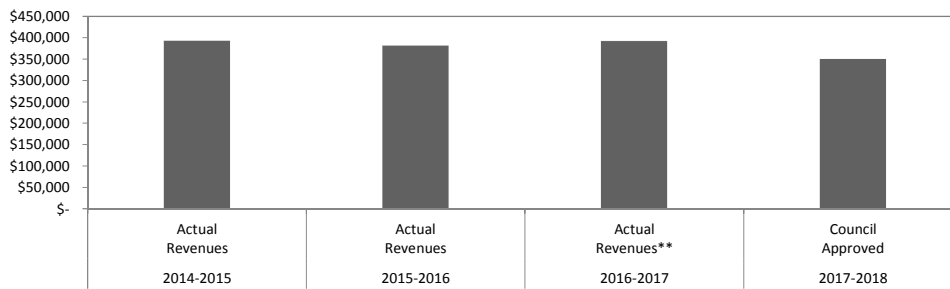
Fund 292

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Licenses	\$ 393,017	\$ 381,680	\$ 395,000	\$ 391,947	\$ 350,000	\$ 350,000
Investment Earnings	\$ 275	\$ 569	\$ 285	\$ 268	-	-
Total Revenues	\$ 393,292	\$ 382,249	\$ 395,285	\$ 392,215	\$ 350,000	\$ 350,000
% budget change		-3%		3%		-11%

* as amended

** as of July 31, 2017

Additional \$5 Vehicle Tax - Transit Revenue



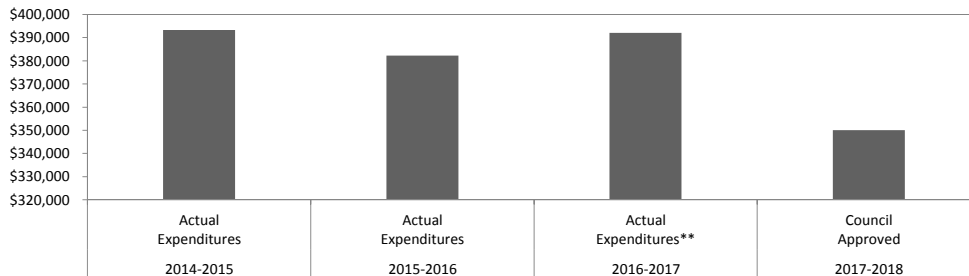
Additional \$5 Vehicle Tax (Transit) Expenditures

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
By Department						
Transfer to Public Transit	\$ 393,292	\$ 382,248	\$ 395,285	\$ 392,114	\$ 350,000	\$ 350,000
Total Expenditures	\$ 393,292	\$ 382,248	\$ 395,285	\$ 392,114	\$ 350,000	\$ 350,000
% budget change		-3%		3%		-11%

* as amended

** as of July 31, 2017

Additional \$5 Vehicle Tax - Transit Expenditures



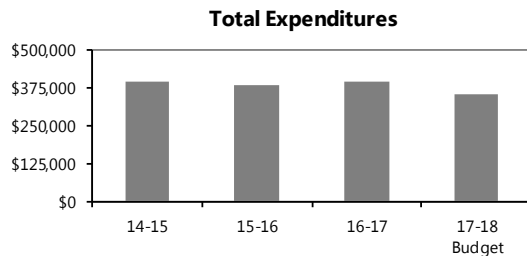
ADDITIONAL \$5 VEHICLE TAX- TRANSIT

MISSION: N/A

PROGRAM LOCATOR:

Fund: Additional \$5 Vehicle Tax - Transit
Functional Area: Addl. \$5 Vehicle Tax - Transit
Department: **Addl. \$5 Vehicle Tax - Transit**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Budget unit serves as a Special Revenue Fund pass through agent for funding dedicated to Public Transit

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- N/A

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- N/A

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- N/A

PERFORMANCE SUMMARY:

- N/A

PERFORMANCE GOALS:

Major Service Area: N/A

Goal: N/A

BUDGET SUMMARY:

Cost Center #: 8200						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Transfers	\$ 393,292	\$ 382,248	\$ 395,285	\$ 392,114	\$ 350,000	\$ 350,000
Total Expenditures	\$ 393,292	\$ 382,248	\$ 395,285	\$ 392,114	\$ 350,000	\$ 350,000
% budget change		-3%		3%		-11%
* as amended						
**as of July 31, 2017						

ENTERPRISE FUNDS OVERVIEW

OVERVIEW: Enterprise Funds provide services that are funded primarily through user charges. Enterprise Funds include Stormwater, Electric, Water, Transit, Wastewater, Golf Course, Aviation, and Public Housing.

FUNDS & BUDGET UNITS:

Stormwater Fund: Stormwater provides inspection and maintenance of storm drains and ditches located within city-owned right-of-ways, and is responsible for implementation of the Environmental Protection Agency (EPA) Phase II Stormwater Management Program. Additional information regarding Stormwater may be obtained by contacting Christie Putnam, Director of Water Resources, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Electric Fund: Electric Systems operates and maintains the City of Concord's electric distribution system. Additional information regarding any Electric Systems division may be obtained by contacting Bob Pate, Director of Electric Systems, at (704) 920-5301 or via email at pateb@concordnc.gov.

Electric Systems Administration: Electric Systems Administration provides leadership, coordination of the maintenance and construction, and financial solvency of the City's electric utility system.

Purchased Power: Purchased Power accounts for the purchase of wholesale power from Duke Power Co., Southeastern Power Administration, and BFI for retail sale in the City's electrical distribution system.

Powerlines Maintenance: Powerlines Maintenance is responsible for provision of preventive maintenance and emergency repairs of power lines, substations, power delivery stations, peak shaving generation plants, electric metering, and SCADA operations.

Tree Trimming: Tree trimming is responsible for maintaining clearance of trees from power lines in order to minimize the interruption of electric service to customers.

Electric Construction: Electric Construction is responsible for construction of additions and extension of the electric system's infrastructure as required to meet growing demands for electric services in the City's Electric System service area.

Peak Shaving: Peak Shaving is the arrangement whereby the Electric System generates electricity during periods of time when customer demands for electricity are greatest. The power the City is required to produce during "peak" times is diminished by the amount of power that the City generates through peak shaving. Since purchased power is traditionally more expensive during "peak" power use times, utilization of peak shaving results in a monetary savings for the City.

Electric Engineering Services: Electric Engineering Services is responsible for all engineering and design functions for the construction, upgrade, and maintenance of the electric system infrastructure. The Division has both internal and external customers.

Utility Locate Services: Utility Locate Services is responsible for identifying and marking underground stormwater, water, electric, and wastewater lines.

Water Fund: Water Resources operates and maintains the City of Concord's water system, providing safe drinking water to the citizens of Concord. Additional information regarding any Water Resources division may be obtained by contacting Christie Putnam, Director of Water Resources, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Hillgrove Water Treatment Plant: Hillgrove Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Coddle Creek Water Treatment Plant: Coddle Creek Water Treatment Plant provides up to 12,000,000 gallons per day (MGD) of treated drinking water.

Waterlines Operations & Maintenance: Waterlines Operations & Maintenance is responsible for the efficient operation and maintenance of water lines and connections 24 hours a day.

Transit Fund: The Concord/Kannapolis Area Transit System - or Rider – is responsible for providing the highest quality passenger transportation services for the citizens of Concord and Kannapolis. The Cities of Concord and Kannapolis partner to provide the Rider service with Concord serving as the lead agency. Additional information regarding Transit System may be contacting LJ Weslowski, Director of Transit, at (704) 920-5878 or via email at weslowlj@concordnc.gov.

Wastewater Fund: Wastewater Resources is responsible for managing and maintaining the sewer collection system and pump stations that provide service for over 30,000 customers. Additional information regarding Wastewater Resources may be obtained by contacting Christie Putnam, Director of Water Resources, at (704) 920-5343 or via email at putnamc@concordnc.gov.

Golf Course Fund: The Dan Maples designed Rocky River Golf Course at Concord is a full-service 18-hole championship golf course open to all citizens. The City contracts course management to John Q. Hammonds. Additional information regarding Rocky River Golf Club at Concord may be obtained by contacting Merl Hamilton, Deputy City Manager, (704) 920-5201 or via email at hamiltom@concordnc.gov.

Aviation Fund: The Aviation Department – Concord Regional Airport – is responsible for operating and maintaining the City's airport facilities for public use in accordance with federal, state, and local regulations, rules, policies, and ordinances. The airport also provides fuel and other aeronautical services and lease space on a long and short-term basis to tenants and transient individuals, firms, and agencies. Additional information regarding Concord Regional Airport may be obtained by contacting Dirk Vanderleest, Aviation Director, at (704) 920-5900 or via email at vanderleestd@concordnc.gov.

Public Housing Fund: Public Housing provides adequate, safe and sanitary housing for low-income residents of the City of Concord while promoting economic independence. Additional information regarding the Public Housing Department may be obtained by contacting Angela Graham at (704) 788-1139 or via email at grahamaj@concordnc.gov.

Stormwater Fund Revenues

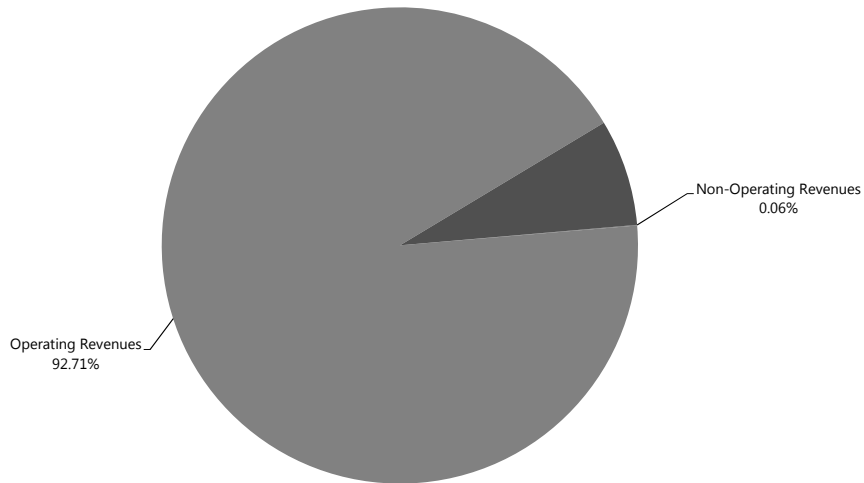
Fund 600

	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Non-Operating Revenues	\$ 120,370	\$ 185	\$ 21,812	\$ 96,432	\$ 3,000	\$ 3,000
Investment Earnings	\$ -	\$ 86,651	\$ -	\$ -	\$ -	\$ -
Operating Revenues	\$ 3,896,249	\$ 3,965,529	\$ 3,924,500	\$ 4,035,706	\$ 4,887,600	\$ 4,887,600
Retained Earnings Appropriated	\$ -	\$ -	\$ 2,803	\$ -	\$ 381,049	\$ 381,049
Total Revenues	\$ 4,016,619	\$ 4,052,365	\$ 3,949,115	\$ 4,132,138	\$ 5,271,649	\$ 5,271,649
% budget change		3%		2%		33%

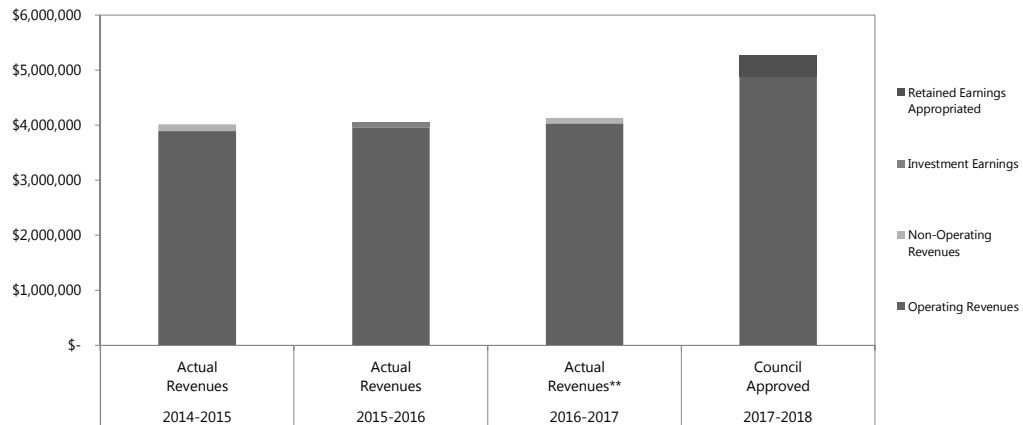
* as amended

**as of July 31, 2017

**FY 17-18 Stormwater Fund Revenue
(By Source)**



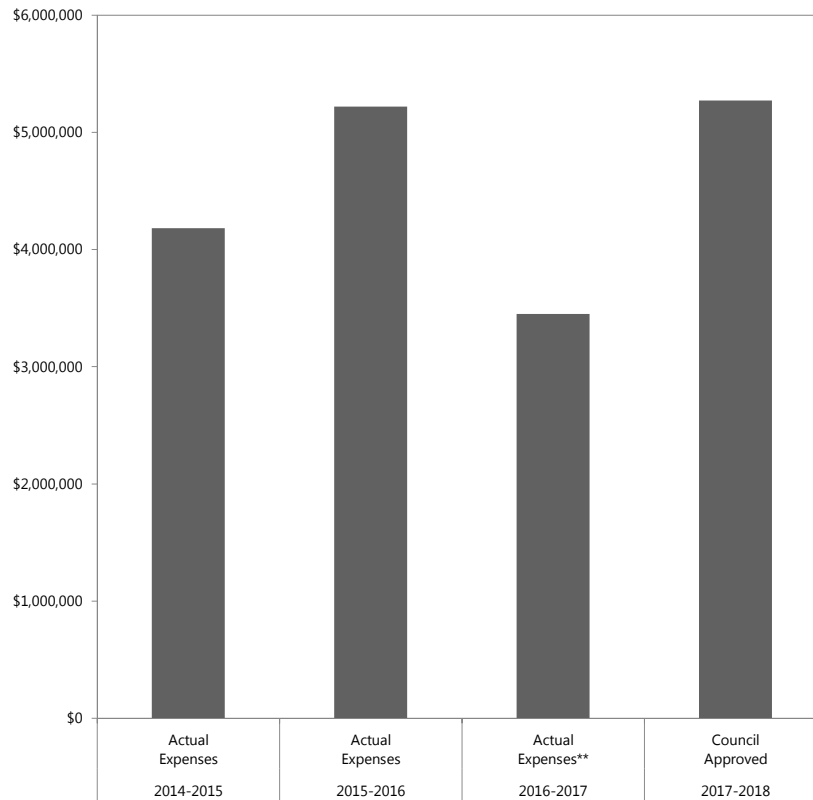
Stormwater Revenue Trend



Stormwater Fund Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Stormwater Operations	\$ 4,181,879	\$ 5,220,616	\$ 3,949,115	\$ 3,451,388	\$ 5,271,649	\$ 5,271,649
Total Expenditures	\$ 4,181,879	\$ 5,220,616	\$ 3,949,115	\$ 3,451,388	\$ 5,271,649	\$ 5,271,649
% budget change		25%		-34%		33%
* as amended						
**as of July 31, 2017						

Stormwater Expenditure Trend



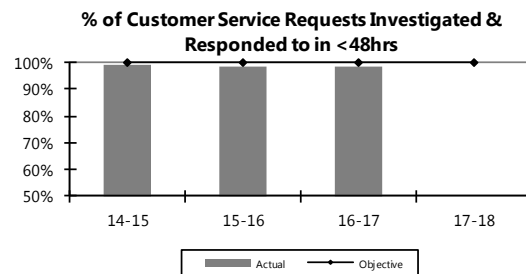
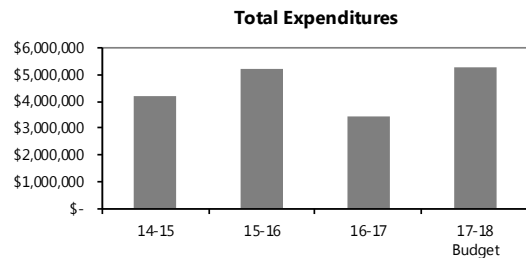
STORMWATER OPERATIONS & MAINTENANCE

MISSION: Stormwater Operations and Maintenance exists to provide timely response to customer inquiries concerning drainage, water quality, and stormwater utility; maintain the existing stormwater infrastructure within City maintained rights-of-way and easements; implement the NPDES Phase II Stormwater Permit requirements; and ensure new development meets or exceeds development standards in an effort to reduce potential losses to property owners during flooding rains and to reduce pollutants entering the streams and lakes.

PROGRAM LOCATOR:

Fund: Stormwater Fund
Functional Area: Utilities - Stormwater
Department: **Stormwater Operations & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Respond to customer inquiries related to drainage and stormwater quality in a timely manner.
- Maintain drainage system within City maintained street rights-of-way.
- Maintain compliance with the City of Concord’s NPDES Phase II stormwater permit.
- Assist in the review of development plans to ensure compliance with City ordinances that address floodplain protection, water quality, and water quantity from stormwater runoff.

- Provide scheduled street sweeping within City limits to enhance water quality.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued to implement new technology for use by stormwater crews.
- Completed construction of Treasure Dr. culvert replacement.
- Began construction of 3 culvert replacements in Zemosa Acres.
- Began tablet GIS data collection in the field using stormwater crews.
- Completed construction of Shamrock St. culvert replacement.
- Completed final project ranking analysis for all master plan projects including updated cost estimates.
- Developed an electronic BMP inspection form for staff to conduct compliance inspection.
- All private BMP facilities were inspected for permit compliance using new electronic reporting.
- Reviewed and provided comments on NPDES Phase II permit renewal.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Re-class existing position to complete ditch crew to improve efficiency.
- Continue to deploy technology in the field to enhance customer service and efficiency.
- Complete construction of the Country Acres culvert replacements.
- Complete design of 4 FY17-18 CIP projects.
- Continue to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology where it is needed.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue to monitor potential regulatory changes to NPDES stormwater permit.
- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue to evaluate ditch maintenance program to maximize efficiencies.

PERFORMANCE GOALS:

Major Service Area: Customer Service

Goal: To respond to stormwater inquiries within 2 working days and schedule meetings with customers or initiate investigations to evaluate customer concerns and identify necessary corrective actions.

Major Service Area: Safety

Goal: Provide training and corrective actions to support a safe working environment for co-workers and the public.

Major Service Area: Maintain NPDES Phase II Compliance

Goal: To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.

Major Service Area: Development Plan Review

Goal: To complete thorough review in a timely manner to support development while assuring compliance with City ordinances and required NPDES Phase II Stormwater program elements.

Major Service Area: Provide Scheduled Street Sweeping within City Limits to Enhance Water Quality

Goal: To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Street Sweeping	Total number of times streets swept per year	Workload	12	12	12	12	12	12
Customer Service	% service requests investigated & responded to within 2 working days	Effectiveness	98%	98.5%	100%	98.2%	100%	100%
NPDES Phase II	Total number of Phase II education events	Workload	43	34	30	31	30	30
NPDES Phase II	% of BMPs inspected per year	Workload	35%	70%	25%	100%	25%	25%
NPDES Phase II	% of City facilities inspected	Effectiveness			100%		100%	100%
NPDES Phase II	% of development plans reviewed by internal deadline	Effectiveness	98%	99%	100%	99%	99%	100%
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7100	2014-2015		2015-2016		2016-2017		2016-2017		2017-2018		2017-2018	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Actual Expenses**	Manager Recommended	Council Approved					
Personnel Services	\$ 1,279,028	\$ 1,365,199	\$ 1,270,597	\$ 1,273,499	\$ 1,389,401	\$ 1,389,401						
Operations	\$ 306,201	\$ 383,672	\$ 651,295	\$ 460,480	\$ 662,375	\$ 662,375						
Capital Outlay	\$ -	\$ -	\$ 257,000	\$ -	\$ 456,500	\$ 456,500						
Depreciation	\$ 1,667,017	\$ 1,698,833	\$ -	\$ -	\$ -	\$ -						
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Cost Allocations	\$ 399,473	\$ 434,078	\$ 633,760	\$ 580,946	\$ 698,631	\$ 698,631						
Transfers	\$ 530,160	\$ 1,338,834	\$ 1,136,463	\$ 1,136,463	\$ 2,064,742	\$ 2,064,742						
Total Expenditures	\$ 4,181,879	\$ 5,220,616	\$ 3,949,115	\$ 3,451,388	\$ 5,271,649	\$ 5,271,649						
% budget change		25%		-34%		33%						
* as amended												
**as of July 31, 2017												
Authorized FTE	22.09	22.09	19.73	19.73	21.09	21.09						

Electric Systems Revenue

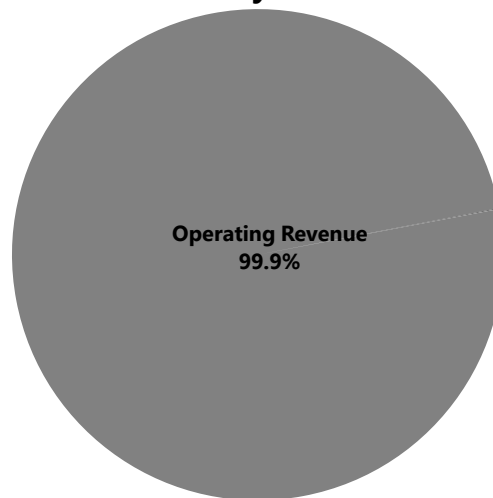
Fund 610

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 161	\$ 181,907	\$ 15,000	\$ 27,284	\$ 60,000	\$ 60,000
Investment Earnings	\$ 414,513	\$ 643,379	\$ 274,130	\$ 349,602	\$ -	\$ -
Operating Revenue	\$ 81,118,401	\$ 81,928,318	\$ 84,288,063	\$ 84,473,951	\$ 84,896,000	\$ 84,896,000
Retained Earnings Appropriated	\$ -	\$ -	\$ 14,509,674	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 81,533,075	\$ 82,753,604	\$ 99,086,867	\$ 84,850,837	\$ 84,956,000	\$ 84,956,000
% budget change		1.50%		3%		-14%

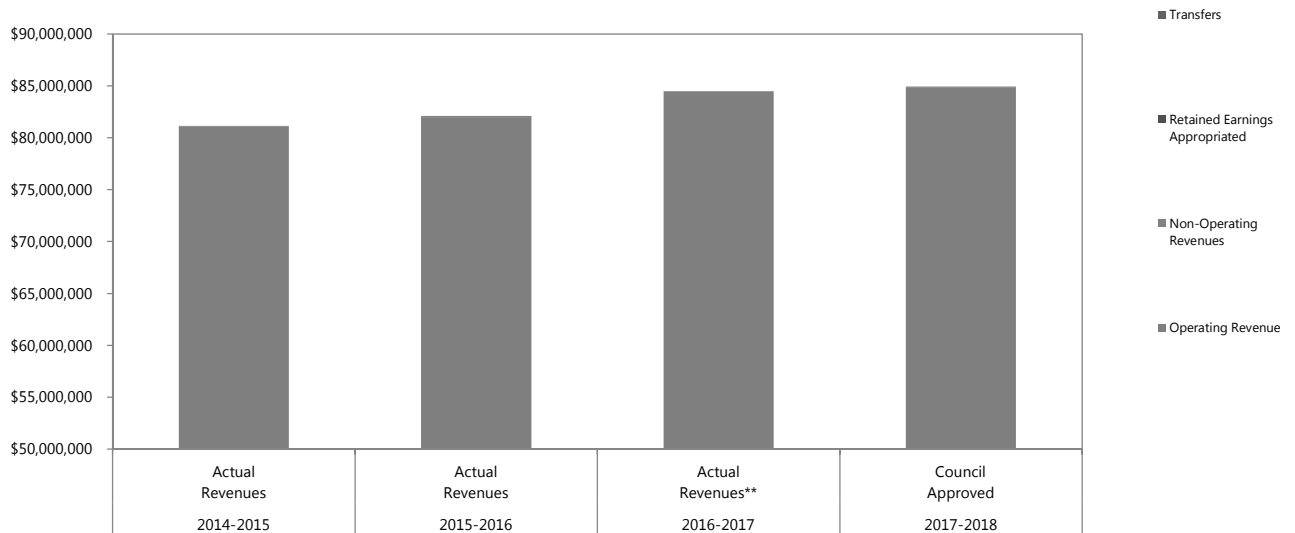
* as amended

**as of July 31, 2017

FY17-18 Electric Systems Revenues



Electric Systems Revenue Trend

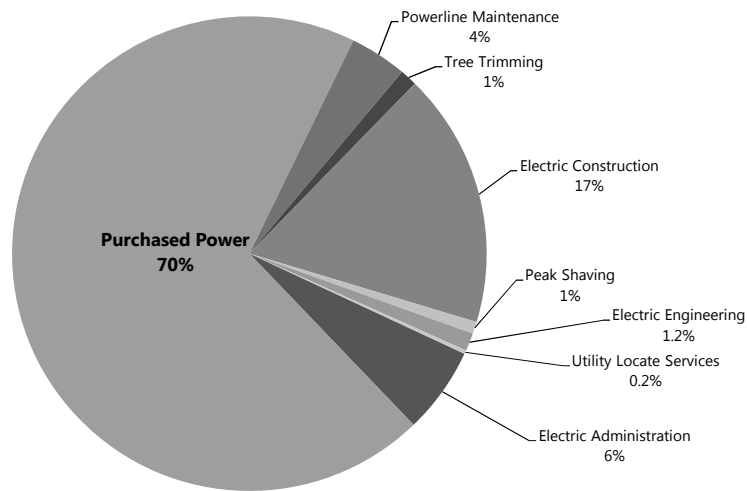


Electric Systems Expenditures

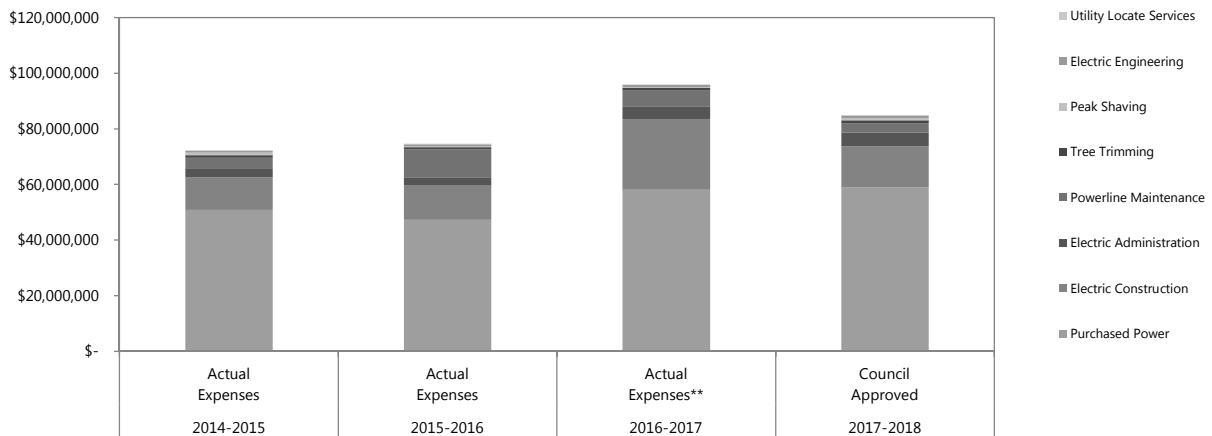
Budget Unit	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Electric Administration	\$ 2,977,007	\$ 3,088,811	\$ 4,712,272	\$ 4,358,895	\$ 5,003,510	\$ 5,003,510
Purchased Power	\$ 50,865,045	\$ 47,243,223	\$ 58,639,388	\$ 58,128,837	\$ 58,951,516	\$ 58,951,516
Powerline Maintenance	\$ 3,995,384	\$ 9,917,563	\$ 6,094,205	\$ 5,804,012	\$ 3,301,857	\$ 3,301,857
Tree Trimming	\$ 957,191	\$ 890,142	\$ 1,083,139	\$ 991,419	\$ 1,002,082	\$ 1,002,082
Electric Construction	\$ 11,748,328	\$ 12,290,606	\$ 26,954,759	\$ 25,420,949	\$ 14,748,105	\$ 14,748,105
Peak Shaving	\$ 939,496	\$ 219,554	\$ 408,633	\$ 288,629	\$ 692,774	\$ 692,774
Electric Engineering	\$ 656,598	\$ 823,949	\$ 992,711	\$ 792,128	\$ 1,056,822	\$ 1,056,822
Utility Locate Services	\$ 136,420	\$ 142,833	\$ 201,760	\$ 160,980	\$ 199,334	\$ 199,334
Total Expenses	\$ 72,275,469	\$ 74,616,681	\$ 99,086,867	\$ 95,945,849	\$ 84,956,000	\$ 84,956,000
% budget change		3%		29%		-14%

* as amended
**as of July 31, 2017

FY17-18 Electric Systems Expenditures



Electric Systems Expenditure Trends



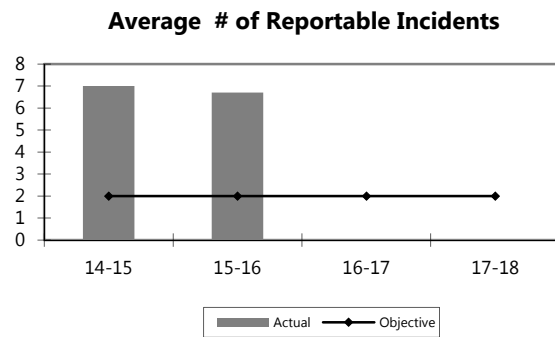
ELECTRIC SYSTEMS ADMINISTRATION

MISSION: Electric Systems Administration exists to ensure that the City of Concord's electric system operates in a manner that provides a reliable source of electric power to the City's customers in a fiscally responsible manner that is safe for employees, customers, and the general public.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities-Electric
Department: Electric Systems
Division: **Electric Administration**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Safety
- Electric System Management

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued the Peak Partner Program that notifies our customers of time of forecasted peak electric demand. This voluntary program can help the City control its wholesale power cost and help reduce rate increases to our customers.
- Continued the Key Accounts Program with our top 15 electric customers. Each account was visited to introduce the program and each account was

assigned an electric staff member as a main point of contact for their electric questions and concerns.

- Completed deployment of Advanced Metering Infrastructure (AMI) meters.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continuation of Legal and Engineering funding. These funds are required to support possible audits and review of wholesale power rates, annual adjustments, system design, and SERC/NERC compliance as anticipated.
- Continuation of a payment in lieu of taxes to the General Fund.
- Continuation of a Rate Stabilization Fund and Reserves for future Electric needs.
- Continue strategic planning and management of Advanced Metering Infrastructure (AMI) deployment.
- Continue management of power supply contract and analysis for the most effective cost reduction options.
- Begin utilizing analysis tools through Advanced Metering Infrastructure (AMI) for system improvements.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Bi-monthly staff meetings ensure clear understanding of departmental objectives and individual roles.
- Regular departmental safety meetings are held to ensure personnel are adequately trained and understand expectations regarding safe working practices.
- Staff will monitor the power supply contract with NTE to make sure all the obligation are met and power takeoff is ensured for start of the initial term on January 1, 2019.

PERFORMANCE GOALS:**Major Service Area: Safety**

Goal: To provide a safe work environment for employees in order to minimize safety risks.

BUDGET SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Safety	Average # of reportable incidents	Effectiveness	7	6.7	2	0	2	5

BUDGET SUMMARY:

Cost Center #: 7200						
	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Personnel Services	\$ 318,352	\$ 318,885	\$ 305,799	\$ 321,722	\$ 318,449	\$ 318,449
Operations	\$ 302,767	\$ 296,611	\$ 478,970	\$ 305,431	\$ 430,043	\$ 430,043
Depreciation & Amortization	\$ -	\$ 773	\$ -		\$ -	\$ -
Other Appropriations	\$ (75,744)	\$ (21,478)	\$ -		\$ -	\$ -
Cost Allocations	\$ 1,872,625	\$ 1,923,361	\$ 2,349,109	\$ 2,153,348	\$ 2,563,222	\$ 2,563,222
Transfers	\$ 559,007	\$ 570,659	\$ 1,578,394	\$ 1,578,394	\$ 1,691,796	\$ 1,691,796
Total Expenses	\$ 2,977,007	\$ 3,088,811	\$ 4,712,272	\$ 4,358,895	\$ 5,003,510	\$ 5,003,510
% budget change		4%		41%		6%
* as amended						
**as of July 31, 2017						
Authorized FTE	2.00	3.00	3.00	3.00	3.00	3.00

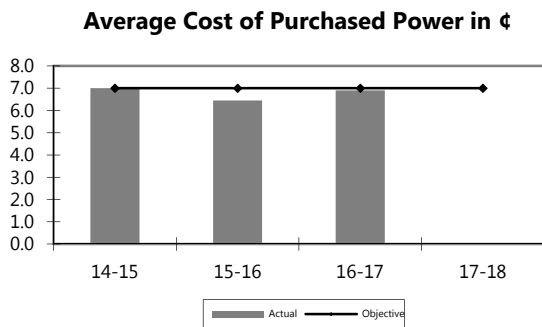
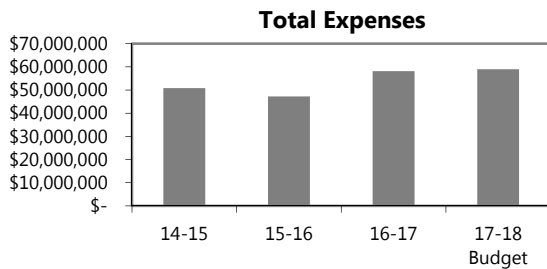
PURCHASED POWER

MISSION: The Purchased Power Department exists to maintain a dependable, reliable and affordable source of electricity for resale to customers of the City of Concord's Electric System.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Purchased Power**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Purchase Wholesale Power:
 - Monitor current contracts for the City's purchase of wholesale power to ensure economic and operational integrity and reliability
 - Monitor monthly wholesale power bills to ensure accuracy.
 - Predict anticipated electric system peaks and determine load ratio share calculations that will be used for annual billing projections.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued the offering of customer programs and a new rate to help reduce the City's wholesale demand cost.

- Staff has used available peak shaving resources and will reduce purchased power expense by approximately \$5 million during the current fiscal year.
- Continued analysis of the new purchased power agreement to ensure a seamless transition on the start date of January 1, 2019.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Continue to work with future power supplier NTE to enhance the City's position in the power markets and ensure the best power supply options are exercised.
- Continue to research programs designed to enhance peak demand reduction during heavy system loads.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Staff will review all invoices for purchased power to ensure accuracy.
- Staff will formulate a plan, which responds to a change in the yearly billing demand determination format in order to maximize the efficiency of peak shaving resources and capitalize on opportunities to reduce wholesale power costs.

PERFORMANCE GOALS:**Major Service Area: Purchase Wholesale Power**

Goal: Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations.

Goal: Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.

Major Service Area: Resource Management

Goal: To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Purchase Wholesale Power	Accuracy rate for purchased power payments	Workload	100%	100%	100%	100%	100%	100%
Resource Mgmt	Average cost of purchased power (in cents)	Effectiveness	6.7¢	6.4¢	7¢	6.9¢	7¢	7¢

BUDGET SUMMARY:

Cost Center #: 7210	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses**	Approved	Expenses**	Recommended	Approved
Operations	\$ 50,865,045	\$ 47,243,223	\$ 58,639,388	\$ 58,128,837	\$ 58,951,516	\$ 58,951,516
Total Expenses	\$50,865,045	\$ 47,243,223	\$ 58,639,388	\$58,128,837	\$ 58,951,516	\$ 58,951,516
% budget change		-7%		23%		1%
* as amended						
**as of July 31, 2017						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

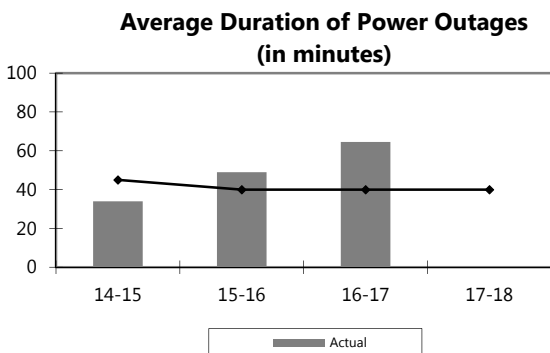
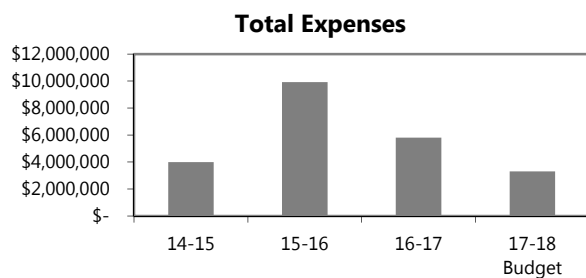
MAINTENANCE POWER LINES

MISSION: The Maintenance Power lines Division exists to ensure that all of the City's electric customers receive safe and reliable electric service by maintaining, measuring, and monitoring the City's power supply.

PROGRAM LOCATOR:

Fund: Electric Fund
 Functional Area: Utilities- Electric
 Department: Electric Systems
 Division: **Maintenance Power lines**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Maintenance Power lines coworkers successfully deployed to assist the Peak Shaving Division with operation of Generation facilities to reduce peak demand, thereby lowering the cost of purchase power.
- Completed project to install new 44KV breakers and electronic relaying at Delivery Station 2
- Completed conversion of all remaining substations to a fiber optic communications platform.

- Completed conversion of residential and commercial meters to advanced metering technology.
- Began project to install new electronic relaying package at Substation M.
- Continued implementation of video surveillance system at all Substations.
- Began implementation of wireless Ethernet SCADA communication lines for faster response times.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to change out residential electric meters as part of the change-out program and to maintain a growing electric system with new hardware and materials.
- Complete implementation of video surveillance system at 3 substations.
- Continue implementation of wireless Ethernet SCADA communication lines for faster response times.
- Complete Substation M electronic relaying package.
- Begin installation of electronic relaying and new power transformer at Substation C.
- Continue project to install animal protection fences at retail substation sites.
- Addition of an Electric Systems Analyst position to provide better analytics of data and operations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- A routine preventive maintenance and emergency repair program is maintained to ensure effectiveness of power lines, substations, power delivery stations, peak shaving generation plants, electric metering and SCADA operations.
- Staff will continue to evaluate outage data to improve system reliability.
- Staff is implementing the wireless Ethernet SCADA Communication Line Network. This will enable remote access of the SCADA servers and provide the ability to remotely monitor and control strategic system protective devices. This provides a more rapid response to power outages.
- Staff will continue career development training.
- The SCADA department will work with GIS to update and ensure a viable and reliable mapping database.

PERFORMANCE GOALS:**Major Service Area: System Monitoring**

Goal: To provide timely response to power outages for business and residential customers in order to minimize power disruptions.

Major Service Area: Electric Equipment Maintenance

Goal: To provide system maintenance of electrical equipment in order to ensure constant flow of power.

Major Service Area: Testing/Installation

Goal: To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
System Monitoring	System Average Interruption Duration Index (SAIDI) (in minutes)	Effectiveness	34	49	40	64.52	110	110
System Monitoring	System Average Interruption Frequency Index (SAIFI) (# of events)	Effectiveness	.60	1.03	.61	1.11	1.1	1.1
System Monitoring	Customer Average Interruption Duration Index (CAIDI) (in minutes)	Effectiveness	55	47.5	66	58.31	80	80
Electric Equipment Maint.	% of outages caused by mechanical failure	Effectiveness	3.34%	3.8%	3%	7.36%	3%	3%
Meter Testing / Installation	# of watt-hr. meters tested/calibrated	Workload	2,452	3,993	3,000	22,400	3,000	NA

BUDGET SUMMARY:

Cost Center #: 7220	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,250,994	\$ 1,222,959	\$ 1,271,957	\$ 1,320,350	\$ 1,364,384	\$ 1,364,384
Operations	\$ 505,316	\$ 438,357	\$ 658,137	\$ 352,675	\$ 826,976	\$ 826,976
Capital Outlay	\$ -	\$ -	\$ 182,000	\$ 156,230	\$ 269,750	\$ 269,750
Depreciation & Amortization	\$ 1,152,705	\$ 1,229,060	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 21,369	\$ 27,187	\$ 52,111	\$ 44,757	\$ 25,747	\$ 25,747
Transfers	\$ 1,065,000	\$ 7,000,000	\$ 3,930,000	\$ 3,930,000	\$ 815,000	\$ 815,000
Total Expenses	\$ 3,995,384	\$ 9,917,563	\$ 6,094,205	\$ 5,804,012	\$ 3,301,857	\$ 3,301,857
% budget change		148%		-41%		-46%
* as amended						
**as of July 31, 2017						
	13.00	17.00	17.00	17.00	18.00	18.00

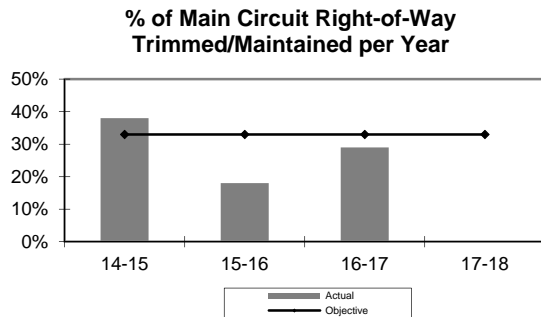
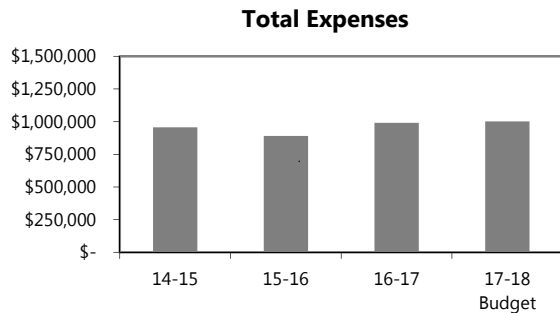
TREE TRIMMING

MISSION: The City's Tree Trimming Department exists to maintain clearance of trees and plant growth in power line rights-of-way and easements in a manner that provides more reliable electric service to the City's electric customers.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Tree Trimming**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Line Clearance Tree Trimming

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Reduced customer concerns with personal contact or by leaving a door hanger prior to performing removal and/or trimming of customers' trees.
- Continued career development training for tree trimming personnel to enhance level of service and proficiency for customers.
- Increased overall % of circuits trimmed with use of contract services and improved scheduling.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue tree replacement program, which encourages re-planting of low growing trees in order to minimize future maintenance of power line rights-of-way and improve reliability of electric service to customers.
- Continue utilization of contract labor to augment in-house personnel in clearing power line rights-of-way. This will enhance the reliability of service provided to customers.
- Continue to educate the public on the need for proper ROW clearance.
- Improve our low growth line clearance preventative maintenance programs.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Contract labor will be utilized during peak growth times to enhance levels of service.
- Career development training enhances the level of service provided to customers by increasing the knowledge and proficiency of Tree Trimming personnel.

PERFORMANCE GOALS:**Major Service Area: Tree Trimming**

Goal: To provide timely notification to customers of tree trimming services scheduled near or on their property in order to heighten awareness of work crew activity and customer service.

Goal: To provide thorough tree trimming and timely response to customer tree maintenance in order to minimize potential or further damage to electrical infrastructures and property.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Tree Trimming	% of customers receiving personal or door hanger notification of service on their property within 24 hrs. of scheduled tree trimming	Effectiveness	100%	100%	100%	100%	100%	100%
Tree Trimming	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	33%	18%	33%	29%	33%	33%
Tree Trimming	% of power outages caused by trees and tree limbs	Effectiveness	10%	16%	10%	16%	10%	10%

BUDGET SUMMARY:

Cost Center #: 7230	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 471,364	\$ 456,931	\$ 498,410	\$ 456,141	\$ 479,149	\$ 479,149
Operations	\$ 460,219	\$ 407,728	\$ 511,744	\$ 472,983	\$ 511,897	\$ 511,897
Capital Outlay	\$ -	\$ -	\$ 69,700	\$ 59,284	\$ 7,000	\$ 7,000
Depreciation & Amortization	\$ 19,914	\$ 21,082	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 5,694	\$ 4,401	\$ 3,285	\$ 3,011	\$ 4,036	\$ 4,036
Total Expenses	\$ 957,191	\$ 890,142	\$ 1,083,139	\$ 991,419	\$ 1,002,082	\$ 1,002,082
% budget change		-7%		11%		-7%
* as amended						
**as of July 31, 2017						
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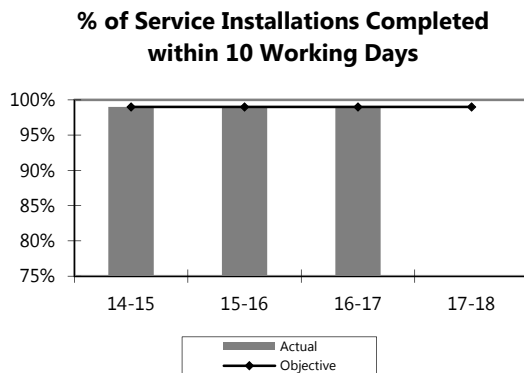
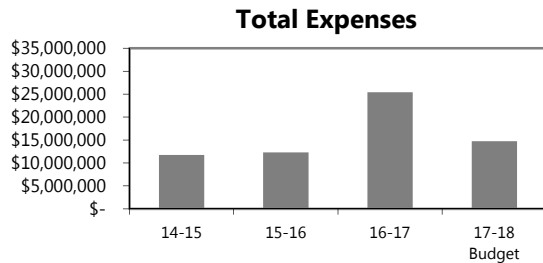
ELECTRIC CONSTRUCTION

MISSION: The Electric Construction Department exists to extend, construct, and install major overhead and underground electric facilities for current and future City of Concord electric customers to meet the needs for electric system capacity.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Construction**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Electric Construction
 - Underground Utility Construction
 - Overhead Utility Construction

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued LED lighting conversion program across the entire service area.
- Inspected wooden pole lines; replaced and upgraded poles as required.
- Completed renovations to vaults in the downtown underground system.
- Completed upgrades to infrastructure in the International Business Park.

- Continued deployment of new fusing schemes throughout the electric system.
- Completed construction of primary duct bank system to feed additional loads in the north section of the International Business Park.
- Began upgrades to aging infrastructure in the International Business Park.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to replace aging Bucket Trucks and equipment as budget allows.
- Continue career development training of electric maintenance and construction personnel in order to provide continuous improvement of employee proficiency and enhance their ability to provide the level of service our customers expect.
- Continue to install new LED lighting across the service area.
- Continue to inspect and remediate several wooden pole lines that comprise strategic distribution circuits. These pole lines exceed 30 years old and require documentation of their general condition and remediation of deterioration.
- Begin Infrastructure upgrades in the Mills Mall circuits.
- Continue to maintain capacitor banks across the entire service area.
- Continue to install fiber optic cable throughout the City for major and small projects.
- Addition of 2 Electric Systems Line Technician I positions due to increased workload installing underground lines.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Maintain a schedule for truck and equipment replacement to ensure maximum availability to crews and ensure response to customers' demands.
- Utilize contract labor as a means of providing high levels of service in periods of increased service demand.
- Regularly inspect wooden poles on the system to protect against disruptions in the system.
- Provide career development training to increase the knowledge and performance of employees.

PERFORMANCE GOALS:**Major Service Area: Electric Construction**

Goal: To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Electric Const.	% of service installations completed within 10 working days	Effectiveness	99%	99%	99%	99%	99%	99%
Electric Const.	% of outdoor lights installed within 5 working days	Effectiveness	95%	97%	98%	97%	99%	99%
Electric Const.	% of street lights repaired within 2 working days	Effectiveness	95%	97%	98%	97%	99%	99%

BUDGET SUMMARY:

Cost Center #:7240	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses**	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 2,672,629	\$ 2,543,667	\$ 2,489,710	\$ 2,612,145	\$ 2,835,458	\$ 2,835,458
Operations	\$ 1,693,686	\$ 4,518,188	\$ 10,740,400	\$ 9,331,114	\$ 6,401,607	\$ 6,401,607
Capital Outlay	\$ 444,181	\$ 705,484	\$ 1,259,061	\$ 1,162,115	\$ 902,000	\$ 902,000
Depreciation & Amortization	\$ 2,816,671	\$ 2,915,738	\$ -	\$ (29,168)	\$ -	\$ -
Debt Service	\$ 982,649	\$ 970,105	\$ 2,923,500	\$ 2,943,258	\$ 2,892,959	\$ 2,892,959
CIP Projects	\$ 1,622,409	\$ (753,157)	\$ 13,191	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,436,103	\$ 1,457,655	\$ 1,528,897	\$ 1,401,485	\$ 1,616,081	\$ 1,616,081
Non-Operating	\$ -	\$ (67,074)	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 80,000	\$ -	\$ 8,000,000	\$ 8,000,000	\$ 100,000	\$ 100,000
Total Expenses	\$ 11,748,328	\$ 12,290,606	\$ 26,954,759	\$ 25,420,949	\$ 14,748,105	\$ 14,748,105
% budget change		11%		107%		-45%
* as amended						
**as of July 31, 2017						
Authorized FTE	33.00	33.00	33.00	33.00	35.00	35.00

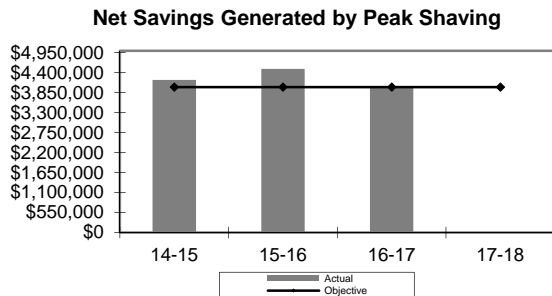
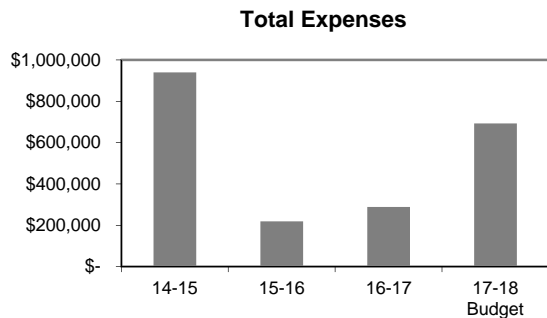
PEAK SHAVING

MISSION: The Peak Shaving Department exists to ensure the availability of its Peak Shaving generation resources in a manner that will reduce the City's expense for purchased power.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Peak Shaving**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Peak Shaving Generation

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Utilized peak shaving resources to reduce approximately \$4 million from the City's purchased power expense.
- Major preventative maintenance was performed to maintain peak shaving generator effectiveness.
- Met all ozone, emissions, monitoring and reporting requirements incurred by NC Department of Air Quality.
- Completed generator cooling system assessments and repaired faulty facilities.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to utilize peak shaving resources to reduce the City's purchased power expense.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.
- Continue required testing of all phases of mitigation equipment to reduce diesel exhaust emissions and to document compliance with Environmental Protection Agency standards.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue to perform engine maintenance as scheduled to ensure efficient operation.
- Continue to monitor system loading through SCADA.
- Continue to train generating personnel to handle peak shaving efforts.

PERFORMANCE GOALS:**Major Service Area: Peak Shaving**

Goal: To provide efficient and reliable peak shaving units to the Purchased Power budget unit to reduce the City's need to purchase power during peak usage times.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Peak Shaving	Average KW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600	1,600
Peak Shaving	Amount of net savings peak shavings generates	Effectiveness	\$4.5M	\$4.5M	\$4M	\$4M	\$4M	\$4M

BUDGET SUMMARY:

Cost Center #: 7241						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 880,329	\$ 161,399	\$ 408,633	\$ 288,629	\$ 692,774	\$ 692,774
Depreciation & Amortizatic	\$ 58,155	\$ 58,155	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,012	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 939,496	\$ 219,554	\$ 408,633	\$ 288,629	\$ 692,774	\$ 692,774
% budget change		-78%		31%		70%
* amended						
**as of July 31, 2017						
	2.00	0.00	0.00	0.00	0.00	0.00

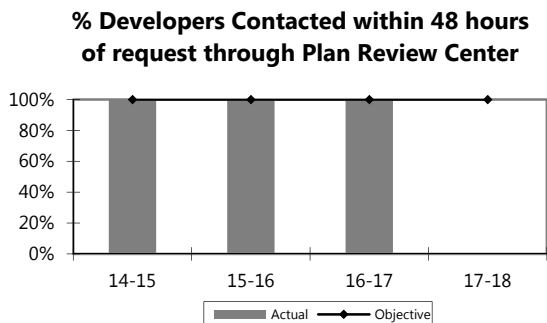
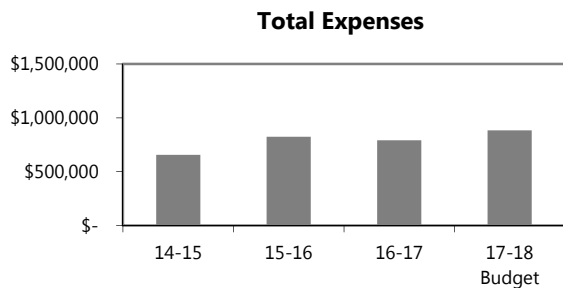
ELECTRIC ENGINEERING SERVICES

MISSION: To provide the highest level of service to both internal and external customers of the City's electric service through engineering and design of new and existing services, along with electric systems data acquisition and use through sound engineering practices and GIS mapping technology.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities- Electric
Department: Electric Systems
Division: **Electric Engineering Services**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Electric Engineering Planning and Design
- Electric Distribution System Protection (Safety)
- Compliance with NESC, NEC & other applicable codes
- GIS Application Services (Maps & data)
- Compliance with SERC and NERC (Reliability)

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Continued to provided maps and data to operation's crews for ongoing electric system's protection coordination (re-fusing) project. Acquire facility revisions, provided by operations crews, to update maps and database with actual changes and differences verified in field. Several different types of equipment are being verified.

- Supported electrical design solutions for commercial and industrial loads by interacting with the customers, as well as our planning department, in order to provide the best results for each project. Supported electrical design solutions for electric infrastructure improvements.
- Continued Implementation of a new mapping software and associated staking software which will enhance our ability to populate the engineering model.
- Enhanced a computer processed engineering analysis model, for the City's electric distribution system, using Milsoft's Engineering Analysis Software. This is currently being used for a capacitor evaluation.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue maintaining the accuracy and structure of the data in the electric system geo-database.
- Continue implementation of an ArcFM ESRI extension with the Milsoft WindMil Map. Incorporate new staking software with the interface capability within WindMil Map.
- Continue use of financial reporting aspect of staking software to carefully track installed assets.
- Continue researching the work-flow required for more accurate Work Order Management system.
- Continue training of new Engineering co-workers in proper staking techniques.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue training personnel by using cost effective training courses.
- Database maintenance techniques will continue to be refined as we strive to provide the highest integrity possible.
- Manage our Residential Energy Audit, Heat Pump Rebate and Peak Partners Programs.
- Manage our Key Accounts Program that provides a relationship between the Electric Systems and Key Accounts.
- Establish an electronic interface capable of connecting the software used for work orders associated with electric design to the warehouse and accounting/bookkeeping departments.

PERFORMANCE GOALS:

Major Service Area: Planning and Design

Goal: To provide prompt response to new customers to determine their needs and desires for electric service.

Major Service Area: GIS Application Service

Goal: To identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Planning and Design	% of Customers contacted within 24 hours of a request through the Call Center or Electric Dispatch	Effectiveness	100%	100%	100%	100%	100%	100%
Planning and Design	% of Developers Contacted within 48 hours of a request through the Plan Review Center	Effectiveness	100%	100%	100%	100%	100%	100%
GIS App. Service	% of Internal customer needs responded to within 24 hours.	Effectiveness	100%	100%	100%	100%	100%	100%
GIS App. Service	% of Provision of mapping needs handled within 1 working day	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #:7250	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 426,915	\$ 519,531	\$ 600,861	\$ 565,631	\$ 640,773	\$ 640,773
Operations	\$ 153,195	\$ 178,365	\$ 298,110	\$ 140,353	\$ 239,687	\$ 239,687
Capital Outlay	\$ -	\$ -	\$ 6,000	\$ 5,716	\$ 91,000	\$ 91,000
Depreciation & Amortizati	\$ 15,518	\$ 43,840	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 60,970	\$ 82,213	\$ 87,740	\$ 80,428	\$ 85,362	\$ 85,362
Total Expenses	\$ 656,598	\$ 823,949	\$ 992,711	\$ 792,128	\$ 1,056,822	\$ 1,056,822
% budget change		25%		-4%		6%
* as amended						
** as of July 31, 2017						
Authorized FTE	5.00	7.00	8.00	8.00	8.00	8.00

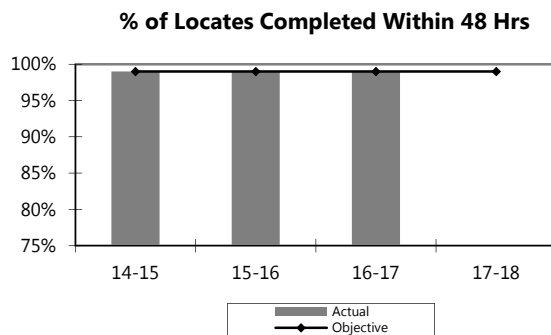
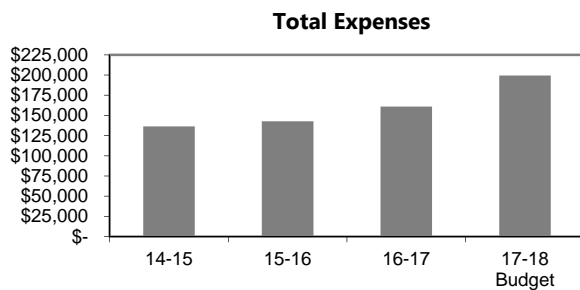
UTILITY LOCATE SERVICES

MISSION: The Utility Locate Service Division exists to ensure that all City utilities are accurately located in adequate time to comply with the N.C. Underground Damage Prevention Act.

PROGRAM LOCATOR:

Fund: Electric Fund
Functional Area: Utilities – Electric
Department: Electric Systems
Division: **Utility Locate Services**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Utility Location services provided for Electric, Water and Sewer infrastructure assets. All underground utilities are located upon request to prevent possible damage and service interruptions.
- Services are provided through joint funding by Electric, Water and Sewer Departments.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Improved base GIS Map accuracy levels by field verification.
- Established a more productive system of assigned area cross-training.
- Updated locating equipment for better efficiency and accuracy.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Budget provides equipment and tools required to allow locators to locate all of the City's utilities.
- Focus will be on improved coordination between assigned areas to enhance response times.
- Investments will be made in new technologies to reduce overhead and improve production with fewer employees.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Staff is researching available techniques, programs and tech support in order to stay current with standard practices to protect the City's utility investment.
- Continue to train assigned personnel to handle locating tasks accurately and more efficiently.

PERFORMANCE GOALS:**Major Service Area: Utility Location**

Goal: To locate all utilities in compliance with the N.C. Underground Damage Prevention Act guidelines of accuracy and time requirements in order to prevent damage to underground water, wastewater, and electric infrastructure.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Actual	FY18 Obj.	Benchmark Target
Utility Location	% of locates that are located within 24 inches	Effectiveness	99%	99%	99%	99%	99%	99%
Utility Location	% of locates that are located within 48 hours	Effectiveness	99%	97%	99%	99%	99%	99%

BUDGET SUMMARY:

Cost Center #:7260	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 310,151	\$ 332,732	\$ 371,711	\$ 341,626	\$ 344,667	\$ 344,667
Operations	\$ 78,370	\$ 60,507	\$ 99,512	\$ 65,242	\$ 232,229	\$ 232,229
Capital Outlay	\$ -	\$ -	\$ 30,000	\$ 28,619	\$ 15,000	\$ 15,000
Depreciation & Amortization	\$ 8,062	\$ 18,992	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (260,163)	\$ (269,398)	\$ (299,463)	\$ (274,507)	\$ (392,562)	\$ (392,562)
Total Expenses	\$ 136,420	\$ 142,833	\$ 201,760	\$ 160,980	\$ 199,334	\$ 199,334
% budget change		17.0%		12.7%		-1%
*as amended						
** as of July 31, 2017						
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The Utility Locate Services budget is allocated across the Electric, Water, and Wastewater departments.

Water Resources Revenues

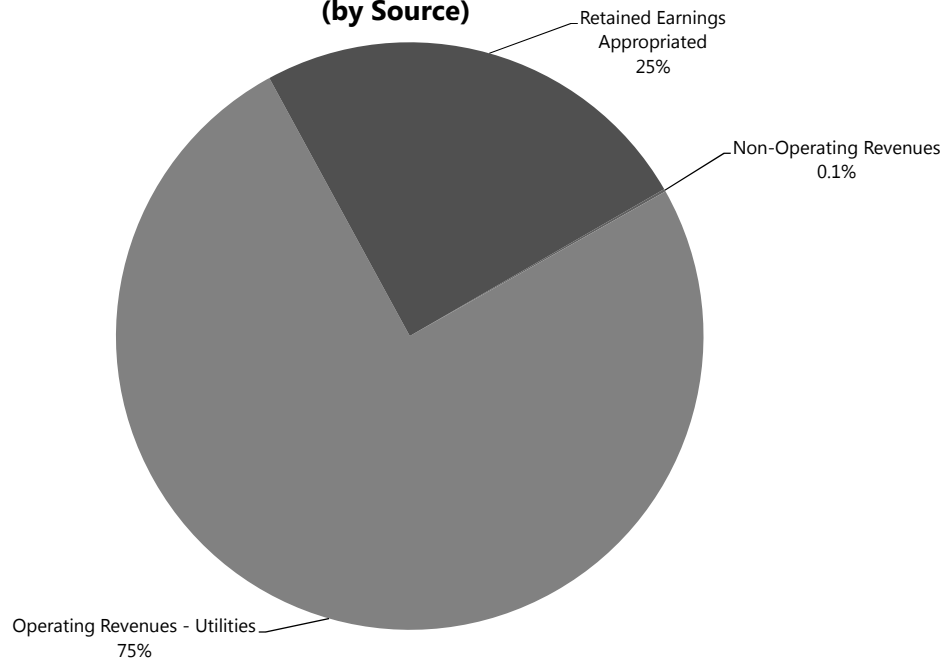
Fund 620

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved
Non-Operating Revenues	\$ 66,071	\$ 66,071	\$ 34,000	\$ 86,031	\$ 43,000	\$ 43,000
Investment Earnings	\$ 471,521	\$ 471,521	\$ 180,990	\$ 248,135	\$ -	\$ -
Operating Revenues - Utilities	\$ 22,898,637	\$ 22,898,638	\$ 23,398,254	\$ 23,847,845	\$ 22,378,750	\$ 22,378,750
Retained Earnings Appropriated	\$ -	\$ -	\$ 592,666	\$ -	\$ 7,317,226	\$ 7,317,226
Financing Proceeds/Other Revenue	\$ 10,971,222	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 34,407,451	\$ 23,436,230	\$ 24,205,910	\$ 24,182,011	\$ 29,738,976	\$ 29,738,976
% budget change		-32%		3%		23%

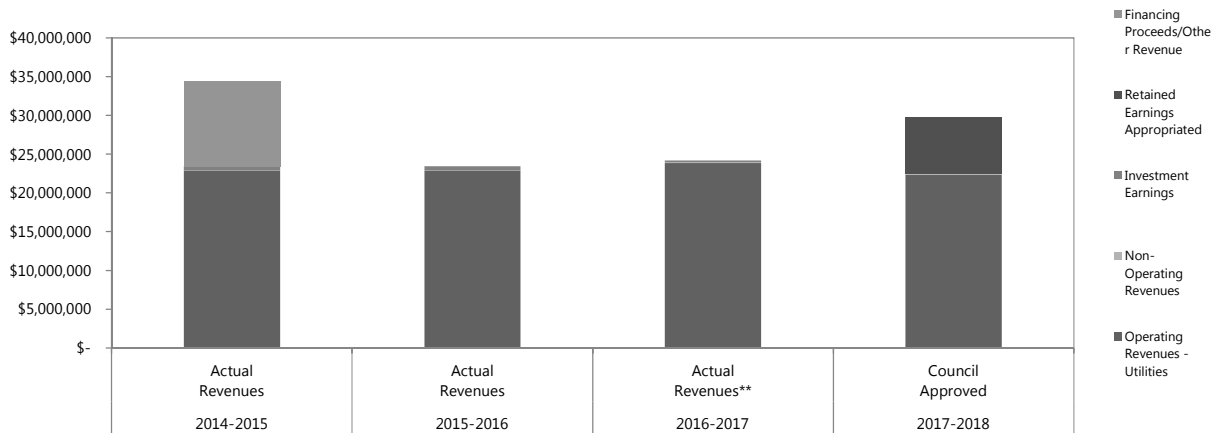
* as amended

**as of July 31, 2017

**FY 17-18 Water Resources Revenues
(by Source)**



Water Resources Revenue Trend



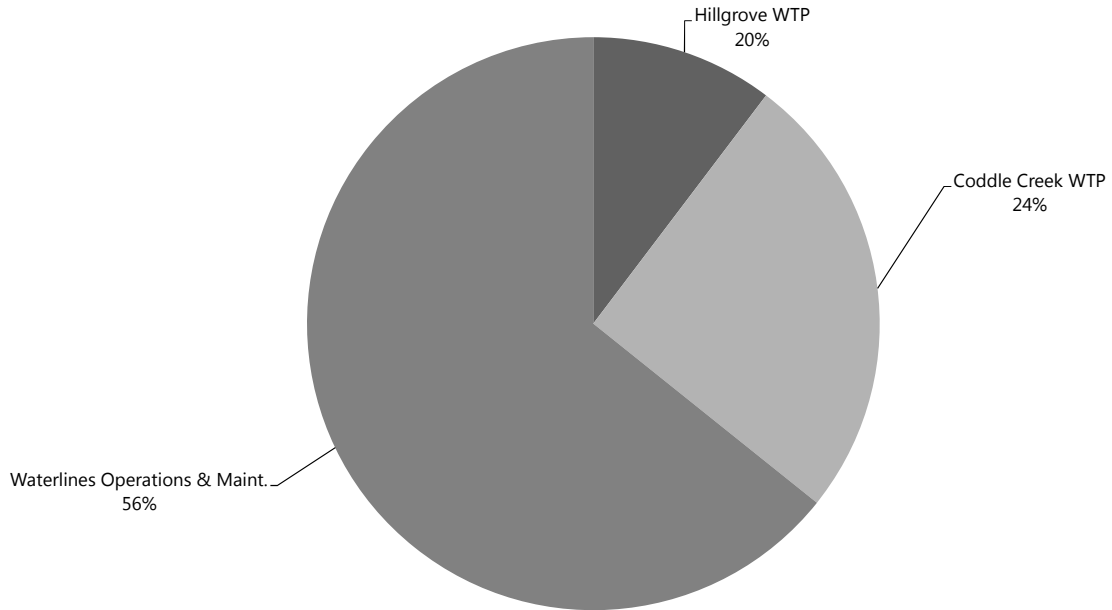
Water Resources Expenditures

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
Budget Unit	Actual Expenses	Actual Expenses**	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Hillgrove Water Treatment Plant	\$ 2,835,797	\$ 2,444,384	\$ 3,420,225	\$ 2,375,555	\$ 3,064,604	\$ 3,064,604
Coddle Creek Water Treatment Plant	\$ 3,334,573	\$ 4,412,488	\$ 7,726,126	\$ 6,507,498	\$ 7,566,555	\$ 7,566,555
Waterlines Operation & Maintenance	\$ 10,771,123	\$ 17,569,451	\$ 13,059,560	\$ 12,058,737	\$ 19,107,817	\$ 19,107,817
Total Expenses	\$ 16,941,493	\$ 24,426,323	\$ 24,205,911	\$ 20,941,790	\$ 29,738,976	\$ 29,738,976
% budget change		19%		-14%		23%

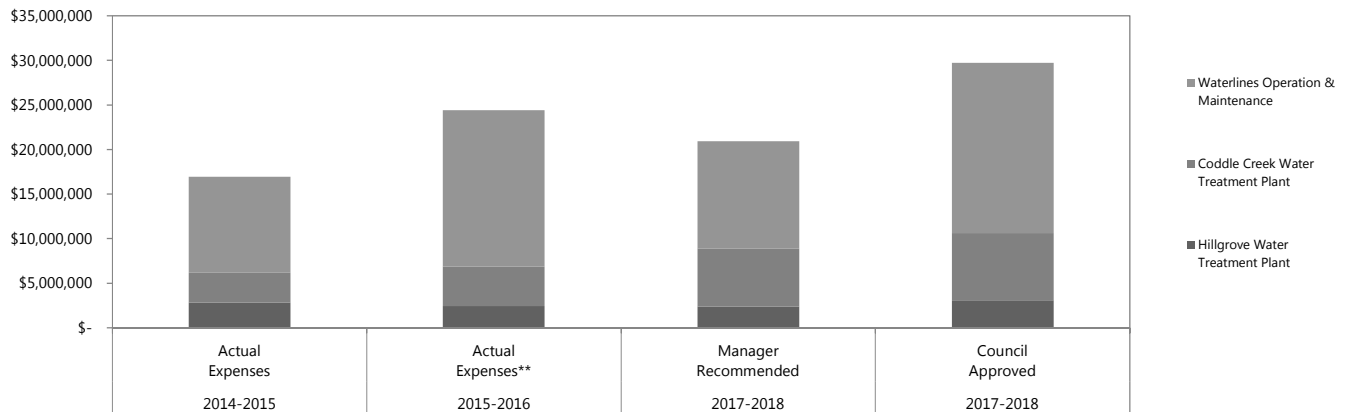
* as amended

**as of July 31, 2017

**FY 17-18 Water Resources Expenditures
(by Budget Unit)**



Water Resources Expenditure Trend



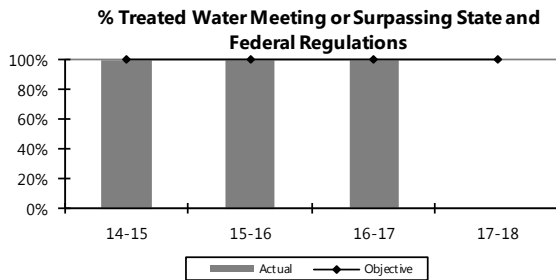
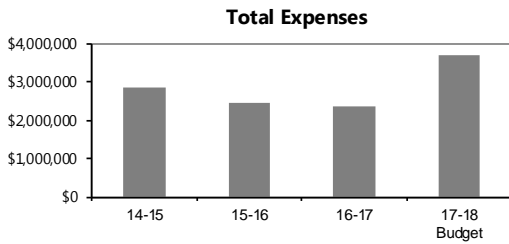
HILLGROVE WATER PLANT

MISSION: The Hillgrove Water Plant provides safe, sufficient drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis and Midland.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Hillgrove Water Plant**

BUDGET & PERFORMANCE HIGHLIGHTS



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Replaced raw water pump at Lake Fisher with more efficient VFD pump and motor.
- Completion of bio-filtration study.
- Motor Control Center replacement completion.
- Submission of bio-filtration study data to NC Division of Water Quality for review and approval to convert plant completely to bio-filtration.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue replacing outdated lab equipment for compliance monitoring.
- Security and safety improvements for water treatment plant and remote sites.
- Complete installation of and conversion of plant to biological filtration for Disinfection By-Product (DBP) reduction.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Attending training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.
- Plan for future upgrades and technology enhancements that will address future regulations and provide high quality water for years to come.

PERFORMANCE GOALS:**Major Service Area: Water Treatment and Analysis**

Goal: To comply with and exceed state and federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

Major Service Area: Safety

Goal: To provide a safe work environment for coworkers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	99%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	99%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	100%	95%	98%	95%	98%	87%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.01	1.01	1.03	1.01	1.03	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

*State and Federal Regulation is 95%

**These are internally established limits that exceed State and Federal Regulations.

BUDGET SUMMARY:

Cost Center #: 7330						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 835,077	\$ 865,672	\$ 921,279	\$ 888,292	\$ 935,745	\$ 935,745
Operations	\$ 1,171,671	\$ 1,201,310	\$ 2,191,908	\$ 1,123,443	\$ 2,118,744	\$ 2,118,744
Capital Outlay	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 374,452	\$ 362,663	\$ -	\$ 357,369	\$ -	\$ -
Transfers	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 14,597	\$ 14,739	\$ 7,038	\$ 6,451	\$ 10,115	\$ 10,115
Total Expenses	\$ 2,835,797	\$ 2,444,384	\$ 3,420,225	\$ 2,375,555	\$ 3,064,604	\$ 3,064,604
% budget change		1%		-56%		-10%
* as amended						
**as of July 31, 2017						
Authorized FTE	14.50	14.50	14.50	14.50	14.50	14.50

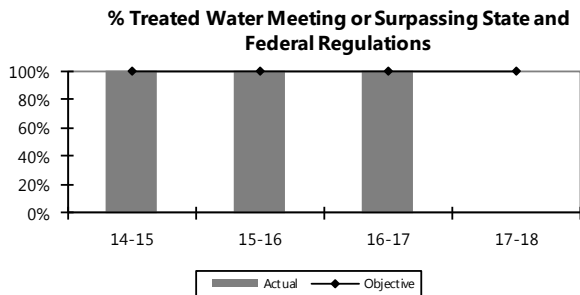
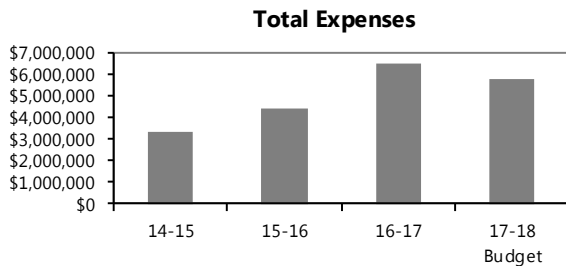
CODDLE CREEK WATER PLANT

MISSION: The Coddle Creek Water Treatment Plant provides safe, sufficient drinking water at the most economical rate, meeting all state and federal regulations for customers of the City of Concord, Cabarrus County, and our neighboring municipalities Harrisburg, Kannapolis and Midland.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Coddle Creek Water Plant**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Water Treatment and Analysis

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Received proposals for upcoming Settling Basin Upgrade project.
- Replaced PLC Cabinets.
- Consolidated lab operations out of Coddle Creek for improved efficiency and structure.
- Replaced outdated lab equipment.
- Installed additional sample stations for improved sample quality and tap control. There should be approximately 60 installed by May 2017.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Settling basin upgrades for water quality enhancements.
- Security and safety improvements at facility and remote sites.
- Sampling station installations in distribution system.
- Raw water line and flow meter design.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Attend training sessions and seminars to stay abreast of the newest regulations, treatment techniques and testing methods to meet these requirements.
- Network with our peers in the industry and state and regulatory personnel.
- Plan for future upgrades and technology enhancements that will address future regulations and provide high quality water for years to come.
- Working to meet more stringent voluntary programs such as the Area Wide Optimization Program (AWOP).

PERFORMANCE GOALS:**Major Service Area: Water Treatment and Analysis**

Goal: To comply with and exceed State and Federal regulations in order to provide safe drinking water.

Goal: To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.

Major Service Area: Safety

Goal: To provide a safe work environment for coworkers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Water Treatment & Analysis	% of treated water meeting or surpassing State and Federal regulations.	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.20 NTU**	Effectiveness	99.6%	100%	100%	100%	100%	100%
Water Treatment & Analysis	% of treated water turbidity at or below 0.10 NTU**	Effectiveness	94.8%	97.3%	98%	99.6%	98%	98%
Water Treatment & Analysis	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.026	1.03	1.019	1.03	1.03
Safety	# of preventable accidents	Effectiveness	0	0	0	0	0	0

*State and Federal regulation is 95%.

**These are internally established limits that exceed State and Federal regulations.

BUDGET SUMMARY:

Cost Center #: 7331						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 994,315	\$ 989,161	\$ 1,011,411	\$ 1,000,052	\$ 1,057,662	\$ 1,057,662
Operations	\$ 1,759,525	\$ 3,154,546	\$ 4,874,272	\$ 3,632,467	\$ 4,826,956	\$ 4,826,956
Capital Outlay	\$ -	\$ -	\$ 316,400	\$ 98,540	\$ 169,000	\$ 169,000
Depreciation & Amortization	\$ 260,455	\$ 254,620	\$ -	\$ 253,150	\$ -	\$ -
Cost Allocations	\$ 14,278	\$ 14,161	\$ 9,043	\$ 8,289	\$ 12,937	\$ 12,937
Transfers	\$ 306,000	\$ -	\$ 1,515,000	\$ 1,515,000	\$ 1,500,000	\$ 1,500,000
Total Expenses	\$ 3,334,573	\$ 4,412,488	\$ 7,726,126	\$ 6,507,498	\$ 7,566,555	\$ 7,566,555
% budget change		-1%		47%		-2.1%
* as amended						
**as of July 31, 2017						
Authorized FTE	15.50	15.50	15.50	15.50	15.50	15.50

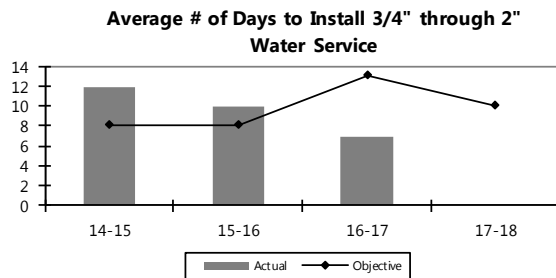
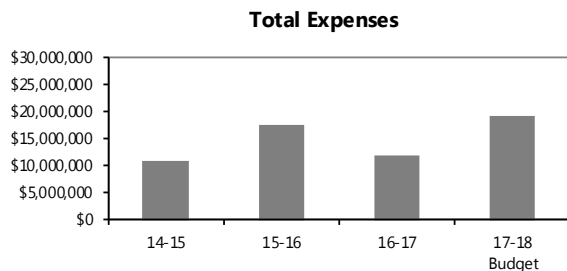
WATERLINES OPERATIONS & MAINTENANCE

MISSION: The Water Resources Department exists to provide quality drinking water, accountability, respect, continuous improvement, and trust to our customers including the planning of long-range water needs to meet future growth and demands on our water distribution system.

PROGRAM LOCATOR:

Fund: Water Fund
Functional Area: Utilities - Water
Department: Water Resources
Division: **Waterlines Operations & Maint.**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Maintenance
- New Construction
- Water Quality
- Water Meters

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed the Water System Model Update project that will help develop the future Water System Master Plan.
- Completed the Water System Master Plan project.
- Completed 10% leak detection project.
- Began construction of the Downtown Water Line Phase 1 project.
- Updated the Water System Management Plan.
- Continued conversion to Advancing Metering Infrastructure (AMI) system.

- Completed rehabilitation of the Midland elevated storage tank.
- Implemented tablet data collection for water crews to collect GIS data using existing technology.
- Developed a new database for the backflow prevention section and provided tester training.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue leak detection.
- Continue conversion to AMI.
- Continue programming changes recommended in the Water System Master Plan project.
- Continue working with the Fire Department in looking at areas in the existing water system that have low pressures and/or low flows.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Leak detection to facilitate repair of small leaks before they become major water main breaks in roadways and under sidewalks.
- Water Quality complaints are being reduced due to replacement of older water mains and installation of automatic flushing devices on dead end mains.
- Continue to monitor potential regulatory changes to water distribution and treatment permits.
- Continue to enhance the current water quality procedures.
- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.

PERFORMANCE GOALS:**Major Service Area: Maintenance**

Goal: To conduct leak detection surveys on the 10% of the water distribution system annually in order to reduce the number of leaks and reduce un-accounted water loss.

Major Service Area: New Construction

Goal: To provide more efficient water service installations for residential, commercial, and industrial customers in order to help expedite the construction of development projects.

Major Service Area: Water Quality

Goal: To provide the highest quality of water to customers by meeting and exceeding both state and EPA guidelines in order to ensure the safety and health of the water supply.

Major Service Area: Water Meters

Goal: To install AMI water meter technology to increase the efficiency and accuracy in reading water meters.

Major Service Area: Safety

Goal: To provide a safe work environment for coworkers.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
New Construction	Avg. # of days to install ¾" through 2" water service	Workload	12	10	8	7	8	8
Water Quality	# of customer complaints per 1,000 accounts	Effectiveness	6.3	6.3	1	6.91	1	1
Water Meters	% AMI Conversion	Workload	Revised for FY17	Revised for FY17	50%	NA	90%	NA
Maint.	% of System leak detection surveys completed	Effectiveness	10%	10%	10%	5%	10%	10%
Safety	# of preventable accidents	Effectiveness	0	2	0	0	0	0

BUDGET SUMMARY:

Cost Center #: 7340	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,896,149	\$ 2,238,631	\$ 2,317,318	\$ 2,296,152	\$ 2,351,098	\$ 2,351,098
Operations	\$ 1,349,871	\$ 1,264,931	\$ 2,402,723	\$ 1,671,171	\$ 2,020,688	\$ 2,020,688
Capital Outlay	\$ (89,268)	\$ 217,523	\$ 726,714	\$ 255,961	\$ 692,600	\$ 692,600
Depreciation & Amortizati	\$ 3,188,266	\$ 3,244,090	\$ -	\$ 3,495,799	\$ -	\$ -
Debt Service	\$ 1,504,782	\$ 1,473,612	\$ 4,395,516	\$ 1,282,263	\$ 4,353,993	\$ 4,353,993
Cost Allocations	\$ 2,497,021	\$ 2,312,261	\$ 2,686,261	\$ 2,462,404	\$ 3,018,588	\$ 3,018,588
Non Operating Expense	\$ (70,512)	\$ (19,844)	\$ -	\$ 63,959	\$ -	\$ -
Transfers	\$ 494,814	\$ 6,838,247	\$ 531,028	\$ 531,028	\$ 6,670,850	\$ 6,670,850
Total Expenses	\$10,771,123	\$17,569,451	\$13,059,560	\$12,058,737	\$ 19,107,817	\$19,107,817
% budget change	-27%	63%		-31%		46%
* as amended						
**as of July 31, 2017						
Authorized FTE	34.59	34.59	36.29	36.29	35.60	35.60

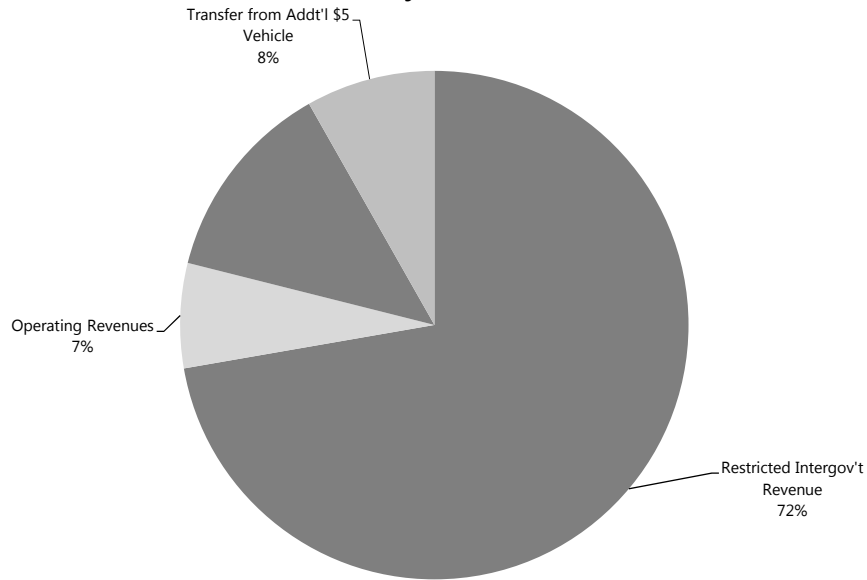
Transit System Revenue

Fund 630

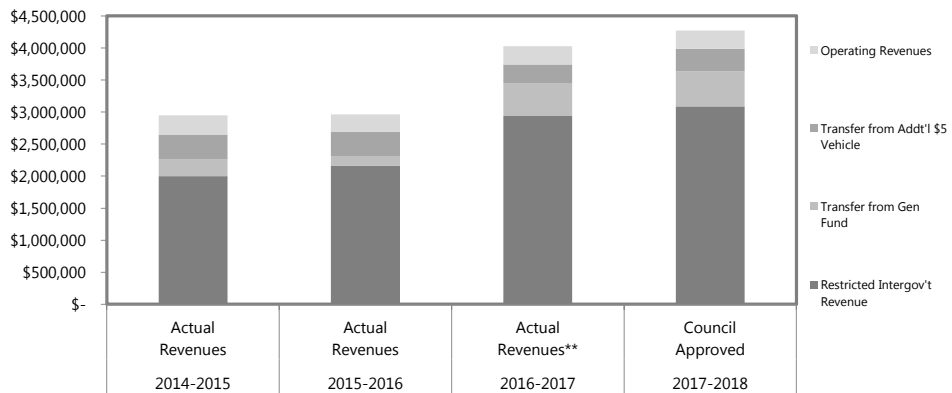
	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Restricted Intergov't Revenue	\$ 2,001,282	\$ 2,166,919	\$ 2,466,907	\$ 2,938,205	\$ 3,087,601	\$ 3,087,601
Operating Revenues	\$ 295,558	\$ 268,081	\$ 275,000	\$ 284,071	\$ 284,253	\$ 284,253
Non-Operating Revenue	\$ 1,132	\$ 20,409	\$ 10,000	\$ 9,546	\$ -	\$ -
Transfer from Gen Fund	\$ 256,963	\$ 145,159	\$ 381,184	\$ 516,328	\$ 550,097	\$ 550,097
Transfer from Addtl \$5 Vehicle	\$ 393,292	\$ 382,248	\$ 350,000	\$ 288,982	\$ 350,000	\$ 350,000
Total Revenues	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
% budget change		1%		35%		23%

* as amended
**as of July 31, 2017

**FY 17-18 Transit System Revenues
(by Source)**



Transit Revenue Trend



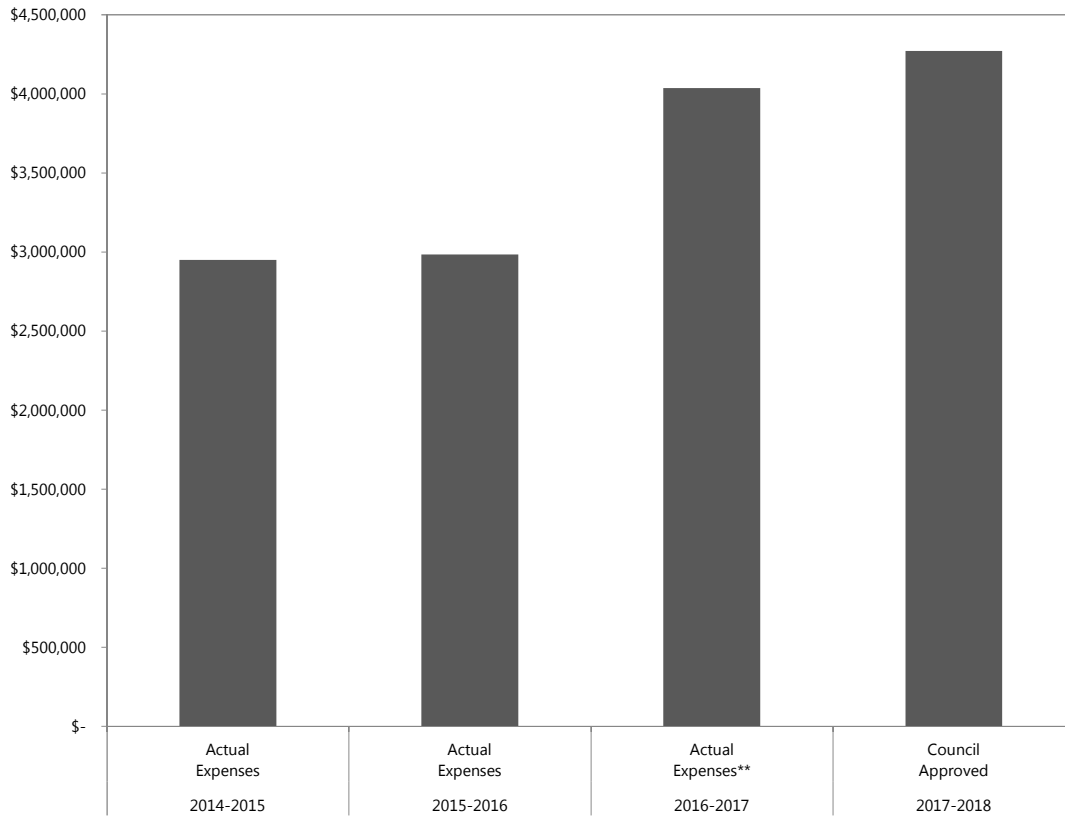
Transit System Expenses

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Transit - Rider	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
Total Expenses	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
% budget change		1%		35%		23%

* as amended

**as of July 31, 2017

Transit Expenditure Trend



PUBLIC TRANSIT SYSTEM

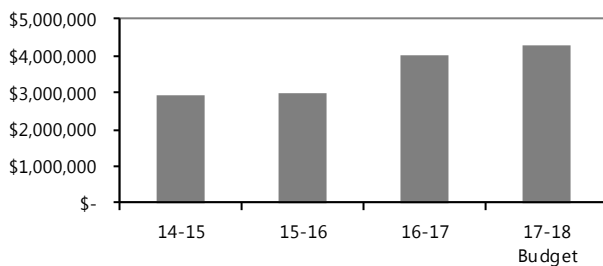
MISSION: To provide safe, dependable, and user-friendly transportation services to the citizens of Concord and Kannapolis with the desire to operate at the highest levels of rider satisfaction.

PROGRAM LOCATOR:

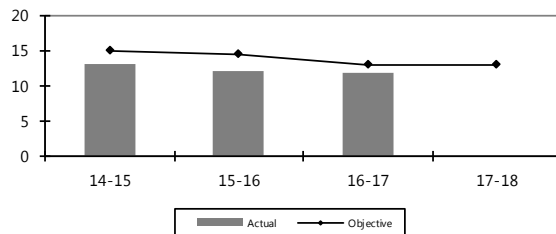
Fund: Transit System
 Functional Area: Transit System
 Department: **Transit FY18 – CK Rider**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenses



of Passengers per Revenue Hour



MAJOR SERVICE(S) PROVIDED:

- Fixed-route transit service to Concord and Kannapolis

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed procurements of expansion ADA LTV Paratransit vehicles and replacement LTV and Buses for Fixed Route.
- Successfully transitioned ADA Paratransit service from Cabarrus County while increasing On Time Performance from less than 80% to 96.30%; Won North Carolina Public Transportation Association for Safest Small Transit System Under 1 Million Miles for the 3rd time in 4 years. Completed successful transition of Fixed Route service between old and new service providers.
- Won North Carolina Public Transportation Association for Safest Small Transit System Under 1 Million Miles for the 3rd time in 4 years.

- Successfully completed second year of a multi-year partnership with Cabarrus Health Alliance and their REACH grant program.
- Completed implementation of Rider Transit into Google Transit & Google Maps.
- Implemented RouteMatch Paratransit software rollout, including day prior and 15-minute live ETA trip notification module for passengers.
- Worked with Transportation and Engineering departments to establish NCDOT approved bus stop design standard for our transit amenity program.
- Added dedicated customer service staff on weekends to better serve our customers.
- Implemented bus stop maintenance program.
- Redesigned and improved functionality of Rider Transit web site including E-alert notification system.
- Successfully hosted 2nd consecutive North Carolina Public Transportation Association Conference with record attendance; secured USDOT Secretary Foxx as speaker.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue examination of advertising program options to generate additional program income for Rider.
- Additional 1.5 FTE staff to assist Finance and Transit manage FTA compliance requirements.
- ADA Paratransit services continues ridership and cost growth as service matures.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Monitor development and growth utilization of the ADA Paratransit program and seek to control costs where possible.
- Continue implementation of Transit bus stop amenities.
- Continue to develop understanding of new FTA FAST legislation while seeking new ways and means to fund transit operations and projects.
- Continue implementation of Transit Development Plan recommendations, specifically infrastructure & amenity improvement projects.
- Continue improving Rider Transit's marketing program and impact.
- Continue efforts to improve communication & coordination between Rider & neighboring transit systems & services.

PERFORMANCE GOALS:**Major Service Area: Fixed-route and ADA Paratransit Transit Service**

Goal: To provide safe, quality service to riders in order to attract new and retain existing riders, prevent roadway injuries and property damage, keep costs low, and maintain bus trip and ADA Paratransit schedules.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Fixed-route Transit	# of Riders	Workload	472,555	426,622	440,000	412,914	440,000	500,000
Fixed-route Transit	# of Paratransit Riders	Workload	New for FY17	New for FY17	New for FY17	8,934	10,000	7,500
Fixed-route Transit	# of passengers per revenue hour	Efficiency	13	12.06	13	11.7	13	15
Fixed-route Transit	% of fare box recovery	Efficiency	10.75%	8.98%	9.5%	9.61%	9.5%	15%
Fixed-route Transit	# of preventable accidents per 100,000 bus miles	Effectiveness	0	0	.60	0.57	.60	.60
Fixed-route Transit	# of rider complaints per 100,000 riders/trips	Effectiveness	8	7.16	10	8.23	10	10
Fixed-route Transit	Average satisfaction rating of overall service	Effectiveness	94.1%	94.62%	95%	96.7%	95%	95%
Fixed-route Transit	On-time Performance	Effectiveness	79.05%	86.49%	85%	82.17%	85%	75%
Fixed-route Transit	Passenger requests for service inside the service area	Workload	383	356	300	772	300	200

BUDGET SUMMARY:

Cost Center #: 7614	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 157,656	\$ 233,384	\$ 311,965	\$ 329,717	\$ 423,241	\$ 423,241
Operations	\$ 2,665,485	\$ 2,616,328	\$ 2,081,935	\$ 3,151,097	\$ 3,403,546	\$ 3,403,546
Capital Outlay				\$ 466,129	\$ 30,000	\$ 30,000
Grant Expenditures	\$ 73,639	\$ 12,667	\$ 951,834	\$ 56,426	\$ 346,319	\$ 346,319
Cost Allocations	\$ 51,447	\$ 120,439	\$ 137,357	\$ 33,763	\$ 68,845	\$ 68,845
Total Expenses	\$ 2,948,227	\$ 2,982,817	\$ 3,483,091	\$ 4,037,132	\$ 4,271,951	\$ 4,271,951
% budget change		1%		35%		23%
* as amended						
** as of July 31, 2017						
Authorized FTE	3.70	4.70	5.00	5.00	6.50	6.50

Wastewater Resources Revenues

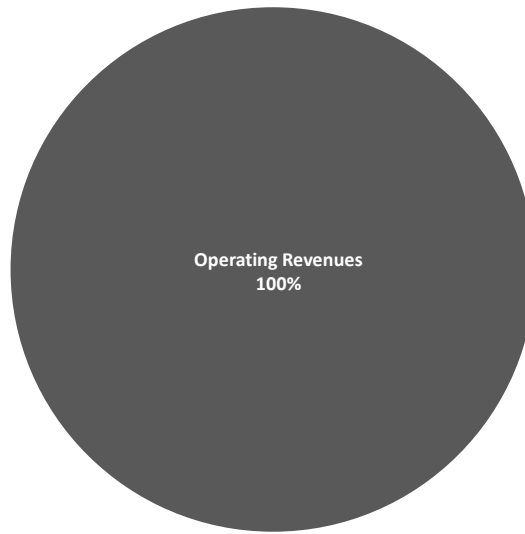
Fund 640

	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Non-Operating Revenues	\$ 34,842	\$ 35,099	\$ 20,000	\$ 58,868	\$ -	\$ -
Investment Earnings	\$ 162,412	\$ 250,612	\$ -	\$ 136,020	\$ -	\$ -
Operating Revenues	\$ 16,167,934	\$ 17,651,021	\$ 16,572,000	\$ 16,646,543	\$ 17,116,711	\$ 17,116,711
Retained Earnings Appropriated	\$ -	\$ -	\$ 135,200	\$ -	\$ -	\$ -
Total Revenues	\$ 16,365,188	\$ 17,936,732	\$ 16,727,200	\$ 16,841,431	\$ 17,116,711	\$ 17,116,711
% budget change		10%		-6%		2%

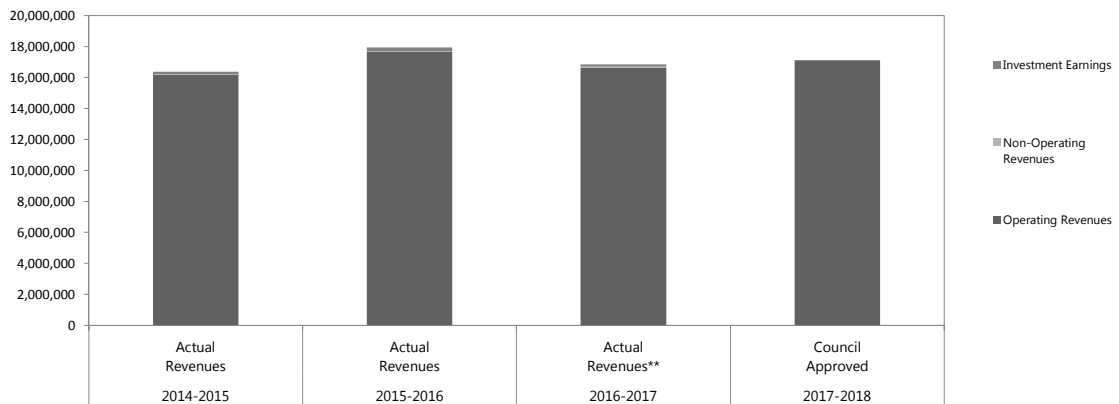
* as amended

**as of July 31, 2017

FY 17-18 Wastewater Resources Revenue (by Source)



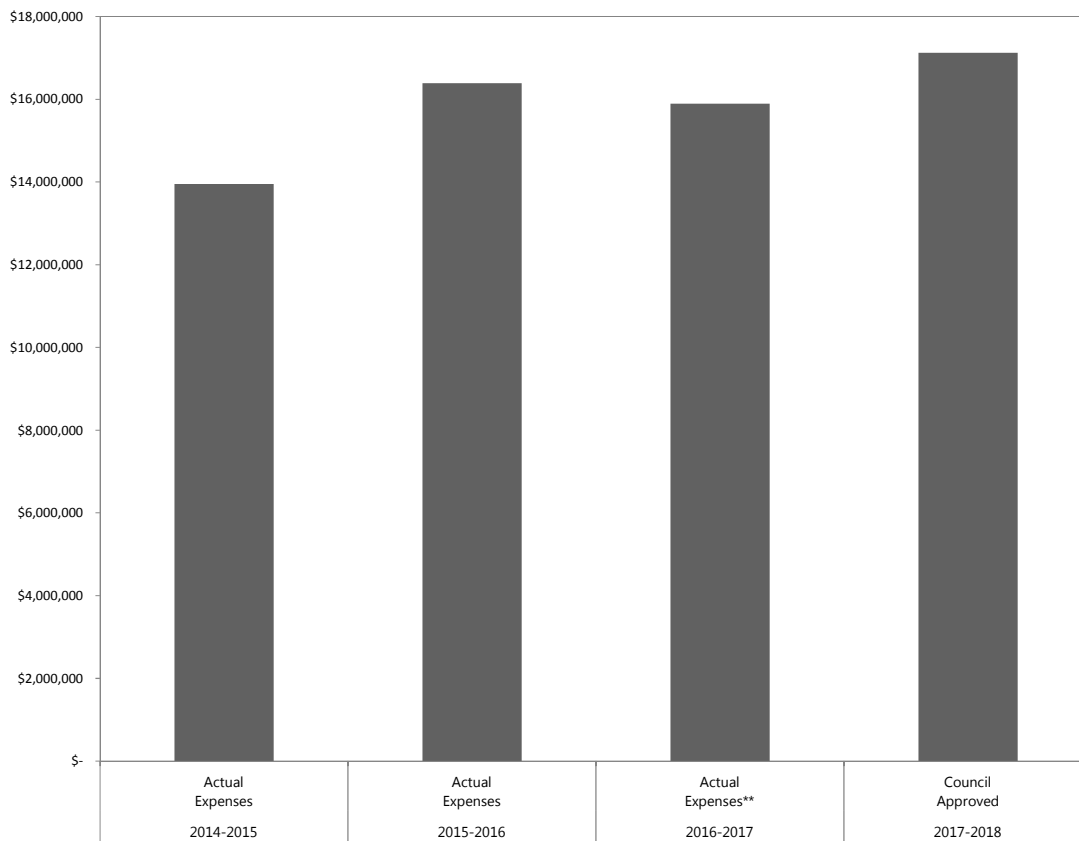
Wastewater Revenue Trend



Wastewater Resources Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
By Cost Center						
Wastewaterlines Operations & Maint.	\$ 13,945,885	\$ 16,380,866	\$ 16,727,200	\$ 15,887,004	\$ 17,116,711	\$ 17,116,711
Total Expenditures	\$ 13,945,885	\$ 16,380,866	\$ 16,727,200	\$ 15,887,004	\$ 17,116,711	\$ 17,116,711
% budget change		17%		-3%		2%
* as amended						
**as of 5/1/2017						

Wastewater Expenditure Trend



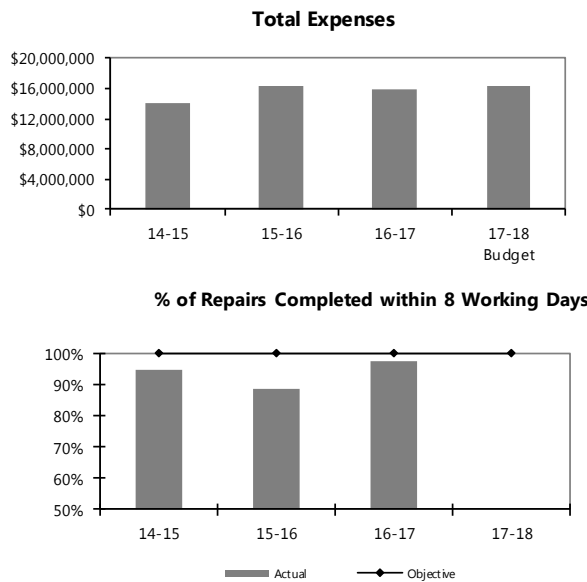
WASTEWATERLINES OPERATIONS & MAINTENANCE

MISSION: The Wastewater Resources Department exists to provide efficient and timely sanitary sewer collection service to residential, commercial, and industrial customers, while building the integrity of our system to enhance water quality and protect the environment for future generations.

PROGRAM LOCATOR:

Fund: Wastewater Fund
Functional Area: Utilities - Wastewater
Department: **Wastewaterlines Oper. & Maint.**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Management and maintenance of a wastewater collection system with 540 miles of gravity sewer, 24 pump stations, and 14 miles of force main that serves over 31,000 customers, including:
 - Rapid response to calls concerning potential blockages and overflows
 - Pipe and pump station wet well jetting/cleaning
 - Routine pump station inspection
 - Pipe inspection using closed circuit t.v. cameras
 - Installation and repair of sewer service connections
 - Installation and repair of system pipes/manholes

- Smoke testing
- Location of system components and defects using GPS units
- Right-of-way maintenance
- Fats, oils, and grease control education program
- Flow monitoring

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed construction of Phase 1 of the Havencrest Sewer Replacement project.
- Completed design for the Province Green & Laurel Park Pump Station Elimination projects.
- Introduced remote flow monitoring program to better assist flow monitoring program.
- Conducted final inspection and startup on the Ruben Linker pump station improvements.
- Initiated sewer master planning project.
- Developed and implemented a tablet data collection process for field crews to collect GIS data using existing technology.
- Began aggressively inspecting grease traps as part of the City's Fats, Oils, and Grease (FOG) program including remote inspection logging system.
- Established a working relationship with the Cabarrus Health Alliance on FOG issues.
- Continued to aggressively identify and resolve inflow and infiltration issues.
- Purchased replacement JET-VAC truck with hydro excavating kit to assist other departments as needed.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Begin developing and designing projects developed from the sewer master plan.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Lining and manhole rehab programs to address the oldest/most defective areas in the system.
- Using the latest technology to enhance our performance to our customers.
- Continue to monitor potential regulatory changes to sewer permit.
- Enhance right-of-way maintenance program through new equipment and procedures.

PERFORMANCE GOALS:**Major Service Area: Manage and Maintain Sewer System**

Goal: To provide quality and cost efficient management and maintenance of the City's sewer system in order to maximize resources and ensure the health and safety of the community.

Major Service Area: Safety

Goal: To provide training and corrective actions to support a safe working environment for co-workers and the public.

Major Service Area: Emergency Response Calls

Goal: To provide timely response to all emergency calls (line or service blockages) in order to quickly correct system disruptions and potential damage to the system and personal property.

Major Service Area: Jetting and Cleaning

Goal: To provide comprehensive jetting and cleaning of collection mains in order to prevent main blockage and main breaks.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj	FY17 Year-End	FY18 Obj.	Benchmark Target
Manage & Maintain Sewer System	% of repairs completed within 8 working days	Workload	95%	89%	100%	98%	100%	80%
Manage & Maintain Sewer System	Miles of high priority lines inspected	Efficiency	4	10	25	12	20	NA
Manage & Maintain Sewer System	% of food service facilities inspected annually	Workload	100%	80%	100%	100%	100%	NA
Safety	# of preventable accidents	Effectiveness	2	2	0	1	0	0
Manage & Maintain Sewer System	# of reportable SSOs	Effectiveness	2	5	0	8	0	0
Jetting & Cleaning	Miles of sewer main cleaned	Workload	53	88	54	52	54	NA
Manage & Maintain Sewer System	Miles of right-of-way mowed annually	Efficiency	121	107	82	101	100	82
Emergency Response Calls	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY

Cost Center #:7420	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,604,658	\$ 1,613,025	\$ 1,917,624	\$ 1,795,042	\$ 1,994,618	\$ 1,994,618
Operations	\$ 6,820,872	\$ 7,674,241	\$ 7,970,107	\$ 7,464,132	\$ 8,107,287	\$ 8,107,287
Capital Outlay	\$ -	\$ 543,735	\$ 1,534,458	\$ 187,884	\$ 1,584,500	\$ 1,584,500
Depreciation & Amortizati	\$ 3,002,656	\$ 3,150,045	\$ -	\$ 3,234,289	\$ -	\$ -
Non-Operating	\$ -	\$ (9,260)		\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 762,045	\$ 2,772,124	\$ 665,447	\$ 2,746,375	\$ 2,746,375
CIP Projects	\$ 69,133	\$ 80,302	\$ 4,873	\$ 63,917	\$ -	\$ -
Cost Allocations	\$ 2,445,325	\$ 1,719,371	\$ 1,931,159	\$ 1,879,437	\$ 2,135,183	\$ 2,135,183
Transfers	\$ 3,241	\$ 847,362	\$ 596,856	\$ 596,856	\$ 548,748	\$ 548,748
Total Expenses	\$13,945,885	\$ 16,380,866	\$ 16,727,201	\$ 15,887,004	\$ 17,116,711	\$ 17,116,711
% budget change		17%		-20%		2%
* as amended						
**as of July 31, 2017						
Authorized FTE	30.32	30.32	31.98	31.98	31.31	31.31

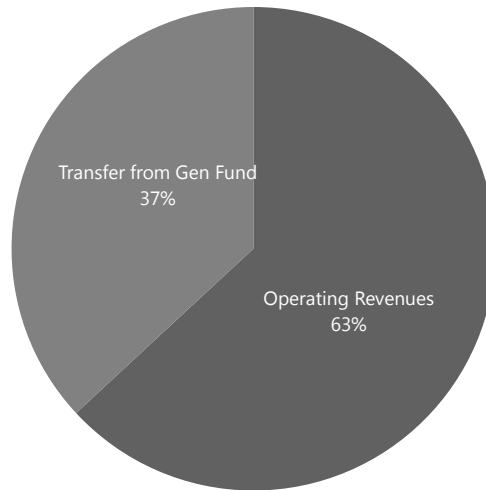
Rocky River Golf Course Revenues

Fund 650

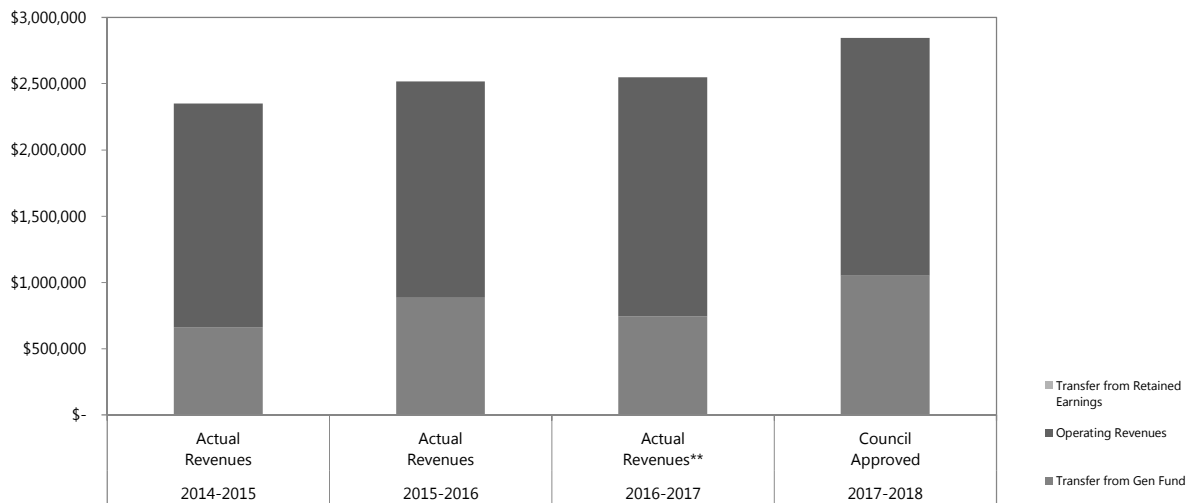
	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Operating Revenues	\$ 1,687,663	\$ 1,631,667	\$ 1,680,647	\$ 1,804,380	\$ 1,795,178	\$ 1,795,178
Transfer from Retained Earnings	\$ -	\$ -	\$ 8,983	\$ -		
Transfer from Gen Fund	\$ 661,670	\$ 883,107	\$ 953,876	\$ 742,594	\$ 1,049,373	\$ 1,049,373
Total Revenues	\$ 2,349,333	\$ 2,514,774	\$ 2,643,506	\$ 2,546,974	\$ 2,844,551	\$ 2,844,551
% budget change		7%		1%		8%

* as amended
**as of July 31, 2017

**FY 17-18 Golf Course Revenues
(by source)**



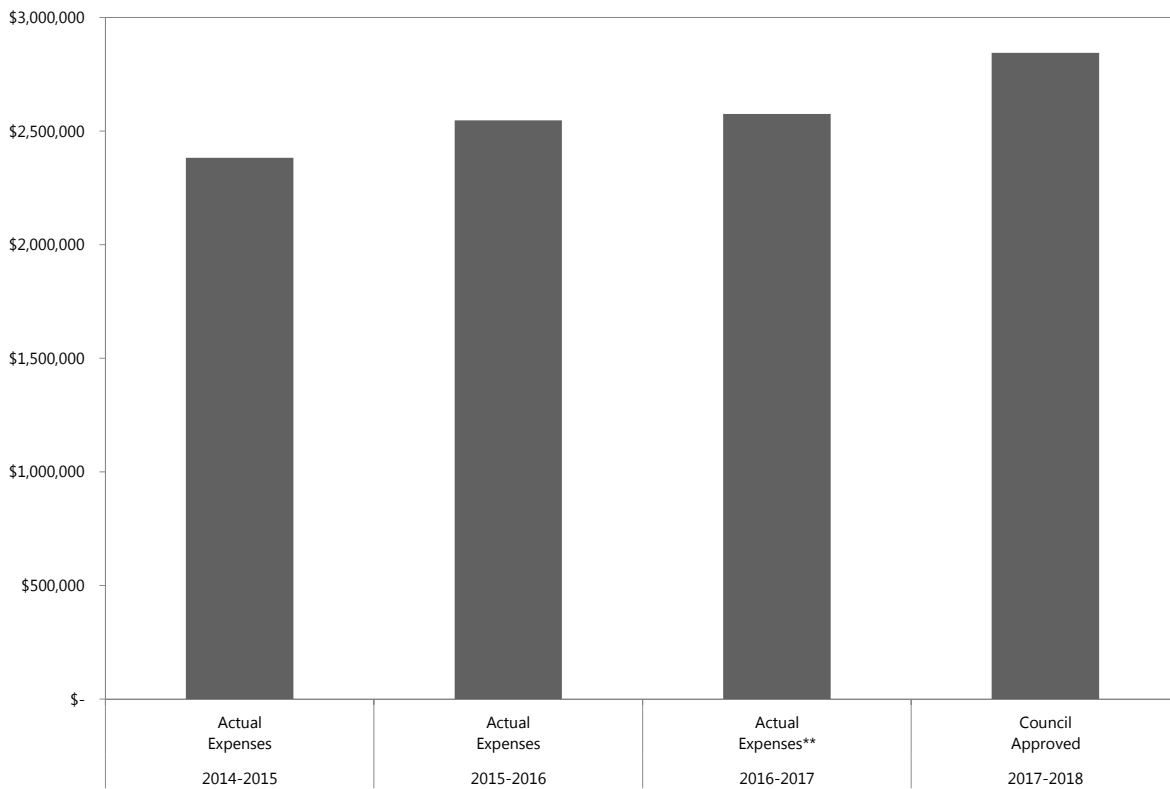
Golf Course Revenue Trend



Rocky River Golf Course Expenses

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Rocky River Golf Club at Concord	\$ 2,382,769	\$ 2,547,227	\$ 2,643,506	\$ 2,575,057	\$ 2,844,551	\$ 2,844,551
Total Expenses	\$ 2,382,769	\$ 2,547,227	\$ 2,643,506	\$ 2,575,057	\$ 2,844,551	\$ 2,844,551
% budget change		7%		1%	8%	
* as amended						
**as of July 31, 2017						

Rocky River Golf Club at Concord Expenditure Trend



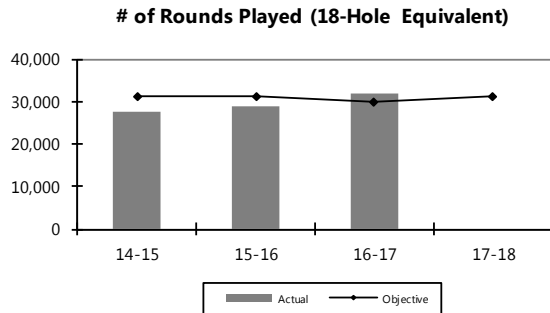
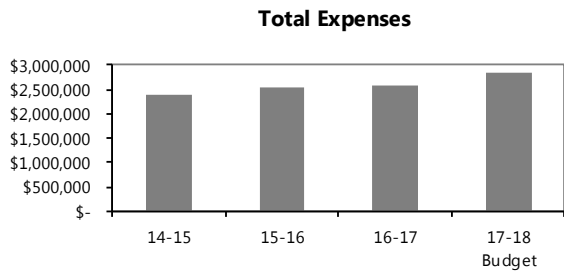
GOLF COURSE

MISSION: The Golf Course is committed to excellence in offering a full service quality golf facility and consistently providing high quality course conditions and customer services.

PROGRAM LOCATOR:

Fund: Golf Course
Functional Area: Golf Course
Department: **Rocky River Golf Course**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Full Service Golf Facility:
 - Full Service bar and grill, banquet facilities and associated catering services.
 - Practice range with putting green and target greens.
 - Complete instructional programs by PGA professionals in the form of clinics and individual golf lessons.
 - Retail merchandising of golf-related apparel and equipment.
 - Maintenance of Clubhouse landscaping and irrigation.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Hosted Annual Mayor’s Tournament, Doug Herbert BRAKES foundation and Habitat for Humanity outings with great results.
- Increased ranking to #80 in NC Golf Panel’s “Top 100 courses” for 2016, continuing as one of very few public courses with that distinction.
- Highest ranked public course in the entire Charlotte/Concord metro region.
- Clubhouse expansion and renovation project completed in February 2016. This has already increased usage of the facility for private parties and banquets.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Revenue driven by local play, and group events.
- Hosting bigger special events (weddings, etc).
- Bunker renovation project is the major CIP and will continue to improve the quality of the facility.
- Replacement of grounds and landscaping equipment.
- Continue to host large corporate and charity outings to increase golf revenues.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continued teaching and lesson programs promoted through social media.
- Promote youth golf and grow the game through instructional programs.
- Promote golf to Cabarrus County Schools by hosting high school golf teams, and working with middle schools to introduce the game.
- Continue to encourage participation of corporate leagues on weekday evenings. Currently Wells Fargo and 2 other local companies host leagues.

PERFORMANCE GOALS:**Major Service Area: Full Service Golf Facility**

Goal: To consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord in order to provide the best possible golf experience and maximize both recreational use and revenue.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Full Service Golf Facility	# of rounds played (18-hole equivalent)	Workload	27,581	28,998	30,028	32,034	31,000	34,000
Full Service Golf Facility	# of pass-holder rounds played (18-hole equivalent)	Workload	3,660	3,794	3,453	4,423	4,500	5,000
Full Service Golf Facility	Average golf and food/beverage revenue per 18-hole round	Efficiency	\$54.02	\$56.27	\$55.00	\$56.46	\$56.00	N/A
Full Service Golf Facility	Average operating cost per 18-hole round	Efficiency	\$47.01	\$50.62	\$50.00	\$47.61	\$48.50	N/A

BUDGET SUMMARY:

Cost Center #: 7500, 7501	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Operations	\$ 1,493,002	\$ 1,574,859	\$ 1,708,726	\$ 1,609,229	\$ 1,685,212	\$ 1,685,212
Depreciation & Amortization	\$ 33,435	\$ 32,452	\$ -	\$ 28,083	\$ -	\$ -
Debt Service	\$ 856,332	\$ 939,916	\$ -	\$ -	\$ 941,373	\$ 941,373
Transfers	\$ -	\$ -	\$ 934,780	\$ 937,745	\$ 217,966	\$ 217,966
Total Expenses	\$2,382,769	\$2,547,227	\$ 2,643,506	\$ 2,575,057	\$ 2,844,551	\$ 2,844,551
% budget change		7%		1%		8%
* as amended						
**as of July 31, 2017						

Aviation Revenue

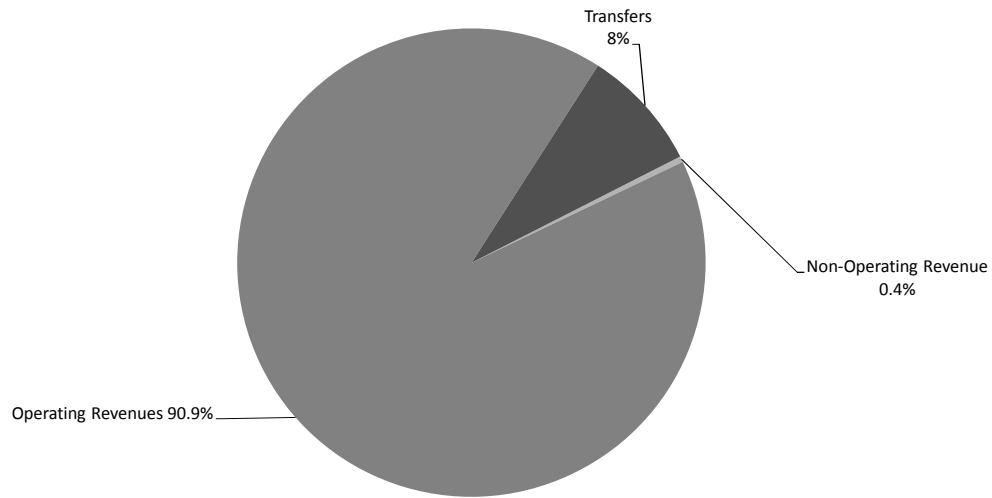
Fund 680

	2014-2015 Actual Revenues	2015-2016 Actual Revenues**	2016-2017 Council Approved*	2016-2017 Actual Revenues	2017-2018 Manager Recommended	2017-2018 Council Approved
Restricted Intergovt Revenue	\$ 516,657	\$ 114,175	\$ 10,000	\$ -	\$ -	\$ -
Non-Operating Revenue	\$ 14,015	\$ 465,649	\$ 283,300	\$ 13,881	\$ 39,200	\$ 39,200
Investment Earnings	\$ 41,723			\$ 38,368	\$ -	\$ -
Operating Revenue	\$ 8,612,280	\$ 7,656,139	\$ 8,583,582	\$ 8,580,690	\$ 8,515,192	\$ 8,515,192
Retained Earnings Appropriated	\$ -	\$ -	\$ 251,143	\$ -	\$ -	\$ -
Transfers	\$ 793,091	\$ 756,641	\$ 777,175	\$ -	\$ 785,287	\$ 785,287
Total Revenue	\$ 9,977,766	\$ 8,992,604	\$ 9,905,200	\$ 8,632,939	\$ 9,339,679	\$ 9,339,679
% budget change		-10%		-4%		-6%

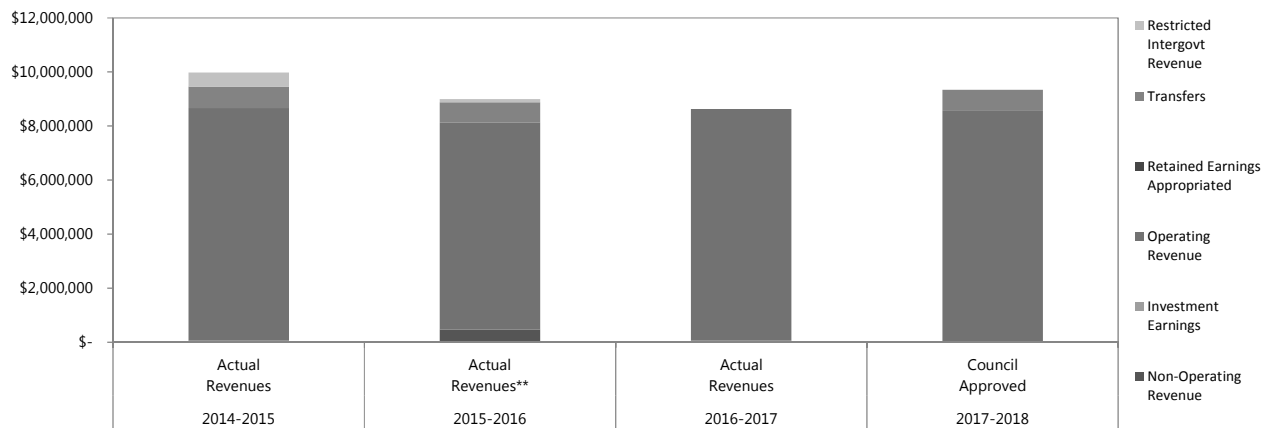
* as amended

**as of July 31. 2017

FY 17-18 Aviation Revenues (by source)



Aviation Revenue Trend (by Source)



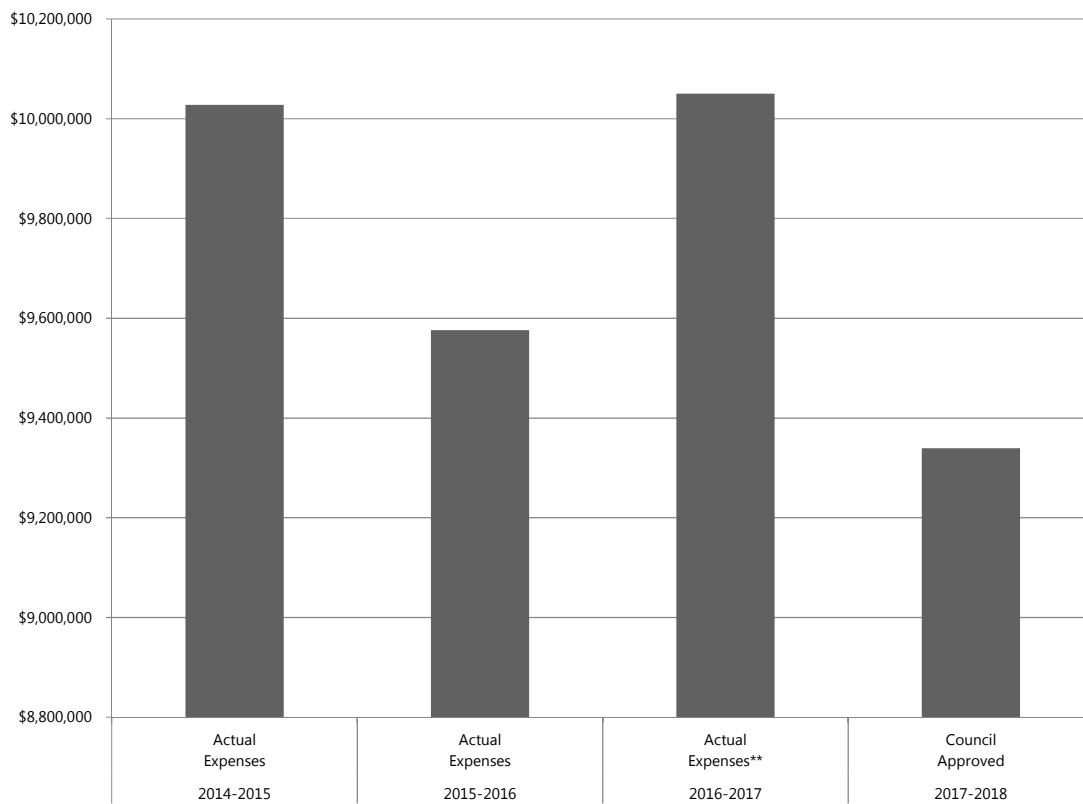
Aviation Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Aviation Operations	\$ 10,027,833	\$ 9,576,096	\$ 9,905,200	\$ 10,050,848	\$ 9,339,679	\$ 9,339,679
Total Expenses	\$ 10,027,833	\$ 9,576,096	\$ 9,905,200	\$ 10,050,848	\$ 9,339,679	\$ 9,339,679
% budget change		-4.5%		5.0%		-6%

* as amended

**as of July 31, 2017

Aviation Expenditure Trend



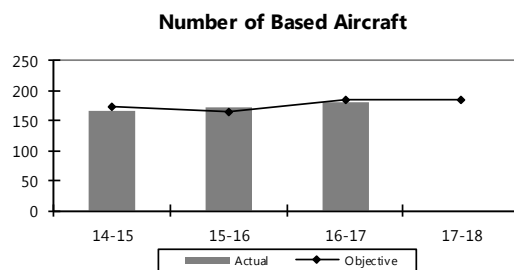
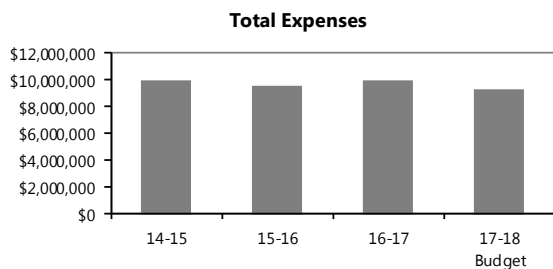
AVIATION

MISSION The Aviation Department's mission is to provide services in a safe and secure manner, that exceed expectations for the corporate, business, and general aviation community with the desire to increase & support economic development for the City of Concord and the region.

PROGRAM LOCATOR:

Fund: Aviation
Functional Area: Transportation
Department: **Aviation Operations**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Airport Management, Operation, Development, Community Outreach & Marketing
- Airport Facility Maintenance, Safety, & Security
- Aviation Fixed Base Operation (Aircraft Fueling & Line Services, Hangar Rental, etc.)
- Continued working with Federal Aviation Administration to identify projects eligible under the Non-Primary Entitlement grant program.

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Allegiant Airlines expanded the commercial service by adding weekly flights from Concord to Punta Gorda and New Orleans.
- Completed construction of the Commercial Service Terminal and Parking Deck.

- Completed construction of the perimeter fence.
- Implemented enhanced security badging to meet TSA requirements.
- Processed over 150,000 passengers through the temporary and newly constructed commercial service building in calendar year 2016.
- Continued service for NASCAR Race team Boeing 737 commercial charter flights with 32,500 passengers.
- Promoted Concord Regional Airport at the National Business Aviation Association (NBAA) aviation trade show.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to market Concord Regional Airport for additional destinations to increase airline service.
- Provide a safe, secure environment for our staff, customers, and vendors.
- Master Plan update.
- Upgrade security cameras where needed.
- Replacement of large tug to continue providing towing for aircraft.
- 2 new ASWs to improve customer service.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Major focus on providing outstanding customer service.
- Airport Administration staff proactively search for federal and state grant funds for airport improvement projects.
- Aviation Department will continue comparing itself to surrounding airports to be a benchmark with fuel prices and other services offered to keep our competitive edge.
- Airport Administration maintains relationships with FAA, TSA, and other federal, state and local officials in order to strengthen General Aviation ties to the area.
- Airport Administration continues to maintain the 139 Certification for Concord Regional Airport.
- Maintain 100% compliance with Safety First PLST training for line personnel (FAA Requirement).
- Maintain TSA security regulations for commercial operations.

PERFORMANCE GOALS:**Major Service Area: Airport Management and Development**

Goal: To operate and develop the City's Airport in the most fiscally responsible way to ensure aeronautical and facility needs are met to support growth and the related economic development of the City, County, and region.

Major Service Area: Airport Facility Maintenance, Safety, & Security

Goal: To protect life and property at the airport by being proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state and local safety and security regulations.

Major Service Area: Fixed Base Operations and Customer Service

Goal: To provide outstanding aviation services, amenities, customer service, to the visiting aviation users and based customers, realizing that the Concord Regional Airport is the first and last impression many people get of our City and community.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Airport Mgmt. & Dev.	Number of based aircraft	Workload	166	172	175	180	175	200
Airport Mgmt. & Dev.	% of office space leased	Effectiveness	93%	93%	95%	97%	95%	100%
Airport Mgmt. & Dev.	Monthly scheduled Airline Departure Load Factor	Effectiveness	89%	91%	90%	80%	90%	90%
Maint., Safety, & Security	# of 139 Inspection Discrepancies	Effectiveness	2	0	0	0	0	0
FBO	% of airfield inspections completed	Effectiveness	100%	100%	100%	100%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4530	2014-2015		2015-2016		2016-2017		2016-2017		2017-2018		2017-2018	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved						
Personnel Services	\$ 1,763,604	\$ 1,792,000	\$ 2,021,743	\$ 1,911,909	2,210,533	\$ 2,210,533						
Operations	\$ 5,573,679	\$ 4,182,456	\$ 5,338,331	\$ 4,976,935	5,016,623	\$ 5,016,623						
Capital Outlay	\$ -	\$ (81,298)	\$ 1,547,824	\$ 233,033	174,175	\$ 174,175						
Depreciation	\$ 1,661,375	\$ 2,047,833	\$ -	\$ 2,270,422	-	\$ -						
Debt Service	\$ 585,907	\$ 373,179	\$ 234,438	\$ 234,428	1,342,667	\$ 1,342,667						
Non Operating Exp	\$ (36,212)	\$ 30,975	\$ -	\$ (1,815)	-	\$ -						
Cost Allocations	\$ 318,934	\$ 336,731	\$ 310,402	\$ 280,430	364,104	\$ 364,104						
Transfers	\$ 160,546	\$ 894,220	\$ 452,462	\$ 145,506	231,577	\$ 231,577						
Total Expenses	\$ 10,027,833	\$ 9,576,096	\$ 9,905,200	\$ 10,050,848	\$ 9,339,679	\$ 9,339,679						
% budget change		-5%		5%		-6%						
* as amended												
**as of July 31, 2017												
Authorized FTE	34.00	34.00	40.00	40.00	41.50	41.50						

Public Housing Revenue

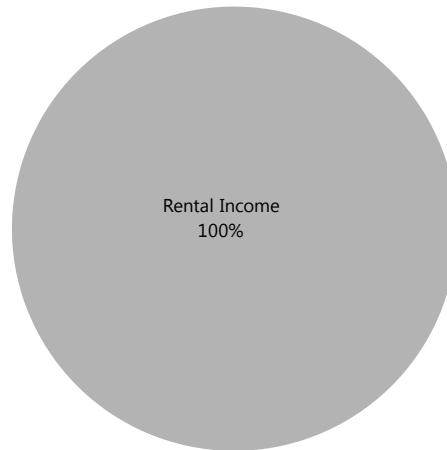
Fund 690

	2014-2015 Actual Revenues	2015-2016 Actual Revenues	2016-2017 Council Approved*	2016-2017 Actual Revenues**	2017-2018 Manager Recommended	2017-2018 Council Approved
Other Revenue	\$ (26,496)	\$ (70,897)	\$ -	\$ (26,962)	\$ -	\$ -
Retained Earnings	\$ -	\$ -	\$ 40,825	\$ -	\$ -	\$ -
Rental Income	\$ 356,888	\$ 1,258,548	\$ 372,000	\$ 374,557	\$ 1,210,932	\$ 1,210,932
Non-Rental Income	\$ 130,129	\$ -	\$ 91,856	\$ 94,717	\$ -	\$ -
HUD Contributions	\$ 730,817	\$ -	\$ 806,253	\$ 765,728	\$ -	\$ -
Total Revenue	\$ 1,191,338	\$ 1,187,651	\$ 1,310,934	\$ 1,208,040	\$ 1,210,932	\$ 1,210,932
% budget change	15%	15%		2%	-8%	-8%

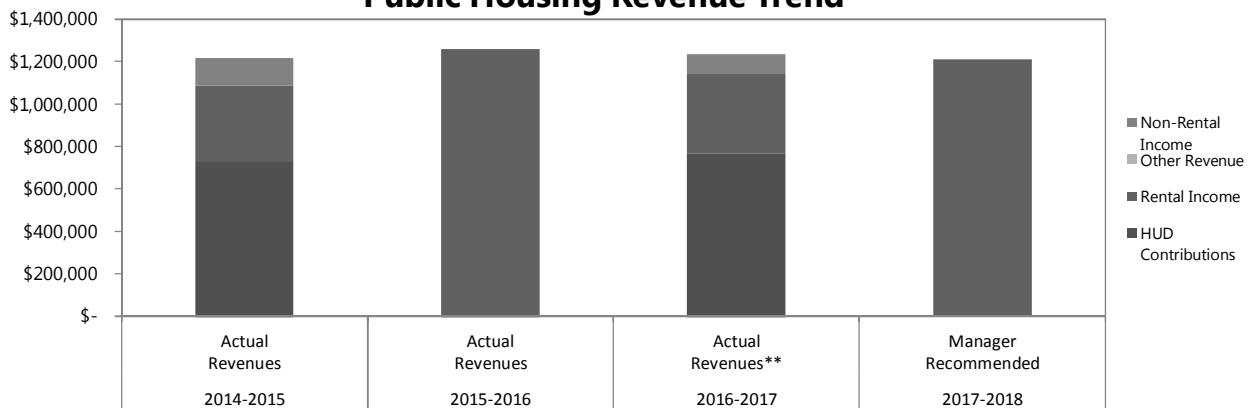
* as amended

** as of July 31, 2017

FY 17-18 Public Housing Revenue (by source)



Public Housing Revenue Trend



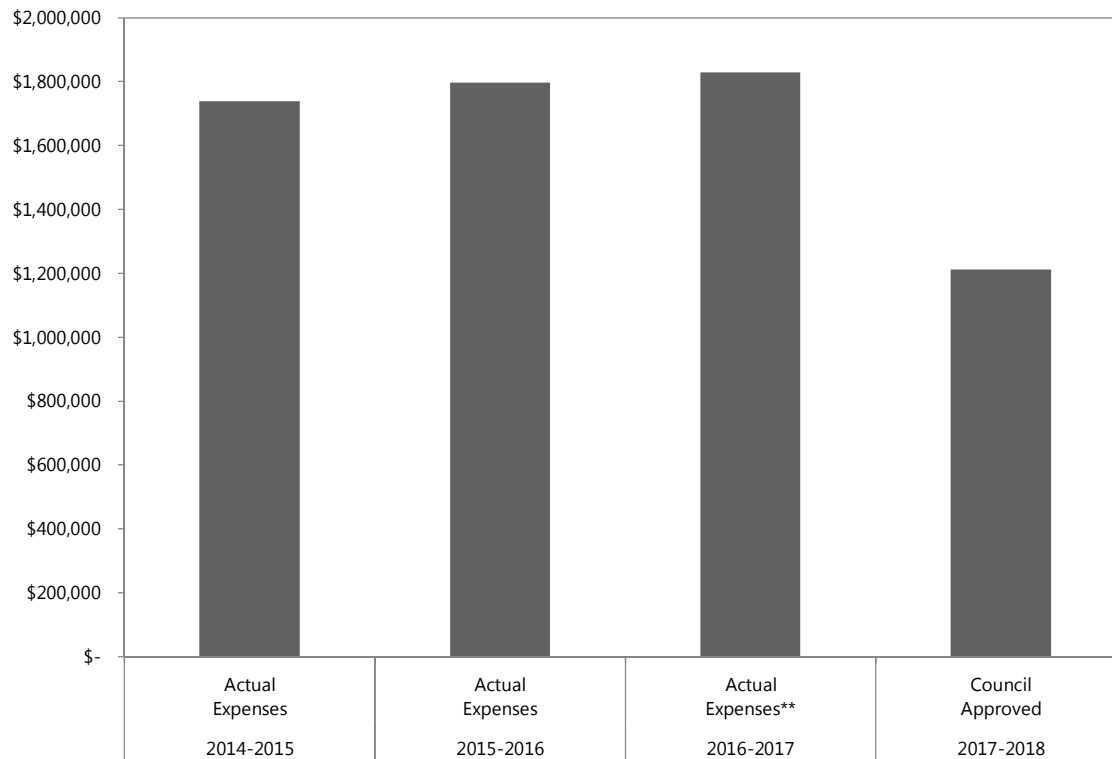
Public Housing Expenditures

	2014-2015 Actual Expenses	2015-2016 Actual Expenses	2016-2017 Council Approved*	2016-2017 Actual Expenses**	2017-2018 Manager Recommended	2017-2018 Council Approved
Public Housing Operations:	\$ 1,738,432	\$ 1,796,680	\$ 1,310,934	\$ 1,828,116	\$ 1,210,932	\$ 1,210,932
Total Expense	\$ 1,738,432	\$ 1,796,680	\$ 1,310,934	\$ 1,828,116	\$ 1,210,932	\$ 1,210,932
% budget change		3%		2%		-8%

* as amended

** as of July 31, 2017

Public Housing Expenditure Trend



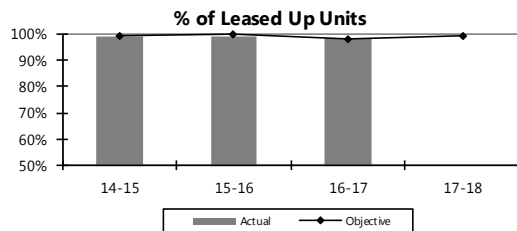
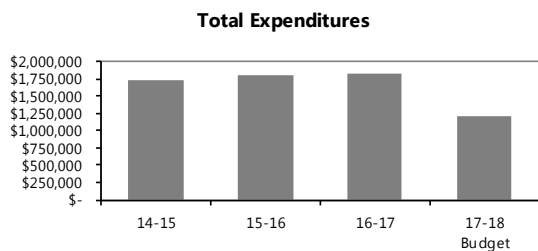
PUBLIC HOUSING OPERATIONS

MISSION: The City of Concord’s Housing Department serves low-income families for whom conventional housing is unaffordable. Our mission is to provide these families with decent, safe, and sanitary housing while supporting their efforts to achieve economic independence and self-sufficiency.

PROGRAM LOCATOR:

Fund: Public Housing
Functional Area: Public Housing
Department: **Public Housing Operations**

BUDGET & PERFORMANCE HIGHLIGHTS



MAJOR SERVICE(S) PROVIDED:

- Decent, Safe, and Sanitary Housing for our Residents
- Family Self-Sufficiency
- Accounting
- Task Tracking
- Staff Training
- Public Image

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Five Public Housing residents graduated from the Family Self-Sufficiency program with two participants obtaining Homeownership.
- National Night Out held at Caldwell Park included a blood drive, Mammogram screenings and HIV testing. Participation in these events was extremely high and we hope to continue this important testing to promote health awareness in our community.
- Awarded the 2015 Resident Opportunities and Self-Sufficiency Grant for \$246,000. Only four NC agencies received this grant. The three year grant

period allows us to assist residents with achieving economic and housing self-sufficiency.

- A Job Fair was hosted at the Neighborhood Networks Technology Center with over fourteen agencies participating. Sixty-three people participated in this event.
- 24 residents graduated from advanced computer classes in Excel, Word, and Power Point taught at the Technology Center.
- Completed Phase 2 of new roofing for the Mary Chapman Homes community.
- Won the Human Service Award from Carolina Council of Housing and Redevelopment Officials for our summer youth program, “Connecting Kids with Nature” in partnership with Great Outdoors University.
- Partnered with Wells Fargo to teach the youth and their parents the benefits of saving money.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Maintain housing stock above quality requirements.
- Continue to promote the self-sufficiency of our participant families through programs assisting them with credit repair, educational and socio-economic needs.
- Begin new roofing for the Logan Homes community.
- Continue to explore new funding through grant opportunities being made available both locally, state, and nationally.
- Work closely with community partners to research, identify and align resources to assist families on the path to a life of economic independence.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Provide decent, safe, and sanitary housing in good repair – in compliance with program uniform physical condition standards – for very- low and low- income families.
- Promote fair housing and the opportunity for very low-income and low-income families of all races, ethnicities, national origins, religions, ethnic backgrounds, and with all types of disabilities, to participate in the public housing program and its services.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all program components.

PERFORMANCE GOALS:**Major Service Area: Decent, Safe, and Sanitary Housing**

Goal: Provide high quality housing to residents/clients to obtain a safe and enjoyable living environment.

Major Service Area: Family Self-Sufficiency

Goal: Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.

Major Service Area: Accounting

Goal: Provide accurate financial information, in a timely manner, to the City of Concord and the Department of Housing and Urban Development to comply with local, state, and federal laws, and governmental accounting and regulatory requirements.

Major Service Area: Task Tracking

Goal: Continue and improve Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMAP, MASS, and similar existing measures.

Major Service Area: Staff Training

Goal: Encourage staff to complete training/certification programs relevant to their areas of responsibility.

Major Service Area: Public Image

Goal: Continue to improve our public image through enhanced communication, coordination and accountability with outside agencies, among the staff, and with our residents.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Decent, Safe/Sanitary Housing	% of leased up units	Effectiveness	99%	99%	98%	98%	98%	100%
Family Self-Sufficiency	# of participants in the FSS program	Effectiveness	29	17	25	41	25	30
Task Tracking	% of participants recertified under program	Effectiveness	100%	100%	100%	100%	100%	100%
Staff Training	% of Staff Maintaining Training/Certification	Effectiveness	100%	100%	100%	100%	100%	100%
Public Image	# of Participants Using Tech Center Monthly	Workload/Demand	187	165	180	119	160	130
Decent, Safe, and Sanitary Housing	# of Days to Turnover Unit for Move-In	Effectiveness	48	49	15	27	30	15
Accounting	% Tenant Accounts Collected	Effectiveness	83%	87%	95%	84%	88%	98%

BUDGET SUMMARY:

Cost Center #: 1000	2014-2015		2015-2016		2016-2017		2017-2018	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved		
	Personnel	\$ 164,604	\$ 151,989	\$ 155,664	\$ 152,121	\$ 162,210	\$ 162,210	
Operations	\$ 38,308	\$ 43,538	\$ 51,856	\$ 37,771	\$ 52,129	\$ 52,129		
Operating Expense-Control	\$ 1,041,697	\$ 1,060,502	\$ 1,102,441	\$ 1,104,934	\$ 976,435	\$ 976,435		
Depreciation	\$ 485,407	\$ 517,048	\$ -	\$ 516,844	\$ -	\$ -		
Non-Operating Expense	\$ (13,177)	\$ (3,185)	\$ -	\$ 15,474	\$ 19,669	\$ 19,669		
Interest Expense	\$ 21,593	\$ 26,788	\$ 973	\$ 972	\$ 489	\$ 489		
Total Expenditures	\$ 1,738,432	\$ 1,796,680	\$ 1,310,934	\$ 1,828,116	\$ 1,210,932	\$ 1,210,932		
% budget change		24%		-96%				-8%
* as amended								
**as of July 31, 2017								
Authorized FTE	9.30	9.30	8.60	8.60	8.60	8.60		8.60

INTERNAL SERVICES FUND

OVERVIEW: Internal Services serves as a support function, assisting all City departments in their daily operations. Internal Services is comprised of Utilities Collections, Data Services, Billing, Customer Care, Engineering, Purchasing, and Buildings & Grounds Maintenance.

BUDGET UNITS:

Utilities Collections: The Utilities Collections Department is responsible for the collection of all electric, water, sewer, and commercial solid waste payments made to the City. The Collection of utility deposits, reconnect fees, returned checks, and other miscellaneous revenues are also transacted in this department. Additional information regarding Utilities Collections may be obtained by contacting Rita Ellison, Tax Collector, at (704) 920-5265 or via email at ellisonr@concordnc.gov.

Data Services: Data Services is responsible for the network design, engineering, procurement, installation, and servicing of the computer infrastructure, hardware, and software for the City. The City contracts Data Services with Technologies Edge, Inc. Additional information regarding Data Services may be obtained by contacting Bill Dusch, at (704) 920-5293 or via email at duschb@concordnc.gov.

Billing: Billing is responsible for all meter reading services, which includes electric, water, and wastewater. The Department processes the readings and the billing of more than 44,000 customers. Additional information regarding Billing may be obtained by contacting Jackie Brown, Billing Manager, at (704) 920-5255 or via email at brownj@concordnc.gov.

Customer Care: Customer Care is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts. Additional information regarding Customer Service may be obtained by contacting Tammy Linn, Customer Service Manager, at (704) 920-5240 or via email at linnt@concordnc.gov.

Engineering: The Engineering Department provides engineering, technical, and contract management assistance to all City departments. Department's responsibility to schedule, design, prepare specifications, acquire permits, secure rights-of-way, advertise, bid, and manage all capital improvement projects as directed and approved by the City Council and the City Manager. Other engineering responsibilities include plan review, obtaining and holding application permits and encroachment agreements, and observing the construction of new public infrastructure to ensure compliance with local, state, and federal regulations. Additional information regarding Engineering may be obtained by contacting Sue Hyde, Director of Engineering, at (704) 920-5425 or via email at hydes@concordnc.gov.

Purchasing: Purchasing is responsible for the procurement and storage of goods and equipment for all City departments. Additional information regarding Purchasing may be obtained by contacting Sid Talbert, Purchasing Officer, at (704) 920-5441 or via email at talberts@concordnc.gov.

Building & Grounds Maintenance: Buildings & Grounds Maintenance supports the maintenance operations of City departments. Primary responsibilities include ground maintenance, building maintenance, HVAC/Electrical, custodial, vacant lot mowing, street rights-of-way mowing, and Public Housing grounds maintenance. Additional information regarding Buildings & Grounds Maintenance may be obtained by contacting Susan Sessler, Building and Grounds Director, at (704) 920-5380 or via email at sesslers@concordnc.gov.

Internal Services Fund Allocated Costs

Fund 800

	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Allocation	Actual Allocation	Council Approved	Actual Allocation**	Manager Recommended*	Council Approved
Budget Unit						
Utilities Collections	\$ 381,480	\$ 315,674	\$ 351,089	\$ 319,892	\$ 442,209	\$ 442,209
Data Services	\$ 1,900,563	\$ 2,092,400	\$ 2,755,090	\$ 2,296,801	\$ 2,565,313	\$ 2,565,313
Billing	\$ 979,916	\$ 1,041,096	\$ 1,036,397	\$ 946,716	\$ 1,151,403	\$ 1,151,403
Customer Care	\$ 1,371,999	\$ 1,609,736	\$ 1,775,436	\$ 1,620,111	\$ 1,841,269	\$ 1,841,269
Engineering	\$ 1,599,192	\$ 1,565,305	\$ 2,037,259	\$ 1,864,494	\$ 2,337,326	\$ 2,337,326
Purchasing	\$ 526,694	\$ 491,476	\$ 479,903	\$ 436,763	\$ 507,444	\$ 507,444
Buildings & Grounds	\$ 2,684,692	\$ 2,695,229	\$ 3,201,580	\$ 2,876,740	\$ 3,457,687	\$ 3,457,687
Total Allocated Costs to other City Departments	\$ 9,444,536	\$ 9,810,916	\$ 11,636,754	\$ 10,361,517	\$ 12,302,651	\$ 12,302,651

% budget change

4%

6%

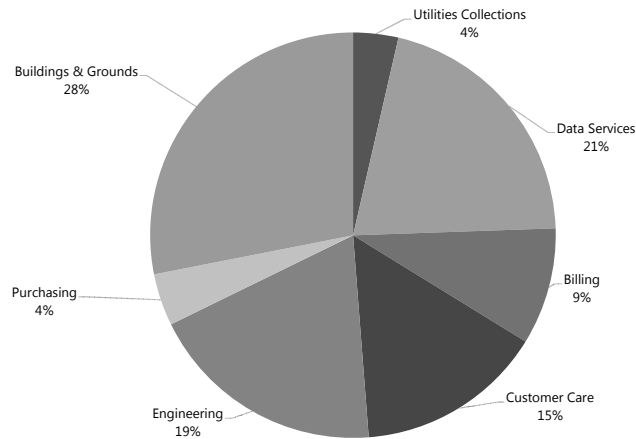
6%

* as amended

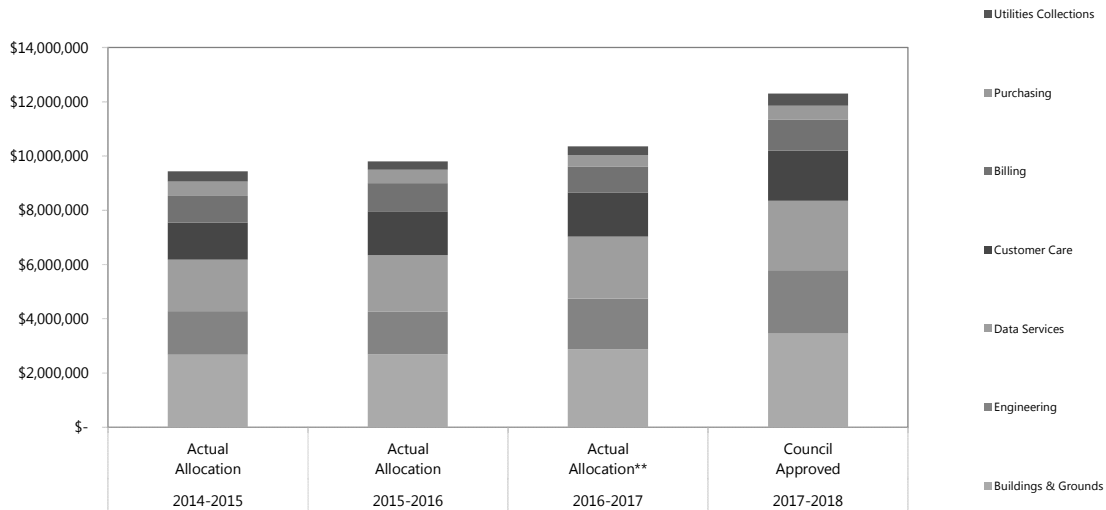
**as of July 31, 2017

Note: All Internal Service Department costs are allocated, or charged out, to other departments.

FY 17-18 Internal Services Fund (Allocated Costs)



Internal Services Expenditure Trend



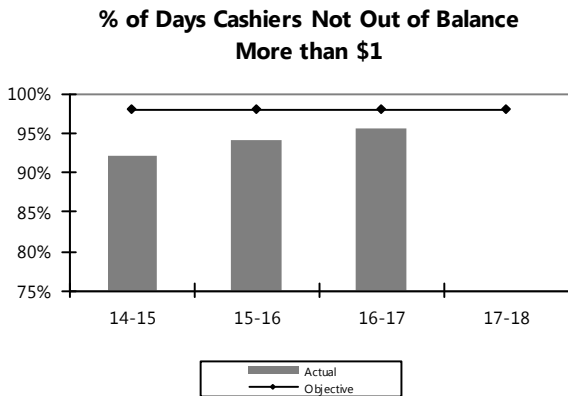
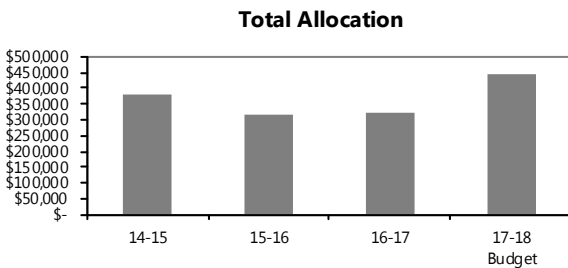
UTILITIES COLLECTIONS

MISSION: The Collections Department exists to provide timely and accurate posting of utility payments for the citizens of Concord with the desire to uphold the highest level of customer service.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Utilities Collections**

BUDGET & PERFORMANCE HIGHLIGHTS:



FY 2016-17 MAJOR ACCOMPLISHMENTS:

- All Cashiers were trained on processing Tax payments and answering tax questions.
- Transitioned successfully to new City Hall location with no lapse or decline in customer service.
- Collected \$343,341.15 in delinquent utility revenue via Debt Set Off and the Collection Agency as of April 30, 2017.
- Changed Credit Card service provider to offer customers a more advanced online payment solution.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Crosstrain on Beer & Wine process and cemetery transactions.
- Encourage and promote eBill for utility customers who are enrolled in eCARE.
- Implement a new policy and procedure that allows for automatic refunding of utility deposits when customers become eligible.
- Promote new online payment portal for utility customers.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Coworkers continue to research and correct their own errors in an effort to identify problem areas.
- Coworkers will attend training classes and teambuilding events as funding allows.
- Implement new remittance processing system to expedite payment processing, reduce keying errors and to allow for faster deposit of funds.

PERFORMANCE GOALS:**Major Service Area: Utility Payment Processing**

Goal: To provide timely processing of utility payments in order to optimize cash flow position.

Goal: To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Utility Payment Processing	% of days cashiers not out of balance more than \$1	Effectiveness	92%	94%	98%	95.57%	98%	98%
Utility Payment Processing	# of monthly adjustments for incorrect postings	Effectiveness	4	5	5	unavailable	5	5

BUDGET SUMMARY:

Cost Center #: 4200	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 193,405	\$ 193,347	\$ 225,232	\$ 222,936	\$ 262,166	\$ 262,166
Operations	\$ 90,393	\$ 93,776	\$ 98,263	\$ 93,550	\$ 152,420	\$ 152,420
Depreciation	\$ 1,542	\$ 1,542	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 14,820	\$ 28,408	\$ 27,594	\$ 27,594	\$ 27,623	\$ 27,623
Non-Operating Exp	\$ -	\$ (1,399)	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (381,480)	\$ (315,674)	\$ (351,089)	\$ (319,892)	\$ (442,209)	\$ (442,209)
Total Expenses	\$ (81,320)	\$ -	\$ -	\$ 24,188	\$ -	\$ -
% budget change		-17%		1%		26%
* as amended						
**as of July 31, 2017						
Authorized FTE	4.50	3.50	3.50	3.50	4.00	4.00

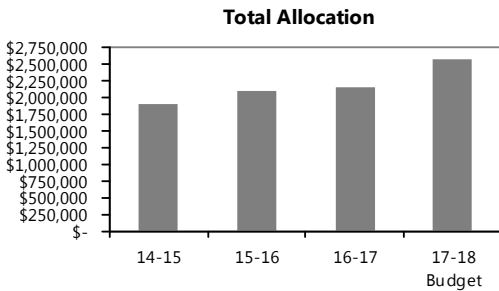
DATA SERVICES

MISSION: The Data Services Department exists to provide technology solutions and support to all City departments and employees in a timely and cost-effective manner with the desire to provide access to appropriate information and data required for conducting public business and communicating with citizens.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Data Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Network Infrastructure: design, installation and maintenance of City's network and servers
- Computer Hardware and Software: procurement, installation and maintenance
- Technology Project management and consulting

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Completed Phase IV of Network Infrastructure upgrade.
- Installed GIS2 Server.
- Completed implementation of Evidence.com for Police Body camera system.
- Upgraded Agenda Manager software.
- Installed Northstar Automation Platform Phase 1.

- Initiated AMI Project with Electric and Water, Billing and Customer Service.
- Coordinated process review of Northstar for Collections, Billing, and Customer Service.
- Completed implementation of Accela Customer Access portal.
- Moved Police Department to Microsoft Outlook.
- Upgraded Fletcher Budget software to Questica.
- Provided Fiber infrastructure support.
- Implemented new Email Protection system (spam, virus, phishing and attack prevention).
- Created on-line Utility Application forms.
- Implemented new Email Archiving system.
- Installed VPN Concentrator upgrade.
- Completed installation of City Hall Audio Video equipment with vendor.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue working with Billing, Electric and Water on AMI Project.
- Complete process review of Northstar for Collections, Billing and Customer Service.
- Install Northstar Automation Platform Phase 2.
- Install Network Monitoring and Intrusion Prevention system.
- Install Phase V network upgrade.
- Broaden tablet-based solutions in the field.
- Expand report-writing/data retrieval capabilities.
- Install new SQL Server.
- Replace GIS1 Server with SQL database.
- Create additional Web-based Internet forms for ease of use customer utility applications.
- Install Northstar Report Writing and Disaster Recovery server.
- Replace Laserfiche Servers and upgrade software.
- Provide Fiber Infrastructure support.
- Upgrade NetMotion Servers.
- Upgrade Websense Servers.
- Install Self Service Utility payment Kiosk.
- Upgrade Police Dept in-car Laptops (Phase 1).

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Preventive maintenance programs to provide for high network availability.
- Allocate staff resources to meet increasing demand for service requests.
- Customer satisfaction survey to provide direct customer feedback.
- Certify additional staff in GIS and Cityworks.
- Technology Project Management and Consulting.

PERFORMANCE GOALS:**Major Service Area: Network Infrastructure Support**

Goal: To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.

Major Service Area: Computer Hardware and Software Support

Goal: To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.

Major Service Area: Technical Project Management

Goal: To provide the highest level of technical project management and consulting services to the City in order to ensure the City obtains the correct products for its needs within the desired timeframe and budget.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Network Infrastructure	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%	100%
Computer Hardware and Software	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	85%	89%	90%	84%	85%	95%
Customer Service	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	90%	92%	90%	80%	90%	95%

BUDGET SUMMARY:

Cost Center #: 4210	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 96,539	\$ 92,608	\$ 92,897	\$ 94,974	\$ 95,832	\$ 95,832
Operations	\$ 1,626,912	\$ 1,730,409	\$ 2,011,419	\$ 1,873,302	\$ 2,187,338	\$ 2,187,338
Capital Outlay	\$ 223,297	\$ -	\$ 520,467	\$ 56,443	\$ 151,700	\$ 151,700
Depreciation	\$ 108,237	\$ 135,526	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 69,983	\$ 133,857	\$ 130,307	\$ 128,247	\$ 130,443	\$ 130,443
Cost Allocation	\$ (1,900,563)	\$ (2,092,400)	\$ (2,755,090)	\$ (2,296,801)	\$ (2,565,313)	\$ (2,565,313)
Total Expenses	\$ 224,405	\$ -	\$ -	\$ (143,835)	\$ -	\$ -
% budget change		10%		10%		-7%
* as amended						
**as of July 31, 2017						
Authorized FTE	1.00	1.00	1.00	1.00	1.00	1.00

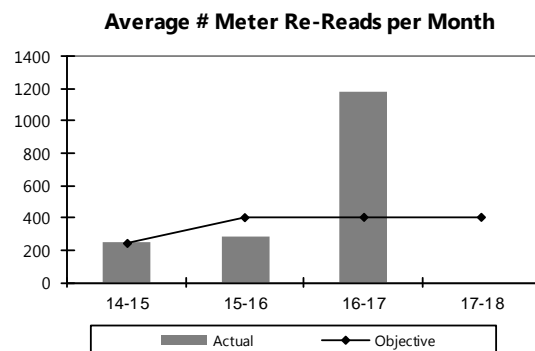
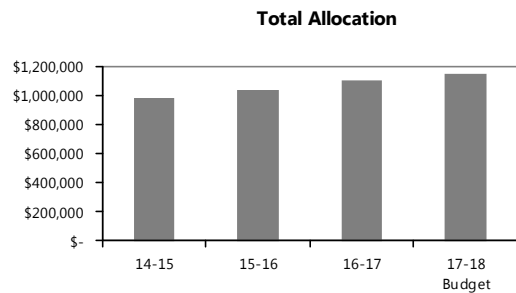
BILLING

MISSION: The mission of the Billing Department is to provide accurate and on-time monthly meter readings and utility billing statements for all Residential, Commercial, Industrial, Institutional, and Municipal Utility Customers of the City of Concord. The Billing Department exemplifies the highest level of customer service to both our external and internal customers.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Billing**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Billing

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Mailed 47,500 utility bills per month.
- Read 70,000 meters per month.
- The Department utilizes 4 Mobile Data Collectors to read meters. This helps to ensure our utility customers meters are read as close to 30 days as possible.
- The department is also in a parallel phase of the AMI implementation where we will have the ability to read on demand and implement those readings into our CIS system for on-time billing.

- Currently, over 2,400 e-Bill Customers enrolled.
- Replaced a meter reading vehicle.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Working with both Electric and Water Departments to implement our AMI program for Smart Metering System.
- Working with Tech Edge on our Utilization Review to create more efficient ways to manage departmental processes throughout the Customer Service groups.
- Request for additional Billing Specialist due to customer growth and increased workload within the department.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Working with both the Water and Electric Departments on the meter change-out program.
- Continue to attend conferences or meetings pertaining to all of our utility software in order to gain current updates which will help us better serve our utility customers.
- Bills have been delayed due to the AMI project implementation. However we continue to stay focused on the integrity and quality of the information placed in the bills. We have managed to stay within a two-day delay. It is anticipated that these issues will dissolve once software communications have improved.
- Educate our customers on e-Billing, Pre-Authorized Payments and Budget Billing Programs.
- Assist in the development of a streamlined customer account setup process where each department has a documented and fail-proof method of ensuring the proper billing measures are in place.
- Transition to daily billing with the full AMI implementation.
- Budget Billing and Settlements are more efficiently handled throughout the billing year.

PERFORMANCE GOALS:**Major Service Area: Meter Reading**

Goal: To provide timely and accurate meter readings to all utility customers in order to ensure accurate billing with minimal re-reads, no reads or errors.

Major Service Area: Billing

Goal: To provide on-time and accurate billing statements to our utility customers thus encourage on-time remittance of payments.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Meter Reading	Average number of meter re-reads per month	Effectiveness	250	280	300	1,178	400	320
Meter Reading	Average number of monthly misreads	Effectiveness	0	1	1	2,267	1300	0
Billing	% of utility bills mailed within 24hrs of due date	Effectiveness	100%	100%	100%	75%	85%	100%

BUDGET SUMMARY:

Cost Center #: 4215	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 587,459	\$ 590,969	\$ 584,785	\$ 610,645	\$ 688,077	\$ 688,077
Operations	\$ 286,635	\$ 290,588	\$ 325,904	\$ 365,576	\$ 337,487	\$ 337,487
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 43,459	\$ 33,229	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 67,513	\$ 129,413	\$ 125,708	\$ 125,706	\$ 125,839	\$ 125,839
Non-Operating Exp	\$ -	\$ (3,103)	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (979,916)	\$ (1,041,096)	\$ (1,036,397)	\$ (946,716)	\$ (1,151,403)	\$ (1,151,403)
Total Expenses	\$ 5,150	\$ -	\$ -	\$ 155,211	\$ -	\$ -
% budget change		6%		-9%		11%
* as amended						
**as of July 31, 2017						
Authorized FTE	10.00	10.00	10.00	10.00	11.25	11.25

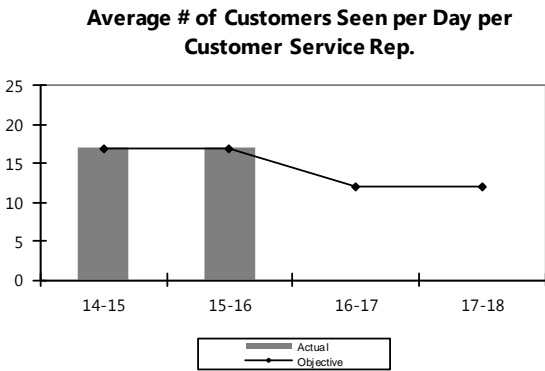
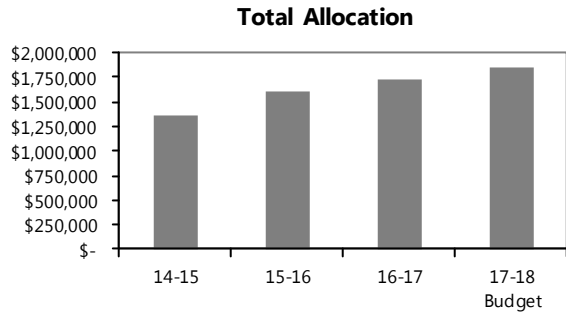
CUSTOMER CARE

MISSION: The Customer Service Department exists to provide quality service to City Departments and Utility Customers. By providing timely and accurate information on existing and new accounts, we will continue to establish quality work, good communication, and trusting relationships.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: Finance
Division: **Customer Care**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Process Service Requests:
 - Connect / Disconnect Utility Services
 - Install Electric and Water Meters
 - Disconnect Unpaid Accounts/Reconnect After Payment Received
 - Leak Adjustments: Research, Calculate, and Advise Customer
- Research Customer Inquiries:
 - Issue Service Order / Contact Customer When Completed

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Trained Customer Care staff on AMI meters, included training for Smartmark, Customer Portal system as well as the EcoOne system.
- Introduced Call Monitoring and began giving feedback to all staff on what the expectations will be on upcoming formal Call Monitoring Program.
- Documented departmental processes and procedures to improve cross training on individual duties.
- Cross-trained all Customer Service staff with the Solid Waste Department and Waste Pro to improve overall Customer Service and service order entry process.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continue to incorporate Customer Service training, including additional training for new AMI meters.
- Implement electronic application to simplify the process and reduce the amount of time and steps required to establish new service.
- Crosstrain Call Center staff in the Walk-in area, including leak adjustment and payment agreement processes.
- Develop a formal Call Monitoring program to ensure to improve quality, service delivery, as well as consistency in reviewing calls.
- 1 new position request to answer the call center phones in a timely manner due to higher customer demands regarding AMI and billing.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue debt setoff process and the use of collection agency in an effort to collect more revenue.
- Will continue to scan and electronically and save documents to conserve space and paper.
- Run weekly reports on Call Center staff to provide individual call stats to monitor and improve the performance of each Customer Service specialist.
- Develop a new payment agreement process to eliminate the ability to over-extend customer account balances and allow collection of revenue in a timely manner.
- NorthStar Utilization review of all current processes for quicker processes.

PERFORMANCE GOALS:

Major Service Area: Timeliness

Goal: To provide the timely processing of requests for service, answer customer questions and set up new service for customers in order to maintain the high level of service.

Major Service Area: Customer Service

Goal: To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Walk-in Customers	Average # of customers seen per day by each Customer Service Representative	Workload	17	17	17	12.5	12	>17
Illegal Meter Usage	% of Meter Tampering Charges Recovered	Effectiveness	25%	41.6%	25%	44%	35%	50%
Customer Service	Average #of tickets completed per day per technician	Efficiency	39.4	25	30	26	30	35
Customer Service	Percentage of total calls abandoned	Effectiveness	24%	13.5%	15%	11.6%	15%	10%
Customer Service	Percentage of total calls answered	Effectiveness	76%	86.5%	85%	88.4%	85%	90%
Customer Service	Average number of re-queued calls	Effectiveness	132	52	50	43	50	>50

BUDGET SUMMARY:

Cost Center #: 4220						
	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 1,261,269	\$ 1,292,252	\$ 1,403,314	\$ 1,409,558	\$ 1,468,878	\$ 1,468,878
Operations	\$ 84,264	\$ 101,984	\$ 172,830	\$ 114,761	\$ 172,891	\$ 172,891
Capital Outlay	\$ 8,576	\$ -	\$ -		\$ -	\$ -
Depreciation	\$ 15,334	\$ 17,466	\$ -		\$ -	\$ -
Debt Service	\$ 53,516	\$ 205,167	\$ 199,292	\$ 201,347	\$ 199,500	\$ 199,500
Non Operating Exp	\$ -	\$ (7,133)	\$ -			\$ -
Cost Allocation	\$ (1,371,999)	\$ (1,609,736)	\$ (1,775,436)	\$ (1,620,111)	\$ (1,841,269)	\$ (1,841,269)
Total Expenses	\$ 50,960	\$ -	\$ -	\$ 105,555	\$ -	\$ -
<i>% budget change</i>		12%		1%		4%
* as amended						
**as of July 31, 2017						
Authorized FTE	25.00	25.00	26.00	26.00	27.00	27.00

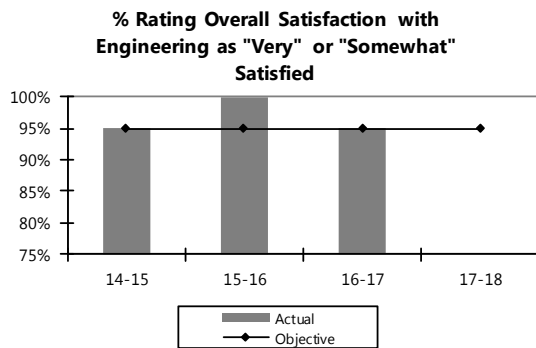
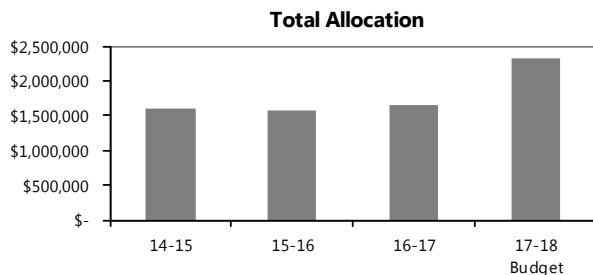
ENGINEERING

MISSION: The Engineering Department provides quality, innovative, and cost-effective consulting engineering services in a timely manner to the various departments of the City of Concord for the preservation and continuous enhancement of the safety, health, and quality of life of our citizens, businesses, and guests.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Engineering**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Design
- Construction Inspection
- Surveying

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Designed and/or monitored the construction of 23,597 feet of wastewater collection system extension for an estimated value of \$10.2 million.
- Designed and/or monitored the construction of 21,252 feet of water distribution system extension for an estimated value of \$3.8 million.
- Monitored the construction of 1.65 miles of new roads, 10.5 miles of curb and gutter, and 9.77 miles

of new sidewalk, for an estimated value of \$15 million.

- Design the Harold B. Mc Eachern Greenway Extension of 1.3 additional miles.

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Requesting two (2) new Construction Inspector positions.
- Reclassify the Survey Technician I (205) to Senior Engineering Technician (209).

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue making improvements to the template of Civil 3D so the Design and Survey branch of the department can use the software more efficiently.
- Continue using the time tracking software to monitor effective use of staff time.
- Construction inspectors continue using portable computer tablets to file reports and update as-built drawings to improve accuracy and reduce cost.
- Developing software to track project bonds that can be access on-line by City staff.
- Developing software to manage construction projects on-line so City staff can monitor progress.
- Reclassification of the Survey Engineering Technician position, that is no longer needed, to Senior Engineering Technician will improve our turnaround time to close out utility permits and release water meters.

PERFORMANCE GOALS:**Major Service Area: Design**

Goal: To provide design services to City Departments and technical plan review services to developers in order to ensure that development and infrastructure meet City standards, adhere to good engineering practices, and are consistent with the goals of the City.

Major Service Area: Construction Inspection

Goal: To provide the best possible construction inspection service to City administration and City departments so projects can be executed according to City standards, in a timely manner, within budget, and technically correct.

Major Service Area: Surveying

Goal: To provide accurate and timely surveying information to all City departments in order to produce sound designs, comply with local, state, and federal laws, and optimize the use of City resources.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Construction Inspection	% of projects completed on time & within budget	Effectiveness	100%	95%	100%	95%	100%	100%
Construction Inspection	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	100%	97%	95%	92%	95%	95%
Design	Average # of days to turnaround review of engineering drawings	Effectiveness	3	2	5	3	3	5
Design	% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	95%	97%	95%	95%	95%	95%
Surveying	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	100%	97%	95%	85%	95%	95%
Surveying / Design / Construction Inspection	% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	100%	100%	95%	95%	95%	95%

BUDGET SUMMARY:

Cost Center #: 4230	2014-2015	2015-2016	2016-2017	2016-2017	2017-2018	2017-2018
	Actual	Actual	Council	Actual	Manager	Council
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved
Personnel Services	\$ 1,478,220	\$ 1,435,623	\$ 1,827,749	\$ 1,505,268	\$ 1,973,540	\$ 1,973,540
Operations	\$ 120,058	\$ 117,511	\$ 209,510	\$ 149,144	\$ 203,786	\$ 203,786
Capital Outlay	\$ 7,245	\$ -	\$ -	\$ -	\$ 160,000	\$ 160,000
Depreciation	\$ 14,857	\$ 18,202	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ -	\$ (6,030)	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,599,192)	\$ (1,565,305)	\$ (2,037,259)	\$ (1,864,494)	\$ (2,337,326)	\$ (2,337,326)
Total Expenses	\$ 21,188	\$ 1	\$ -	\$ (210,082)	\$ -	\$ -
% budget change		-2%		19%		15%
* as amended						
**as of July 31, 2017						
Authorized FTE	24.00	23.00	23.00	23.00	25.00	25.00

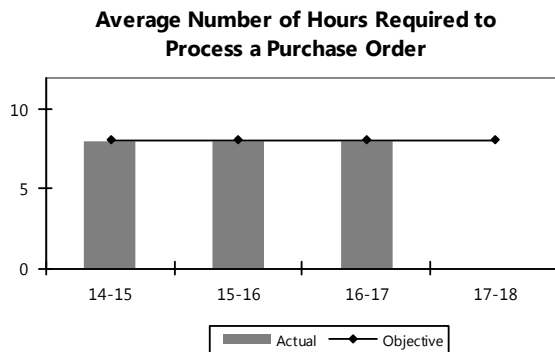
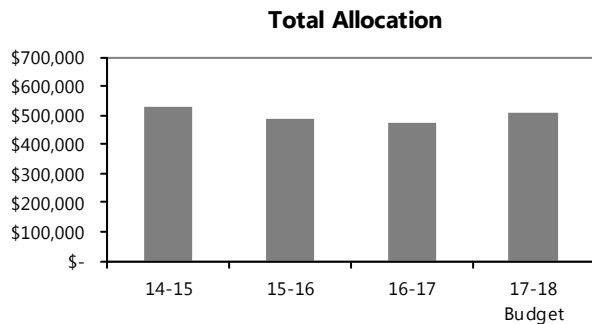
PURCHASING

MISSION: The Purchasing Department exists to provide timely and accurate procurement and sound warehouse management for City departments with the desire to ensure that the goods and services required to deliver public services are available when needed and that the best possible prices for these goods and services are obtained.

PROGRAM LOCATOR:

Fund: Internal Service
Functional Area: Internal Services
Department: Finance
Division: **Purchasing**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Procurement of Goods for Public Services (including guiding departments in following State and local purchasing statutes)
- Warehouse Management of Inventoried Goods

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Audited year end physical inventory with acceptable results
- Non-wheeled surplus City property sold on Govdeals.com
- Sheila Almond – Purchasing Technician received the Lifetime Certification for Local Governmental Purchasing Officer

- Assisted Electric Department in the NexGen Water and Electric meter project
- Continued reorganization of inventory to meet the needs of the departments in more efficient manner
- Purchasing Technician trained department administrative assistants on purchase requisition entry
- Warehouse Clerks trained and currently processing of receiving non inventory and inventory material
- Hired and trained new Purchasing Technician on requisition and purchase order entry

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Diversified Data to review WIN inventory system for accuracy and possible improvements
- Monitor inventory levels and dollars on hand
- Continue to work with Electric and Water Departments on the NexGen meter project

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to identify surplus property and stagnant inventory.
- Continue to monitor purchase orders processing and turnaround time
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist the various departments of the City in complying with Purchasing Policy and N.C. General Statutes.
- Identify non-moving or outdated inventory and receive approval to sale
- Use of Docuware software to better monitor inventory received and accuracy of vendor invoicing

PERFORMANCE GOALS:**Major Service Area: Procurement**

Goal: To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.

Major Service Area: Warehouse Management

Goal: To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.

Goal: To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Procurement	Average number of hours required to process a purchase order	Effectiveness	8	8	8	<8	8	8
Warehouse Mgmt.	Order fill time in minutes for inventory items requested by departments	Effectiveness	10	8	7	<8	7	<8
Warehouse Mgmt.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	0.10%	0.12%	0.10%	0.15%	.10%	0.25%
Purchasing/Warehouse Mgmt.	% of departments rating Purchasing services as "Excellent" or "Good"	Effectiveness	95.8%	95.8%	100%	95.8%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4250	2014-2015	2015-2016	2015-2016	2016-2017	2017-2018	2017-2018
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 458,235	\$ 433,683	\$ 420,713	\$ 408,242	\$ 416,145	\$ 416,145
Operations	\$ 59,224	\$ 42,155	\$ 59,190	\$ 64,897	\$ 71,299	\$ 71,299
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Depreciation	\$ 16,904	\$ 17,851	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ -	\$ (2,213)	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (526,694)	\$ (491,476)	\$ (479,903)	\$ (436,763)	\$ (507,444)	\$ (507,444)
Total Expenses	\$ 7,669	\$ -	\$ -	\$ 36,376	\$ -	\$ -
% budget change		-7%		-11%		6%
* as amended						
**as of July 31, 2017						
Authorized FTE	7.00	7.00	7.00	7.00	7.00	7.00

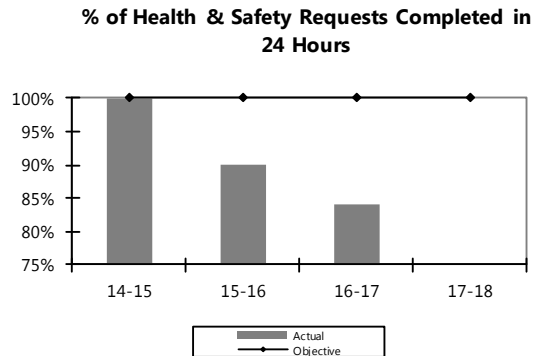
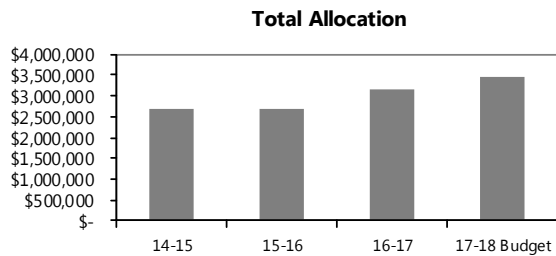
BUILDINGS AND GROUNDS

MISSION: The Buildings and Grounds Department is dedicated in maintaining City owned buildings, parks and greenways to the highest standards with the goal of delivering the best possible facilities for use by the Public and City employees.

PROGRAM LOCATOR:

Fund: Internal Services
Functional Area: Internal Services
Department: **Buildings & Grounds**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Buildings Maintenance
- Grounds Maintenance

FY 2016-17 MAJOR ACCOMPLISHMENTS:

- Identified and improved landscaped areas throughout the City, focusing on plant material that is sustainable in regards to the environment and in regards to required maintenance
- Prepared and implemented year five tree banding to combat cankerworms
- Urban Forrester began establishing priorities in maintaining and enhancing the City's tree canopy
- Staff was added to maintain 2nd phase of Moss Creek, Dog Park and adjacent greenway and Fire Station 11

- Maintenance protocols & procedures for new City Hall were established

FY 2017-18 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Improve landscaped areas throughout the City
- Install plant material that requires minimal maintenance and is drought tolerant
- Continue tree banding to combat cankerworms
- Identify and mitigate hazardous trees in the City's parks and on City owned properties
- Develop a tree inventory
- Begin Assessment of the City's tree canopy
- Convert current part time custodial position to full time position to accommodate expanded Hartsell Recreation Center
- Addition of a full-time grounds maintenance position in January 2018 to coincide with the expansion of the McEachern Greenway

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Continue collaborating with Parks and Recreation concerning ongoing issues and projects
- Continue monthly internal department staff meetings
- Review safety procedures at monthly staff meetings

PERFORMANCE GOALS:

Major Service Area: Buildings Maintenance

Goal: To provide timely response to and completion (i.e. changing light bulbs, HVAC maintenance, electrical, and general repairs of buildings) of routine and emergency maintenance calls in order to ensure safe and productive working environments.

Goal: To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.

Major Service Area: Grounds Maintenance

Goal: To provide professional turf care and timely mowing service to the various departments and citizens in order to meet aesthetic and performance expectations of recreational turf areas.

Goal: To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY15 Actual	FY16 Actual	FY17 Obj.	FY17 Year-End	FY18 Obj.	Benchmark Target
Buildings	% of HVAC requests completed within 24 hours	Effectiveness	93%	94%	96%	89%	96%	96%
Buildings	% of electrical maintenance requests completed within two days	Effectiveness	96%	95%	98%	94%	98%	98%
Buildings	% of routine building maintenance requests completed within two days	Effectiveness	96%	93%	96%	90%	96%	100%
Grounds	% of park/facility mowing schedules completed on-time	Effectiveness	79%	79%	90%	82%	90%	90%
Grounds	% of customers rating routine grounds maintenance as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%	100%
Grounds	% of graffiti/vandalism responded to within 24 hours	Efficiency	100%	100%	100%	100%	100%	100%
Grounds	% of landscaped medians & assigned facilities maintained/mowed according to schedule & on-time	Effectiveness	85%	100%	90%	75%	90%	90%
Urban Forest	# of tree added to inventory database	Workload	New for FY17	New for FY17	500	130	200	500
Urban Forest	# of trees planted	Workload	New for FY17	New for FY17	25	16	25	25
Urban Forest	# of hazard trees removed/or abated	Workload	New for FY17	New for FY17	<25	43	<25	<25
Urban Forest	% of removed trees replaced	Effectiveness	New for FY17	New for FY17	100%	37%	100%	100%

BUDGET SUMMARY:

Cost Center #: 4270	2014-2015		2015-2016		2016-2017		2016-2017		2017-2018		2017-2018	
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Actual Expenses**	Manager Recommended	Actual Expenses**	Manager Recommended	Council Approved	Actual Expenses**	Manager Recommended	Council Approved
Personnel Services	\$ 2,062,822	\$ 2,141,987	\$ 2,256,123	\$ 2,299,623	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941	\$ 2,412,941
Operations	\$ 510,717	\$ 480,342	\$ 796,457	\$ 653,228	\$ 791,746	\$ 791,746	\$ 791,746	\$ 791,746	\$ 791,746	\$ 791,746	\$ 791,746	\$ 791,746
Capital Outlay	\$ 52,554	\$ -	\$ 149,000	\$ 127,244	\$ 253,000	\$ 253,000	\$ 253,000	\$ 253,000	\$ 253,000	\$ 253,000	\$ 253,000	\$ 253,000
Depreciation	\$ 43,381	\$ 54,213	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ -	\$ (40,093)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer	\$ -	\$ 58,780	\$ -	\$ 58,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (2,684,692)	\$ (2,695,229)	\$ (3,201,580)	\$ (2,876,740)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)	\$ (3,457,687)
Total Expenses	\$ (15,218)	\$ -	\$ -	\$ 262,255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% budget change		0.4%		7%								8%
* as amended												
**as of July 31, 2017												
Authorized FTE	40.65	41.30	42.30	42.30	44.60	44.60	44.60	44.60	44.60	44.60	44.60	44.60

DEBT SERVICE

BACKGROUND

In North Carolina, the Local Government Commission in the State Treasurer’s Office oversees local government bonded debt and assists cities and counties in all areas of fiscal management. This agency conducts bond sales and ensures that local units have sufficient fiscal capacity to repay debt. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of net bonded debt the City may have outstanding to 8% of the appraised value of property subject to taxation.

Like most municipalities, the City of Concord uses debt as a means to finance long-term capital projects and it is our policy that the financing period shall not exceed the useful life of the project. General obligation bonds are collateralized by the full faith, credit, and taxing power of the City. The revenues generated by the debt-financed asset or by the operating system of which that asset is a part are used to secure Revenue Bonds. Installment purchase contracts and Certificates of Participation (COPS) are secured by a security interest in the asset. Principal and interest requirements are provided by appropriation in the year in which they are due.

DEBT SUMMARY

The City of Concord holds GO Bond ratings of Aa1 from Moody’s Investor Service, AAA from Fitch IBCA, and AAA from Standard & Pools. All debt ratings indicate a strong financial position with moderate debt levels and above average amortization.

Debt Service payments on General Obligation Bonds comprise **0%** of all debt service requirements. Funds received from this method of financing were originally borrowed for public utility projects, new fire facilities, parks and recreation projects and the terminal building at the Concord Regional Airport.

Debt Service payments on Revenue Bonds comprise **63%** of all debt service requirements. Funds received from this method of financing were originally borrowed for public utility projects and the construction of the Alfred M. Brown Operations Center. The City of Concord holds Revenue Bond ratings of Aa2 from Moody’s Investor Service, AA from Fitch IBCA, and AA- from Standard & Pools. All debt ratings indicate a strong financial position with moderate debt levels and above average amortization.

Debt Service payments on installment notes/purchase contracts, Limited Obligation Bonds and Certificates of Participation comprise **37%** of debt service payments for FY18. Funds received from this method of financing were originally borrowed for city hall construction, transportation projects, parks and recreations projects, fire facilities, a downtown parking facility, aviation projects and a municipal golf course.

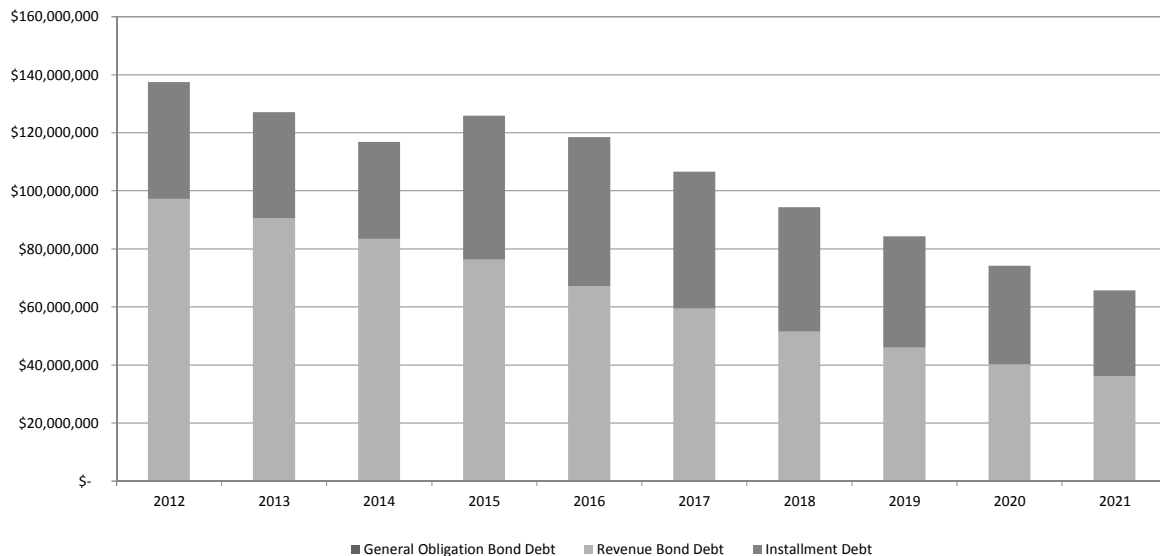
Computation of Legal Debt Margin (June 30, 2017)

Total Assessed Value	\$	9,513,065,968
Debt Limit: 8% of total assessed value (Mandated by N.C.G.S. 159-55 (c))	\$	761,045,277
Gross Debt:		
Outstanding G.O. Bonds	\$	-
Notes Payable/Installment Notes	\$	47,131,500
	\$	47,131,500
Amount of bonded debt incurred:		
For Electric, Water and/or Wastewater Purposes	\$	57,802,590
Legal Debt Margin:	\$	656,111,187
Debt Percentage of Assessed Value:		1.10%

Outstanding Bonded Debt - Fiscal Year 2017-18

Issue Year	Series	Amount Issued	Principal as of 7/1/2017	Amount Retiring in FY 18	Interest Expense in FY 18	Outstanding 6/30/18
Revenue Bonds						
2016	Utilities Bonds Refunding, Series 2016	23,146,037	19,085,000	-	894,000	19,085,000
2012	Utilities Bonds Refunding, Series 2012	17,635,000	13,640,000	860,000	535,706	12,780,000
2009	Utilities Systems Refunding, Series 2009B	40,925,000	22,580,000	3,755,000	951,131	18,825,000
2009	Utilities Systems Refunding Series 2009	23,935,000	2,530,000	2,530,000	50,212	0
2008	Utilities System, Series 2008	27,365,000	1,540,000	755,000	47,481	785,000
Total Revenue Bond Debt		133,006,037	59,375,000	7,900,000	2,478,530	51,475,000
Limited Obligation Bonds & Certificates of Participation						
2014	LOB Series 2014	34,130,000	29,805,000	2,205,000	1,224,404	27,600,000
2010	LOB Series 2010	9,235,000	3,450,000	880,000	138,000	2,570,000
Sub-Total LOBS & COPS		\$ 43,365,000	\$ 33,255,000	\$ 3,085,000	\$ 1,362,404	\$ 30,170,000
Capital Lease Debt						
2015	Installment Note/Purchase (BNC, Airport)	5,759,000	5,409,000	359,000	130,898	5,050,000
2008	Installment Note/Purchase (Fire, Airport)	12,950,000	6,798,750	647,500	294,736	6,151,250
2005	Installment Note/Purchase (BOA)	4,500,000	1,668,750	225,000	78,438	1,443,750
Sub-Total Capital Lease Debt		\$ 23,209,000	\$ 13,876,500	\$ 1,231,500	\$ 504,072	\$ 12,645,000
Total Loans & Installment Notes/Purchases		\$ 66,574,000	\$ 47,131,500	\$ 4,316,500	\$ 1,866,476	\$ 42,815,000
ALL DEBT		\$ 199,580,037	\$ 106,506,500	\$ 12,216,500	\$ 4,345,006	\$ 94,290,000
Total Principal Plus Interest to be Serviced in FY 2017-18						\$ 16,561,506

Total City Debt Principal by Financing Method

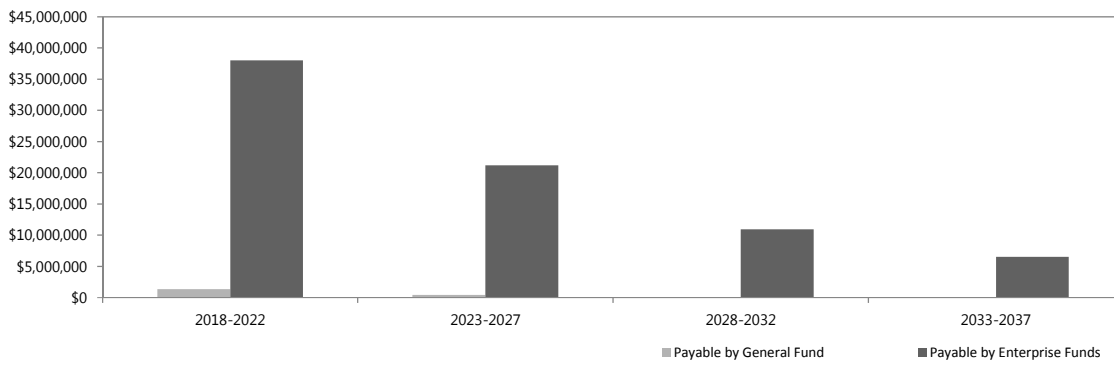


Schedule of Total Debt Requirements by Type

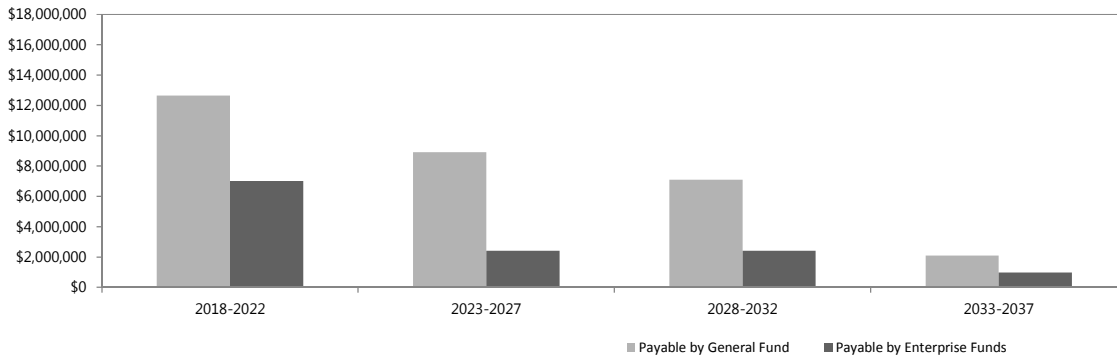
Please note, in the tables that follow, Governmental types are those payable by General Fund and Business types are those payable by Enterprise Funds.
The City retired all remaining General Obligation Bond debt in fiscal year 2011, so no General Obligation debt is listed in the charts below.

	Revenue Bonds				Limited Obligation Bonds & Certificates of Participation				Other Lease Purchase & Installment Contracts (Principal & Interest)		Totals
	Governmental		Business		Governmental		Business		Governmental	Business	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2018-2022	1,155,788	210,911	26,409,212	11,598,077	8,481,075	4,163,555	5,593,925	1,423,275	1,844,656	6,433,965	67,314,439
2023-2027	416,622	10,094	16,673,378	4,508,850	6,542,550	2,378,573	1,647,450	772,331	1,544,946	5,186,948	39,681,742
2028-2032	0	0	8,745,000	2,227,928	6,066,600	1,027,781	2,003,400	412,261	138,022	1,662,315	22,283,307
2033-2037	0	0	5,975,000	540,250	2,000,200	105,611	919,800	48,563	0	0	9,589,424
Total	1,572,410	221,005	57,802,590	18,875,105	23,090,425	7,675,520	10,164,575	2,656,430	3,527,624	13,283,228	138,868,912

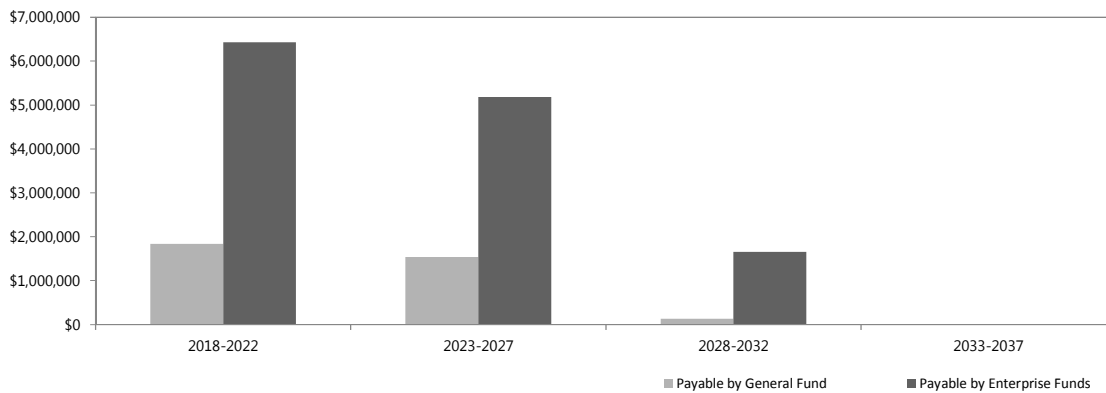
Revenue Bond Debt Principal



Limited Obligation Bonds & Certificates of Participation



Other Lease Purchase & Installment Contracts



FY 2018-22 CAPITAL IMPROVEMENT PLAN (CIP) GUIDE

PURPOSE AND DEFINITIONS

The purpose of the capital improvement plan (CIP) is to forecast and match major capital needs with projected revenues over a five (5)-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the City.

The City defines a CIP as any expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year. Items included in the CIP include those which involve (1) acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000; excluding vehicles/equipment, (2) any land purchases not associated with or included in another CIP project, and (3) capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects.

HOW IS THE CIP DEVELOPED?

The CIP is updated annually as part of the City's budget process. After departments submit their CIP requests to the Budget Office, the City's capital project recommendation committee reviews and evaluates the proposed projects based on Mayor and City Council goals, city infrastructure needs, the financial capacity of the city, and the impacts on the City's operating budget.

Once the projects are evaluated, the committee recommends to the City Manager the selection and timing of capital projects in future fiscal years. First-year projects are incorporated into the City Manager's recommended annual operating budget. Projects for which funding and expenditures cross multiple fiscal years are included in a separate Capital Project ordinance, which is approved by City Council when the budget is adopted in June. The Mayor and City Council are also presented the future, unappropriated, planning years for their consideration, review, and endorsement so that staff can proceed with planning and evaluation of potential capital projects.

CAPITAL IMPROVEMENT PLAN

The capital improvement plan is simply that – a *plan*. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives established by the Mayor and City Council. City priorities may change, therefore projects included in outward planning years are not guaranteed for funding.

OPERATING BUDGET IMPACTS

Departmental budgets may be impacted by capital projects once they are completed and require maintenance/upkeep. Examples of these impacts include additional or reduced utilities, fuel costs, or staffing changes, which may not be realized until after projects are completed. When available, the impacts of capital projects on the annual operating budget are estimated and included in Section 4 for each project's CIP. For many projects, the operating costs are captured in the department's annual operating budget and no additional operating costs are listed. Most projects will not have an operating impact in the initial funding year, since this is typically the construction/installation phase and operating budgets are not impacted.

CONTACT INFORMATION

For any questions regarding this document, please contact the Finance Department at (704) 920-5261 or (704) 920-5263 or visit the City's budget website:

<http://www.concordnc.gov/Departments/Finance/Budget/Capital-Improvement-Plan>

Operating Impacts Related to First-Year Projects

Starting with the 2017-2018 fiscal year, all expenses for capital improvement projects are budgeted in capital project budget units and all revenues for capital improvement projects are budgeted in capital project funds. Not all projects have operating budget impacts, but those that will are outlined below. Capital equipment and vehicle purchases are directly budgeted in individual operating budgets and are no longer included in the CIP.

Transfers from Operating Budgets

The majority of the funding for FY18 capital improvement projects comes from transfers from operating budgets. Revenues are generated through sources such as sales & property tax collections, user fees, and/or utility rates. The following amounts will be transferred from Operating funds to Capital Project funds:

General Fund:	\$3,104,253
Water Fund:	\$8,170,850
Electric Fund:	\$838,621
Stormwater Fund:	\$2,064,742
Wastewater Fund:	\$548,748
Aviation Fund:	\$7,617

Additional Operating Impacts related to CIPs

Fire:

Fire Stations #10 and #12: Design is funded for a permanent station #10 and land acquisition is funded for station #12. It is anticipated that completion of station #10 will impact the fire department's utility and maintenance budgets. Construction of a new station #12 will result in additional personnel costs due to increased staffing; as well as utility and maintenance costs, to be determined after designs are completed.

Parks & Recreation:

Hartsell Recreation Center Renovation: Design changes necessitated the addition of 7 PT Recreation Center Leaders to properly manage the Center. Costs for these positions, benefits, and uniforms total \$88,417.

Burrage Road House: Renovations to convert what had been a private residence into an environmental programming space will cost the Parks & Recreation operating budget \$16,044 for furnishings. Exact costs are currently unknown, but adding an additional facility will increase the utilities and maintenance expenses for the department.

Hector H. Henry II Greenway, Riverwalk/McEachern Greenway, Hospital Phase: The opening of these greenway segments will create a need for a new Park Patrol Officer. Cost for the officer's salary, benefits, vehicles, and supplies will be \$124,691.

Building & Grounds:

Hartsell Recreation Center Renovation: Design changes as a part of the renovation will require the conversion of a previously assigned PT Custodial position to a FT Custodian, resulting in an operating cost increase of \$23,488.

McEachern Greenway, Hospital Phase: With the Spring 2018 opening of additional greenway miles, Building & Grounds will add a Grounds Maintenance Worker starting at mid-year. The cost for this position and related supplies is \$32,144.

Electric:

Large Truck/Equipment Shed: Shed design is funded in FY18. The design will inform future estimates for utility cost increases for heating, cooling, and lighting the building that will impact the Electric operating budget.

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	CIP Title	Funding Source(s)	Total Appropriations to Date	FY 2018 Budget	Impact on FY 2018 Operating Budget	FY 2019 Budget	Impact on FY 2019 Operating Budget	FY 2020 Budget	Impact on FY 2020 Operating Budget	FY 2021 Budget	Impact on FY 2021 Operating Budget	FY 2022 Budget	Impact on FY 2022 Operating Budget	Future (remainder of project)	Total Budget Impact	
Parks & Recreation Capital Projects - 420																
P&R - Capital Projects 8300	Three Mile Branch Stream Restoration - McGee Park Playground	Transfer from General Fund		30,000		180,000									210,000	
Hector H. Henry II Greenway 8311	Hector H Henry II Greenway, Riverwalk Phase Development	Transfer from General Fund	445,585	1,581,000											1,581,000	
P&R - Capital Projects 8300	Burrage Road House Renovations	Transfer from General Fund	309,540	165,000	16,044										181,044	
McEachern Greenway 8312	McEachern Greenway, Hospital Phase Development	Transfer from General Fund		90,000											90,000	
P&R - Capital Projects 8300	Hartsell Recreation Center Renovations	General Fund Operating Revenues	1,945,000		30,188										30,188	
	Coddle Creek Greenway Phase One Development	Transfer from General Fund		25,000		700,000									725,000	
	Northwest Park Development	Transfer from General Fund	5,031			2,250,000		7,000,000			37,000				9,287,000	
	Acquisition of Land for NEW Parks	Transfer from General Fund				6,750,000									6,750,000	
	McEachern Greenway Parking Lot	Transfer from General Fund				300,000									300,000	
McEachern Greenway 8312	Fink Phase Development	General Fund Operating Revenues	2,507,330								103,110				103,110	
P&R - Capital Projects 8300	Coddle Creek Greenway Phase Two Development	Transfer from General Fund				40,000		2,000,000							2,040,000	
	Webb Field Renovations	Transfer From General Fund				40,000		500,000							540,000	
Hector H. Henry II Greenway 8311	Hector H Henry II Greenway, Airport Phase	Grant, Transfer from General Fund	80,500			1,911,000							103,110		2,014,110	
P&R - Capital Projects 8300	Moss Creek to Kannapolis Bridge	Grant, Transfer from General Fund				250,000									250,000	
	Park Lighting Project	Transfer from General Fund	56,491					250,000		150,000					400,000	
	WW Flowe Park Phase Two	Transfer from General Fund						100,000		6,000,000					6,100,000	
	Greenway Development, TBA Part One	Transfer from General Fund				2,800,000								2,800,000	5,600,000	
	Central Neighborhood Park Development	Transfer from General Fund								5,500,000					5,500,000	
	Greenway Development, TBA Part Two	Transfer from General Fund										2,800,000			2,800,000	
	North District Park Development	Transfer from General Fund								5,000,000					5,000,000	
Parks & Recreation Capital Projects CIP Total - Expense			5,349,477	1,891,000	46,232	15,221,000		9,850,000		16,650,000	140,110	2,800,000	103,110	2,800,000	49,501,452	
Parks & Recreation Capital Projects - Revenue Sources & Totals																
Transfer From Gen Fund					1,891,000	16,044	13,310,000		9,850,000		16,650,000		2,800,000		2,800,000	47,317,044
Grant Proceeds						400,000									400,000	
Operating Revenue						30,188				140,110		103,110			273,408	
Transfer From P&R Reserve						1,511,000									1,511,000	
Parks & Recreation Capital Projects CIP Total - Revenue				1,891,000	46,232	15,221,000		9,850,000		16,650,000	140,110	2,800,000	103,110	2,800,000	49,501,452	
Wastewater Capital Projects Fund - 421																
Wastewater Projects 8402	Havencrest Court Sewer Outfall Phase 2	Transfer from Wastewater		542,400											542,400	
Wastewater Capital Projects CIP Total - Expense				542,400											542,400	
Wastewater Capital Projects Fund - Revenue Sources & Totals																
Transfer From Sewer					542,400										542,400	
Wastewater Capital Projects CIP Total - Revenue				542,400											542,400	
Transportation Capital Projects Fund - 423																
Street Projects 8600	Infrastructure Projects - Pedestrian Improvement Sidewalks	\$5 Vehicle Fees		150,000		150,000		150,000		150,000		150,000			750,000	
	Brookwood Ave NE Corridor Enhancement	\$5 Vehicle Fees, 24 Transfer from General Fund.	2,602,400	1,470,207		2,300,000									3,770,207	
	Bruce Smith Blvd Pedestrian Improvements	\$5 Vehicle Fee, 24 Transfer from General Fund.		800,000											800,000	
	Spring, Chestnut, Broad Intersection Improvements	\$5 Vehicle Fees		5,000		695,000									700,000	
	US 601 at Flows Store Rd Improvements	\$5 Vehicle Fees, CMAQ		225,000		185,000		1,951,469							2,361,469	
	Bruce Smith Blvd at Weddington Rd., NW Intersection Improvements	CMAQ, Transfer from GF/Vehicle Fees				182,099									182,099	
	Union St., S Sidewalk Extension	\$5 Vehicle Fees, Transportation Alternative Program (TAP)		10,000		390,000									400,000	
	Downtown Pedestrian Signal Upgrade	\$5 Vehicle Fees, Transportation Alternative Program (TAP)		70,000		242,000									312,000	
	I-85 Branding Project	Transfer from GF/Vehicle Fees				250,000									250,000	
	Dorland Ave Realignment Phase II	Transfer from GF/Vehicle Fees				200,000		775,000							975,000	
Transportation Capital Projects CIP Total - Expense			2,602,400	2,730,207		4,594,099		2,876,469		150,000		150,000			10,500,775	
Transportation Capital Projects - Revenue Sources & Totals																
Vehicle License-Addtl \$5					2,489,207		3,786,820		1,315,293		150,000		150,000		7,891,320	
CMAQ Grant					185,000		293,672		1,561,176						2,039,848	
Federal Aid					56,000		513,600								569,600	
Transportation Capital Projects CIP Total - Revenue				2,730,207		4,594,092		2,876,469		150,000		150,000			10,500,768	
Fire & Life Safety Projects - 426																
Fire Station Projects 8670	Fire Station #10 Permanent Station	Transfer from General Fund		319,921		3,862,267									4,182,188	
	New Engine Company & Crew for Fire Station 11	Capital Reserve, Operating Revenue							1,677,337						1,677,337	
	Fire Station 12	Transfer from General Capital Reserves		240,000		350,000		4,500,000							5,090,000	
	Training Facility	Capital Reserve								5,986,590					5,986,590	
	Generator Relocation	Transfer from General Fund for Generator Moving	101,000	50,000											50,000	
Fire & Life Safety Projects CIP Total - Expense			101,000	609,921		4,212,267		4,500,000	1,677,337	5,986,590					16,986,115	
Fire & Life Safety Projects Fund - Revenue Sources & Totals																
Transfer From Gen Fund					369,921		3,862,267								4,232,188	
Operating Revenue								943,087							943,087	

Capital Improvement Plan Listing (CIP)

Transfer Fm Gen Cap Resrv			240,000	350,000	5,234,250	5,986,590								11,810,840
Fire & Life Safety Projects CIP Total - Revenue			609,921	4,212,267	6,177,337	5,986,590								16,986,115
Water Capital Projects - 429														
Water Projects 8700	George Liles Boulevard Water Line Phase 3	Transfer from Water	1,477,621	300,000										300,000
	Coddle Creek WTP Settling Basin Upgrades	Transfer from Water	225,000	1,500,000	3,000,000									4,500,000
	US Highway 29 Water Tank	Transfer from Water		5,000,000										5,000,000
	Poplar Tent Road 24" Water Line Extension	Transfer from Water		332,000	1,553,000									1,885,000
	Pitts School Road 24" Water Line Extension	Transfer from Water		137,000	683,000									820,000
	NC Highway 49 30" Water Line Extension	Transfer from Water		753,000	3,766,000									4,519,000
	Corban Avenue Pump Station Rehabilitation	Transfer from Water		137,000										137,000
	Coddle Creek WTP Switchgear Replacement	Transfer from Water			1,485,000									1,485,000
	Roberta Road 8" Water Line Replacement	Transfer from Water			500,000									500,000
	TRS for Midland Tank and Mt. Pleasant Tank	Transfer from Water			750,000	750,000								1,500,000
	Hillgrove WTP Rapid Mix Basin Rehabilitation	Transfer from Water			100,000									100,000
	Coddle Creek WTP Biofilter Installation	Transfer from Water			228,000									228,000
	NC Highway 73 24" Water Line Kannapolis Parkway & Trinity Church Road	Transfer from Water				195,470		1,107,655						1,303,125
	Hillgrove WTP Settling Basin Improvements	Transfer from Water				100,000		2,200,000						2,300,000
	Upgrade Basin Valve Actuators at Hillgrove WTP	Transfer from Water				200,000								200,000
	NC Highway 49 24" Water Line Extension	Transfer from Water				749,000		5,240,000						5,989,000
	Resurface Clearwell #2 at Hillgrove WTP	Transfer from Water						130,000						130,000
	General Services Drive 12" Parallel Water Line	Transfer from Water						32,000		218,000				250,000
	Zion Church Road 12" Parallel Water Line	Transfer from Water						37,000		259,000				296,000
	George Liles Blvd Waterline Phase IV	Transfer from Water										2,875,000		2,875,000
	Poplar Tent Road 12" Water Line Extension at NC Highway 73	Transfer from Water										685,303		685,303
	NC Highway 73 Water Main Connection to Charlotte Water	Transfer from Water										544,000		544,000
Water Capital Projects CIP Total - Expense			1,702,621	8,159,000	12,065,000	1,994,470		8,746,655		477,000		4,104,303		35,546,428
Water Capital Projects - Revenue Sources & Totals														
Transfer From Water				8,159,000	12,065,000	1,994,470		8,746,655		477,000		4,104,303		35,546,428
Water Capital Projects CIP Total - Revenue				8,159,000	12,065,000	1,994,470		8,746,655		477,000		4,104,303		35,546,428
General Capital Projects - 430														
BOC Admin Projects 8800	Traffic Calming on General Services Drive	Transfer from General Fund		100,000										100,000
	Operations Center Improvements - Upper Laydown Yard	Transfer from General Fund		500,000										500,000
General Projects 8804	Rutherford & West Concord Cemetery Expansions	Transfer from General Fund			500,000									500,000
BOC Admin Projects 8800	Operations Center Improvements - Parking & Access Road	Capital Reserve			110,000				226,000				575,000	911,000
General Projects 8804	Fiber Network Extension	Transfer from Aviation, Transfer from Electric, Transfer from Gen Fund, Transfer from Stormwater, Transfer from Wastewater, Transfer from Water	816,000	150,000	50,000	150,000	50,000	150,000	50,000	150,000	50,000	150,000	50,000	1,000,000
BOC Admin Projects 8800	Operations Center Improvements - New Equipment Shelter	Capital Reserve						1,465,000	200,000					1,665,000
	Fleet Services Facility	Debt Financing											12,700,000	12,700,000
General Capital Projects CIP Total - Expense			816,000	750,000	90,000	760,000	50,000	1,615,000	250,000	376,000	50,000	150,000	50,000	13,275,000
General Capital Projects - Revenue Sources & Totals														
Transfer From Gen Fund				713,498	37,834	613,498	37,834	113,498	37,834	113,498	37,834	113,498	37,834	1,856,660
Transfer Fm Gen Cap Resrv					110,000			1,465,000		226,000			575,000	2,376,000
Transfer Fr Stormwater				3,174	1,058	3,174	1,058	3,174	1,058	3,174	1,058	3,174	1,058	21,160
Transfer From Aviation				5,713	1,904	5,713	1,904	5,713	1,904	5,713	1,904	5,713	1,904	38,085
Transfer From Electric				13,966	4,655	13,966	4,655	13,966	4,655	13,966	4,655	13,966	4,655	93,105
Transfer From Sewer				4,761	1,587	4,761	1,587	4,761	1,587	4,761	1,587	4,761	1,587	31,740
Transfer From Water				8,888	2,962	8,888	2,962	8,888	2,962	8,888	2,962	8,888	2,962	59,250
Operating Revenue								200,000						200,000
Financing Proceeds													12,700,000	12,700,000
General Capital Projects CIP Total - Revenue				750,000	50,000	760,000	50,000	1,615,000	250,000	376,000	50,000	150,000	50,000	13,275,000
Airport Capital Projects - 451														
Airport Projects 6300	SDA Commercial Passenger Terminal Building Phase 2	Federal Grant, State Grant, Transfer from Aviation							7,382,000				8,000,000	15,382,000
	Runway 20 EMAS	Federal Grant, State Grant, Transfer from Aviation			938,675			3,754,700						4,693,375
	South Development Apron Expansion Phase 2	Federal Grant, State Grant, Transfer from Aviation			250,000			5,914,000						6,164,000
	Airport Fire Station and Security Center	Federal Grant, State Grant, Transfer from Aviation									100,000		1,643,000	1,743,000
	Airport Hangar Taxilane Rehabilitation	Federal Grant, State Grant, Transfer from Aviation			100,000			2,060,000						2,160,000
	East Side Airport Land Acquisition Area	Federal Grant, State Grant, Transfer from Aviation									5,090,000			5,090,000
	North Apron Expansion Phase 3	Federal Grant, State Grant, Transfer from Aviation			250,000			1,750,000						2,000,000
	New Relocated Airport Control Tower	Federal Grant, State Grant, Transfer from Aviation											3,700,000	3,700,000
	FBO Terminal Building Rehabilitation	Capital Reserve, Public-Private Partnership											13,380,000	13,380,000
	Corporate Hangar Development	Financing Proceeds									3,500,000			3,500,000
	Myint Lane Airport Access Road	Transfer from Aviation					700,000							700,000
	Myint Lane Airport Apron Development	Federal Grant, State Grant, Transfer from Aviation					150,000		1,200,000					1,350,000
	Airport Helipads	Federal Grant, State Grant, Transfer from Aviation					410,000							410,000

Capital Improvement Plan Listing (CIP)

	North Internal Service Road	Federal Grant, State Grant, Transfer from Aviation						325,000		1,824,300										2,149,300		
Airport Capital Projects CIP Total - Expense								1,538,675		15,063,700			10,406,300		8,690,000				26,723,000	62,421,675		
Airport Capital Projects - Revenue Sources & Totals																						
Grant Proceeds								1,476,742		13,863,240			9,931,593		5,062,250				12,371,925	42,705,750		
Transfer From Aviation							61,934		1,200,460			474,708		127,750					971,075	2,835,927		
Other Income																			6,400,000	6,400,000		
Transfer From Cap Proj																			6,980,000	6,980,000		
Financing Proceeds															3,500,000					3,500,000		
Airport Capital Projects CIP Total - Revenue								1,538,676		15,063,700			10,406,301		8,690,000				26,723,000	62,421,677		
Electric Capital Projects - 473																						
Electric Projects 6949	Solid State Relay Conversion for Delivery 3	Transfer from Electric					350,000													350,000		
	New Delivery #4 & 100 kV Interconnected - Phase 1	Revenue Bonds, Transfer from Electric					370,000	7,329,912												7,699,912		
	Construction of 100 kV Sub at Delivery #4 - Phase 2	Revenue Bonds											5,351,651							5,351,651		
	Delivery #1 Replacement	Revenue Bonds								2,000,000										2,000,000		
	100 kV Transmission System - Close Western Loop	Revenue Bonds										5,670,297								5,670,297		
	Large Truck/Equipment Shed	Transfer from Electric				100,000		800,000												900,000		
	NCDOT Line Relocations	NCDOT Reimbursement				1,673,000														1,673,000		
Electric Capital Projects CIP Total - Expense						2,493,000		8,129,912		2,000,000			11,021,948							23,644,860		
Electric Capital Projects - Revenue Sources & Totals																						
Transfer From Electric						820,000		800,000													1,620,000	
Bond Proceeds							7,329,912		2,000,000			11,021,948									20,351,860	
NCDOT Share						1,673,000															1,673,000	
Electric Capital Projects CIP Total - Revenue						2,493,000		8,129,912		2,000,000			11,021,948								23,644,860	
Stormwater Capital Projects - 474																						
Stormwater Projects 7103	Hanover Drive Culvert Replacement	Transfer from Stormwater	125,032			601,000															601,000	
	Havencrest Court Culvert Replacement	Transfer from Stormwater				849,000															849,000	
Stormwater Stream Restr 7102	Stream Restoration Project	Transfer from Stormwater	1,599,796			465,610															465,610	
Stormwater Projects 7103	Ken Street Culvert Replacement	Transfer from Stormwater				550,000															550,000	
	Brookwood Avenue Roadway Improvements	Transfer from Stormwater				900,000															900,000	
	Glen Eagles Lane Culvert Replacement	Transfer from Stormwater				36,700		330,300													367,000	
	Chadborne Avenue Culvert Replacement	Transfer from Stormwater	636,000			54,500		490,500													545,000	
	Chelwood Drive Culvert Replacement	Transfer from Stormwater	1,389,788			53,700		483,300													537,000	
	Dylan Place Culvert Replacement Upper & Lower	Transfer from Stormwater				95,700		861,300													957,000	
	Duval Street Culvert Replacement	Transfer from Stormwater				68,500		616,500													685,000	
	Farmwood Boulevard Culvert Replacement	Transfer from Stormwater				66,300		596,700													663,000	
	Bridlewood Drive Culvert Replacement	Transfer from Stormwater						102,200		919,800											1,022,000	
	Miramar Culvert Replacement	Transfer from Stormwater						112,400		496,800		514,800									1,124,000	
	Morris Glen Drive Culvert Replacement	Transfer from Stormwater						40,600		365,400											406,000	
	Yvonne Drive Culvert Replacements	Transfer from Stormwater								111,200		1,000,800									1,112,000	
	Spring Street Culvert Replacement	Transfer from Stormwater								41,100		369,900									411,000	
	Glenwood Drive Culvert Replacement	Transfer from Stormwater																	718,000		718,000	
Stormwater Capital Projects CIP Total - Expense			3,750,616			2,060,510		2,984,600		2,329,700		1,934,300		1,885,500					718,000		11,912,610	
Stormwater Capital Projects - Revenue Sources & Totals																						
Transfer Fr Stormwater						2,060,510		2,984,600		2,329,700		1,934,300		1,885,500					718,000		11,912,610	
Stormwater Capital Projects CIP Total - Revenue						2,060,510		2,984,600		2,329,700		1,934,300		1,885,500					718,000		11,912,610	
Rocky River Golf Course Projects - 475																						
Golf Projects 7550	Irrigation Repairs & Bunker Restoration	Transfer from General Fund	199,650			92,000															92,000	
	Restroom Facility Construction	Transfer from General Fund						155,000													155,000	
	Range Netting	Transfer from General Fund								100,000											100,000	
	Golf Course Bridges	Transfer from General Fund						185,000													185,000	
Rocky River Golf Course Projects CIP Total - Expense			199,650			92,000		340,000		100,000											532,000	
Rocky River Golf Course Projects - Revenue Sources & Totals																						
Transfer From Gen Fund						92,000		340,000		100,000											532,000	
Rocky River Golf Course Projects Fund CIP Total - Revenue						92,000		340,000		100,000												532,000
CITY OF CONCORD PROJECT TOTAL			33,289,559		19,328,038	96,232	49,845,553	50,000	40,329,339	1,927,337	55,271,793	190,110	14,152,500	153,110	47,620,303	228,964,315						

First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2018, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2018-2022 Capital Improvement Plan.

Parks & Recreation Capital Projects	
Stream Restoration at McGee Park Playground	\$30,000
Restoration and major repairs to Three Mile Branch near the playground area.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$210,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

Parks & Recreation Capital Projects	
Hector H Henry II Greenway, Riverwalk	\$1,581,000
1.1 mile segment from Weddington Road Bark Park to Riverwalk neighborhood.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$2,026,585
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

Parks & Recreation Capital Projects	
McEachern Greenway - Hospital Phase	\$90,000
1.3 mile segment from Les Myer's Park to Carolinas Medical Center - NorthEast.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$90,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

Parks & Recreation Capital Projects	
Coddle Creek Greenway - Phase 1 Development	\$25,000
Phase 1 will begin at Dorton Park and travel 1/2 mile along Coddle Creek.	
<i>Expected Completion: FY</i>	
Total Capital Cost	\$725,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from the General Fund

Transportation Capital Projects	
Infrastructure Projects - Pedestrian Improvements	\$150,000
Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system.	
<i>Expected Completion: Ongoing</i>	
Total Capital Cost	-
Total Operating Cost	-
Funding Source(s)	\$5 Vehicle Fees

How to read the summary information:

- ← Department
- ← Project title and FY18 cost
- ← Project description
- ← Estimated year of completion
- ← Total cost of capital project
- ← Total impact on operating budget
- ← Project's funding sources

Parks & Recreation Capital Projects	
Burrage Road House Renovations	\$181,044
Design & renovation of house at 946 Burrage Road to be used for programming space.	
<i>Expected Completion: FY19</i>	
Total Capital Cost	\$474,540
Total Operating Cost	\$16,044
Funding Source(s)	Transfer from General Fund

Parks & Recreation Capital Projects	
Hartsell Recreation Center Renovations	\$30,188
Renovation of Hartsell Recreation Center.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$1,945,000
Total Operating Cost	\$30,188
Funding Source(s)	Transfer from General Fund, Op. Revenues

Wastewater Capital Projects	
Havencrest Outfall - Phase 2	\$542,400
Parallel sewer outfall to Havencrest Ct to provide the availability of sewer service at a low point in the road.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$5,420,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Wastewater

Transportation Capital Projects	
Brookwood Ave NE Corridor Enhancement	\$1,470,207
Provide street improvements to the section of Brookwood Ave NE, running between Burrage Rd NE and Church St N.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$6,642,607
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees, 2¢ Gen Fund Transfer

Transportation Capital Projects	
Bruton Smith Blvd Pedestrian Improvements	\$800,000
Participate monetarily for 20% of the actual cost to provide sidewalks and pedestrian crossings along Bruton Smith Blvd.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$800,000
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees, 2¢ Gen Fund Transfer

Transportation Capital Projects	
Spring/Chestnut/Broad Intersection Improvements	\$5,000
Design/ROW of a single lane mini-roundabout at the Spring/Chestnut/Broad intersection.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$700,000
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees

Transportation Capital Projects	
US601 at Flows Store Rd Improvements	\$225,000
Engineering work for an additional lane and sidewalk along US601.	
<i>Expected Completion: FY21</i>	
Total Capital Cost	\$2,361,469
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees, CMAQ Grant

Transportation Capital Projects	
Union Street, South Sidewalk Extension	\$10,000
Construct sidewalk along Union St. South from Tulip Ave to NC3 and Cumberland Ct. SW.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$400,000
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees, TAP Funds

Transportation Capital Projects	
Downtown Pedestrian Signal Upgrades	\$70,000
Retrofit of the Downtown district's traffic signals with countdown pedestrian signals and push buttons.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$312,000
Total Operating Cost	\$0
Funding Source(s)	\$5 Vehicle Fees, TAP Funds

Fire Capital Projects	
Fire Station #10 Permanent Station	\$319,921
Preliminary design, engineering, and architecture design for a permanent station to replace the temporary building currently on site.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$4,182,188
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

Fire Capital Projects	
Fire Station #12	\$240,000
Preliminary design, engineering, and architectural work for a new station in the Roberta Rd/Roberta Church Rd area.	
<i>Expected Completion: FY21</i>	
Total Capital Cost	\$5,090,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Capital Reserves

Fire Capital Projects	
Generator Relocation	\$50,000
The generator located behind 26 Union Street South will be moved to Fire Station #3 to provide backup capabilities.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$151,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

Water Capital Projects	
George Liles Blvd Waterline Phase 3	\$300,000
Provide a new 24" waterline from Weddington Road to Roberta Road as part of the NCDOT Westside Bypass Project.	
<i>Expected Completion: FY18</i>	
Total Capital Cost	\$1,777,621
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
Coddle Creek WTP Settling Basin Upgrades	\$1,500,000
This project is to design and construct settling basin upgrades at the Coddle Creek Water Treatment Plant and includes a pilot study.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$4,725,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
US29 Water Tank	\$5,000,000
Design and construct a new elevated water storage tank along US Hwy 29 near the Cabarrus Ave intersection.	
<i>Expected Completion: FY19</i>	
Total Capital Cost	\$5,000,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
Poplar Tent Road 24" Water Line Extension	\$332,000
Design of a new 24" water line along Poplar Tent Rd from International Drive to Eva Drive.	
<i>Expected Completion: FY20</i>	
Total Capital Cost	\$1,885,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
Pitts School Road 24" Water Line Extension	\$137,000
Design of a new 24" water line along Pitts School Rd from Belt Rd to Weddington Rd.	
	<i>Expected Completion: FY20</i>
Total Capital Cost	\$820,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
NC Highway 49 30" Water Line Extension	\$753,000
Design of new 30" water line along NC Highway 49 from Erickson Court to Atando Rd.	
	<i>Expected Completion: FY20</i>
Total Capital Cost	\$4,519,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
Corban Avenue Pump Station Rehabilitation	\$137,000
Design and replace existing water pumps at the Corban Ave pump station.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$100,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects	
Traffic Calming on General Services Drive	\$100,000
Install a round-a-bout on General Services Drive before the entrant to the BOC facilities.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$100,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from General Fund

General Capital Projects	
Upper Laydown Yard - BOC	\$500,000
Development of a 3.5 acre laydown yard on City property at the Brown Operations Complex.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$500,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from the General Fund

General Capital Projects	
Fiber Network Extension	\$200,000
Fiber network extension providing high bandwidth connectivity for data, video, telephone and SCADA needs for various city departments.	
	<i>Expected Completion: Ongoing</i>
Total Capital Cost	-
Total Operating Cost	-
Funding Source(s)	Transfer from Various City Funds

Electric Capital Projects	
Solid State Relay Conversion Delivery #3	\$350,000
Convert the current relay protection package at Delivery #3 to a solid state package.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$350,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects	
New Delivery #4 - Phase 1	\$370,000
Construction of a 100kV power delivery point, 2.5 miles of 100 kV interconnect line, and a 100-55kV stepdown transformer.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$7,699,912
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric, Financing Proceeds

Electric Capital Projects	
Large Truck/Equipment Shed	\$100,000
Additional large truck/equipment covered shed at BOC.	
	<i>Expected Completion: FY19</i>
Total Capital Cost	\$900,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects	
NCDOT Line Relocations	\$1,673,000
Relocation of electric lines as a result of work done by NCDOT.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$1,673,000
Total Operating Cost	\$0
Funding Source(s)	NC DOT Reimbursement

Stormwater Capital Projects	
Hanover Drive Culvert Replacement	\$601,000
Replace and upsize culvert at Hanover Drive.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$601,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Stormwater

Stormwater Capital Projects	
Havencrest Court Culvert Replacement	\$849,000
Replace and upsize culvert at Havencrest Court.	
	<i>Expected Completion: FY18</i>
Total Capital Cost	\$849,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Stormwater

Stormwater Capital Projects	
Stream Restoration	\$465,610
Construction of detention ponds and stream restoration work to improve water quality in Stricker Branch.	
<i>Expected Completion: Ongoing</i>	
<i>Total Capital Cost</i>	\$1,765,406
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

Stormwater Capital Projects	
Glen Eagles Lane Culvert	\$367,000
Replacing and upsizing of culvert at Glen Eagles Lane.	
<i>Expected Completion: FY19</i>	
<i>Total Capital Cost</i>	\$367,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

Stormwater Capital Projects	
Chadborne Avenue Culvert	\$54,500
Replacement and upsizing of culvert at Chadborne Avenue.	
<i>Expected Completion: FY19</i>	
<i>Total Capital Cost</i>	\$1,181,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Electric

Stormwater Capital Projects	
Chelwood Drive Culvert Replacement	\$53,700
Replacement and upsizing of culvert at Chelwood Dr.	
<i>Expected Completion: FY19</i>	
<i>Total Capital Cost</i>	\$1,926,788
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

Golf Course Capital Projects	
Irrigation Repairs/Bunker Restoration	\$92,000
Complete the restoration of the golf course bunkers on the fairway side of the course.	
<i>Expected Completion: FY19</i>	
<i>Total Capital Cost</i>	\$291,650
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from General Fund

In-Progress CIP Project Detail

The boxes below provide summary detail of CIPs that were approved in prior fiscal years, did not receive additional funding in FY18, are currently in progress, and are not yet completed.

General Fund Capital Projects	
Fiber Network Extension	
Fiber network extension providing high bandwidth connectivity for data, video, telephone and SCADA needs for various city departments.	
<i>Approved: FY14</i>	<i>Expected Completion: Ongoing</i>
<i>Total Capital Cost</i>	\$500,000
<i>Total Operating Cost</i>	\$500,000
<i>Funding Source(s)</i>	Operating Revenues

How to read the summary information:

- ← Department or Project Fund
- ← Project title
- ← Project description
- ← Fiscal years of project approval and completion
- ← Total cost of capital project
- ← Total 5-yr impact on operating budget
- ← Project's funding sources

Transportation Capital Projects	
Pedestrian Improvement Project - Sidewalks	
Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system.	
<i>Approved: FY14</i>	<i>Expected Completion: Ongoing</i>
<i>Total Capital Cost</i>	Ongoing
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Gen Fund / Vehicle Fees

Transportation Capital Projects	
Derita Road Improvements	
Provide funding for roadway improvements on Derita Rd from Poplar Tent to Rocky River. Includes design, permitting, purchase of right-of-way, utility relocation, and construction of an improved roadway section with curb, gutter and sidewalks.	
<i>Approved: FY13</i>	<i>Expected Completion: FY20</i>
<i>Total Capital Cost</i>	\$20,000,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	NCDOT, Transportation Rsvs

Transportation Capital Projects	
Sidewalk Improvements - Miramar Ph. 2	
Construct new City sidewalks and associated infrastructure to expand the existing pedestrian system. Constructed in conjunction with the NE Subset.	
<i>Approved: FY14</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$150,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transportation Funds

Transportation Capital Projects	
Derita Road Widening	
Provide funding for roadway improvements on Derita Rd from Poplar Tent to Concord Mills Blvd.	
<i>Approved: FY14</i>	<i>Expected Completion: FY20</i>
<i>Total Capital Cost</i>	\$3,855,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Developer Contributions

Transportation Capital Projects	
NE Subset Sidewalk Extension	
Provide local funding match for CMAQ funds used to extend pedestrian facilities in the NE Quadrant of the City of Concord. This project will lessen congestion and mitigate current vehicle emission loading by providing an alternate to motor vehicle travel in the area.	
<i>Approved: FY14</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$525,916
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Trans Funds, CMAQ Grant

Transportation Capital Projects	
Concord Mills Blvd Flyover	
The construction of the Concord Mills Fly Over addresses the City Council goal to support Exit 49 economic development and congestion with City participation.	
<i>Approved: FY7</i>	<i>Expected Completion: FY19</i>
<i>Total Capital Cost</i>	\$1,500,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Vehicle Fees

Transportation Capital Projects	
CMAQ Poplar Tent/US 29	
Provide local match for roadway improvements at and near the intersection of Poplar Tent Rd. and US Highway 29 using a Modified Superstreet design that will lessen congestion.	
<i>Approved: FY13</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$1,459,626
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transportation Fund, Grants

Transportation Capital Projects	
Traffic Management Center	
Construction and installation of City of Concord Traffic Management Center and associated extension of fiber optic communication network(s)	
<i>Approved: FY15</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$3,152,532
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Capital Reserve, Vehicle Fees

Transportation Capital Projects**Virginia Street SE Segment Improvement**

Re-construct the surface of Virginia St., SE from Corban Ave., SE to Louise Ave., SE, inside the platted public R/W and upgrade / renovate the facility to meet minimum City of Concord street standards with a Complete Streets typical section.

<i>Approved: FY14</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$600,000
Total Operating Cost	\$0
Funding Source(s)	Transportation Funds

Electric Capital Projects**Substation P Construction**

Provide an additional 44 KV substation that will be required to address the load growth in the City's SE quadrant.

<i>Approved: FY17</i>	<i>Expected Completion: FY19</i>
Total Capital Cost	\$2,500,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Water Capital Projects**Coddle Creek Settling Basin Upgrades**

This project is to design and construct settling basin upgrades at the Coddle Creek Water Treatment Plant and includes a pilot study.

<i>Approved: FY17</i>	<i>Expected Completion: FY19</i>
Total Capital Cost	\$4,725,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects**AMI Meter Conversion**

This project is a replacement of existing water meters with AMI (Advanced Metering Infrastructure) meters.

<i>Approved: FY14</i>	<i>Expected Completion: ongoing</i>
Total Capital Cost	\$5,000,000
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Water Capital Projects**Hillgrove WTP - Byproduct Reduction**

Conduct full scale testing, design, & construction of a chlorine dioxide system, upgrade of the flash mixing basin, design/construction of piping modifications and baffling in the clearwell, and design/construction of a powdered activated carbon feed.

<i>Approved: FY14</i>	<i>Expected Completion: Ongoing</i>
Total Capital Cost	\$1,675,000
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Water Capital Projects**Derita Road Waterline Replacement**

Realign the existing 16" waterline from Poplar Tent Road to Rocky River as part of the NCDOT TIP project.

<i>Approved: FY14</i>	<i>Expected Completion: FY20</i>
Total Capital Cost	\$750,000
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Electric Capital Projects**Solid State Relay Conversion - Substation C**

This project will convert the current relay protection package at Substation "C" to a new solid state package, and replace the 1969 model year transformer.

<i>Approved: FY16</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$935,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Electric

Electric Capital Projects**Smart Meter/Smart Grid**

This project is to replace the existing AMR metering system for electric with newer technology that will enhance our operational efficiency and provide better customer service for our customers.

<i>Approved: FY16</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$7,121,500
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Water Capital Projects**Security Improvements at WTPs & Remote Sites**

This project is to fund security improvements at the water treatment plants and the remote sites including water storage tanks and booster pump stations.

<i>Approved: FY17</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$100,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Water Capital Projects**US29 Bridge 16" Water main Replacement**

The water main relocation is associated with the replacement of the bridge over US Highway 29 at Rocky River.

<i>Approved: FY16</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$300,000
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Water Capital Projects**Raw Waterline & Flow Meter for CCWTP**

This project is for the addition of a second raw water line from Lake Howell to Coddle Creek WTP.

<i>Approved: FY17</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$1,190,000
Total Operating Cost	\$0
Funding Source(s)	Transfer from Water

Stormwater Capital Projects**Chadborne Ave Culvert Replacement**

This culvert replacement and upsizing under Chadborne Avenue is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

<i>Approved: FY15</i>	<i>Expected Completion: FY18</i>
Total Capital Cost	\$550,854
Total Operating Cost	\$0
Funding Source(s)	Operating Revenue

Stormwater Capital Projects	
Channing Circle Culvert Replacement	
This culvert replacement and upsizing under Channing Circle to reduce flooding risk to neighborhood homes and replace aging infrastructure.	
<i>Approved: FY15</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$620,130
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

Stormwater Capital Projects	
Chelwood Drive Culvert Replacement	
Culvert replacement and upsizing under Chelwood Drive is to reduce flooding risk to neighborhood homes.	
<i>Approved: FY16</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$491,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

Stormwater Capital Projects	
Wyoming Drive Culvert Replacements	
This culvert replacement and upsizing under Wyoming Drive and Wyoming Drive/Grand Canyon is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	
<i>Approved: FY14</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$643,428
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

Stormwater Capital Projects	
Stream Restoration Project	
Construction of detention ponds and stream restoration work to improve water quality in Stricker Branch.	
<i>Approved: FY08</i>	<i>Expected Completion: TBD</i>
<i>Total Capital Cost</i>	\$2,028,502
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Stormwater

Stormwater Capital Projects	
Hanover Circle Culvert Replacement	
Culvert replacement and upsizing under Hanover Circle to reduce flooding risk to neighborhood homes.	
<i>Approved: FY16</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$278,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source</i>	Transfer from Stormwater

Wastewater Capital Projects	
Province Green Pump Station Elimination	
This project includes installation of approximately 2,900LF of gravity sewer main and abandonment of a pump station to eliminate the Province Green pump station..	
<i>Approved: FY16</i>	<i>Expected Completion: TBD</i>
<i>Total Capital Cost</i>	\$990,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

Wastewater Capital Projects	
Accent Avenue Outfall	
Outfall line to provide the availability of sewer service for property owners on Accent Avenue.	
<i>Approved: FY17</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$590,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Transfer from Wastewater

Wastewater Capital Projects	
Laurel Park Pump Station Elimination	
This project includes installation of approximately 1,200LF of gravity sewer and abandonment of a pump station to eliminate the Laurel Park pump station.	
<i>Approved: FY17</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$500,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

Parks & Recreation Capital Projects	
McEachern Greenway- Cabarrus Avenue/Fink Phases	
Harold B. McEachern Greenway Phase 3 is an approximately 1.5 mile segment that extends from McGee Park to Cabarrus Ave. This includes land acquisition and construction.	
<i>Approved: FY12</i>	<i>Expected Completion: FY18</i>
<i>Total Capital Cost</i>	\$3,069,491
<i>Total Operating Cost</i>	\$103,110
<i>Funding Source(s)</i>	P&R Capital Reserve, Operating Rev.

Parks & Recreation Capital Projects	
Hector H. Henry II Greenway - Airport Phase	
1.3 mile segment from Deride Road to the Weddington Road Bark Park.	
<i>Approved: FY17</i>	<i>Expected Completion: TBD</i>
<i>Total Capital Cost</i>	\$2,205,000
<i>Total Operating Cost</i>	\$98,200
<i>Funding Source(s)</i>	Capital Reserve Grants, Op Rev

Parks & Recreation Capital Projects	
Park Lighting Replacement Ph. 1	
This project replaces existing field lights at Webb Field as well as field and tennis lights at Les Myers Park. This includes poles and lights on the athletic fields but lights only on the tennis courts.	
<i>Approved: FY12</i>	<i>Expected Completion: On Hold</i>
<i>Total Capital Cost</i>	\$601,000
<i>Total Operating Cost</i>	\$0
<i>Funding Source(s)</i>	Operating Revenue

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CITY OF CONCORD, NC

DEBT MANAGEMENT POLICY

Purpose

The City of Concord (City) maintains conservative financial policies to assure strong financial health. One of the keys to sound financial management is the development of a debt policy, which includes methods for determining debt affordability. This need is recognized by bond rating agencies, and development of a debt policy is a recommended practice by the Government Finance Officers Association.

The objectives of a debt policy are as follows:

- establish conditions for the use of debt vs. pay-as-you-go, by providing guidelines for consistency in decision making;
- create policies that minimize the City's debt service and issuance costs;
- retain a high credit rating and maintaining full and complete financial disclosure and reporting,
- demonstrates a commitment to long term financial planning,
- aids in development of capital budgets, taking into account financial and economic resources as well as infrastructure needs.

Capital Improvement Plan (CIP)

- A formal CIP is essential to intelligent planning of debt issuance and management, and therefore commits the City to developing and maintaining a long-term plan that identifies and prioritizes potential capital investments, their costs and benefits, and potential funding sources for each item. The City will prepare and update annually a five-year capital improvement program (CIP) for consideration and adoption by City Council as part of the City's budget process. First-year projects are incorporated in the City Manager's recommended annual budget that is presented to City Council for adoption. The CIP will include possible debt issuance to fund future projects. The Finance Department is responsible for coordinating and analyzing the debt requirements, including timing of debt, analysis of outstanding debt, debt limitations and compliance, forecast of future debt obligations, and current revenue requirements.
- The CIP is updated annually as part of the City's regular budget process. After departments submit their CIP requests to the Finance Department, the City's Capital Project Selection Committee reviews and evaluates the proposed projects based on Mayor and City Council service priorities, infrastructure needs, the financial capacity of the City and the impact the projects could have on the City's operating budget.
- Debt financing will be considered in conjunction with the approval by the City Council of the CIP. Additionally debt financing will be considered for large capital items that normally do not go through the CIP process but are included in departmental requests and not considered operating expenditures.

Legal and Regulatory Requirements

Management responsibility for the City's debt program is hereby delegated to the Finance Director, who will establish procedures for the operation of the debt program consistent with the Debt Policy and in full compliance with the North Carolina General Statutes, Local Government Finance Act. It will be the sole responsibility of the Finance Director to issue debt on behalf of the City. The Finance Director may assign another employee to assist in the duties of debt issuance, debt payments and other debt-related activities. The City Manager will direct the Finance Director in all debt issuance and the City Council will approve all debt agreements. Where applicable, debt issuances will be approved by the North Carolina Local Government Commission.

The City will provide on-going disclosure information to established national information repositories and maintain compliance with disclosure standards.

When applicable, the City will receive an opinion acceptable to market from a law firm that any financing transactions complies with applicable law and all agreements in connection with any financing are legal, valid and binding obligation of the City.

Guidelines for Debt Issuance

- Evaluation of Market Conditions: High interest rates increase total debt issuance costs, so the City may consider debt issuance rather than pay-as-you-go when interest rates are lower. It is important that all market conditions are considered before issuance of debt; therefore this policy allows for flexibility when recommendations are made to the City Manager. Low interest rates are not always the supporting factor for issuing debt.
- Debt should only be incurred for financing capital assets/projects that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current budgeted resources.
- Limitations on Debt Issuance: The City will evaluate the financial ratios as explained in the section titled, *Debt Affordability - Limits on Debt Issued & Outstanding*. The legal debt margin will also be reviewed before any new debt is proposed.
- City Council Authority: Staff will follow all N.C. General Statutes regarding debt issuance. All debt issuance will be approved by City Council and all proceeds from debt issuance for the City of Concord shall be appropriated by City Council.
- Permissible Debt Instruments: The City will follow the N.C. General Statutes in regards to what type of debt a municipality is allowed to issue.
- Pay-As-You-Go Alternative: Staff will use an objective, analytical approach to determine if the City will benefit from pay-as-you-go vs. debt financing. This process involves comparisons of generally accepted standards of affordability to current City values.
- The City will follow all requirements set in the Fiscal Policy - Reserve Funds Policy when determining resources available for debt service and pay-as-you-go recommendations.
- When the North Carolina Local Government Commission (LGC) is required to approve the debt issuance, a complete application should be filed four weeks prior to the LGC meeting date (first Tuesday of every month). When applicable, a letter should be submitted to the LGC Joint Legislative Committee in advance to ensure the debt issuance will be supported by the committee.

Arbitrage Requirements and Bond Issuance

Bond Issuance & Arbitrage Requirements: If a credit rating is necessary for an issuance, the purpose of the debt issuance will support an investment grade credit rating. The City will comply with all applicable U.S. Internal Revenue Service and U.S. Treasury arbitrage requirements for bonded indebtedness. The City will maintain a system of record keeping and reporting to meet arbitrage rebate compliance requirements. Bond issues should be planned to minimize the frequency of issuance, thereby ensuring the lowest possible costs of issuance. When determining the size of a bond issue, consideration should be given to the need for construction, debt service and capitalized interest funds. Construction fund draw schedules shall be prepared, and projection of conservative earnings on unspent bond funds should be made in conjunction with planning of the City's Capital Improvement Program. The decision to use bond proceeds to pay interest during construction for revenue-producing projects shall be made on a case by case basis and shall be based on an evaluation of the opportunity cost of funds and the availability of other sources of funds to pay interest costs. General obligation bonds will be amortized on a level principal basis to the extent practical, and revenue bonds will be amortized on a level debt service basis to the extent practical considering the forecasted available pledged revenues.

Restrictions on Debt Issuance

- The City will not issue long-term debt for operations.
- Debt will not be issued with a longer amortization period than the life of the asset it is financing.
- The size of the issue will be analyzed but the City should not use long-term debt for small issues nor should large issues be financed with capital leases when unfavorable interest rates exist.
- Debt structures that result in significant principal payments at the back end of the debt life, instead of equalized over the life of the debt should be avoided.
- Variable rate debt will not be issued without proper analysis and evaluation to determine that the issuance is in the best interest of the City.
- Debt will not be issued when the limits on debt are exceeded or when the legal debt margin is not met.
- The City will not enter into any debt agreement that is not approved by the N.C. General Statutes.

Requirements for Pay-As-You-Go

The use of current resources and accumulated reserves to purchase capital items or to fund capital projects/improvements is used to keep the debt burden of the City low and because the net benefits derived from the asset are likely to be greater in the early years of the asset's life. The City also maintains a reserve fund so that capital project items may be funded with cash upon recommendation of the City Manager and City Council approval. The City's conservative financial policies enable the City to minimize the use of debt by increasing the use of cash to fund projects over time. The following should be evaluated when a recommendation for Pay-As-You-Go is being considered.

- The City will strive to fund at least 10% of the project costs in the current year CIP with cash when the following apply:
 - The asset/project life is less than 10 years.
 - The amount of the asset/project is less than \$5,000,000.
 - The Fiscal Policy – Reserve Funds Policy is maintained.

Professional Services

The City of Concord has authority, subject to review and approval by the Local Government Commission, to select and retain the financial consultants, underwriters and bond attorneys to be associated with the bond issue, and selection is made in accordance with G.S. 159-123(e).

- **Bond Counsel** – When applicable, debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all city and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt.
- **Financial Advisor** – A Financial Advisor(s) may be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.
- **Underwriters** – An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

Constitutional and Statutory Limitations:

Debt financing can include general obligation bonds, revenue bonds, certificates of participation, limited obligation bonds, lease/purchase agreements special obligation bonds or any other financing instrument

allowed under North Carolina statutes. The N. C. General Statutes, Chapter 159, Article 4. Local Government Bond Act establishes the authority to borrow money. The Statutes further defines the types of debt allowable, the purpose and the limitations of each.

Debt Affordability - Limits on Debt Issued and Outstanding

Debt Capacity-General Fund & Governmental Fund Types- the City considers the following factors:

- Annual debt service should not exceed 15% of operating expenditures.
This ratio reflects the City's budgetary flexibility to change spending and respond to economic downturns.
- Net general obligation debt per capita will not exceed \$1000. All debt per capita will not exceed \$3000.
This ratio measures the burden of debt placed on the size of the population supporting the debt. This ratio is used to measure an issuer's ability to repay the debt.
- Total net bonded debt should not exceed 2% of assessed value.
This ratio measures debt levels against property tax base. The tax base generates the revenue that will be the main source to repay the debt. Although the legal debt margin has a statutory limit of 8%, the City's target is 2%.
- The City will compare the measures above with other units of government with an electric system and that are similar in size.
- No more than 60% of the five-year Capital Improvement Plan will be funded from long-term debt.
- Variable rate debt may not exceed 20% of the City's total debt portfolio (includes all debt).
- The City will include a review of direct and overlapping debt in analyzing the financial condition of the City in regards to debt issuance. This analysis is included in the City's Comprehensive Annual Report (Statistical Section) each year.

Legal Debt Margin - Per the N.C. General Statutes, the City's net bonded debt outstanding may not exceed 8% of the appraised value of property subject to taxation.

Debt Capacity-Enterprise Funds - There are no specific debt limits for the city's enterprise funds as utility rates are set as needed to fully cover total costs and debt service. The City will annually calculate debt coverage as required by the revenue bond rate covenant. Normal coverage is at least 1.2 but the revenue bond covenants should be reviewed to ensure coverage levels are satisfied. The standard ratio is calculated by dividing net available revenues by principal and interest requirements for the year. This measure shows the extent to which revenues are available to cover annual debt service requirements after operating costs have been paid.

Refunding of Debt

The City will refund debt when it is in the best financial interest of the City to do so.

Debt Service Savings—When a refunding is undertaken to generate interest rate cost savings, the minimum aggregate present value savings will be 3% of the refunded bond principal amount. The present value savings will be net of all costs related to the financing.

Restructuring—Refundings for restructuring purposes will be limited to restructuring to alleviate debt service during difficult budgetary years, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

Arbitrage—The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refundings. Any resulting positive arbitrage will be rebated as necessary according to Federal guidelines.

Investor Relations, Disclosure and Communication

- The debt ratios outlined above will be computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-21.

NOTE: ALL NUMBERS FOR EVALUATION WILL BE OBTAINED FROM THE MOST CURRENT AUDITED FINANCIAL DOCUMENTS OF THE CITY.

Glossary

Advance Refunding. A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunding obligations are not considered a part of an issuer's debt.

Arbitrage. The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Bond Anticipation Notes (BANs). Notes which are paid from the proceeds of the issuance of long-term bonds. Typically issued for capital projects.

Call Provisions. The terms of the bond giving the issuer the right to redeem all or a portion of a bond prior to its stated date of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of a bond issue which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

Capital Lease. A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

Competitive Sale. A sale/auction of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities. Contrast to a negotiated sale.

Continuing Disclosure. The principle that accurate and complete information material to the transaction which potential investors would be likely to consider material in making investment decisions with respect to the securities be made available on an ongoing basis.

Debt. Any obligations of the City for the payment of money issued pursuant to the North Carolina General Statutes, Local Government Bond Act.

Debt Service Reserve Fund. The fund in which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

Escrow. A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

Expenses. Compensates senior managers for out-of-pocket expenses including: underwriter's counsel, DTC charges, travel, syndicate expenses, dealer fees, overtime expenses, communication expenses, computer time and postage.

General Obligations. Bonds issued by the City secured by the City's pledge of its full faith and credit and unlimited taxing power.

Legal Debt Margin. The amount of federal obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

Negotiated Sale. A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

Option Value. Option valuation is a methodology for evaluating the efficiency of a refunding. Option valuation calculates the maximum theoretical value of refunding a bond, then expresses the current refunding savings as a percentage of the maximum theoretical savings.

Operating Expenditures. Operating expenditures are the basic expenditures that are needed for operations. Capital, transfers, and other non-operating items are not included in operating expenditures.

Overlapping Debt. The percentage of county's assessed value that is located in the city limits is used to compute overlapping debt.

Pay-As-You-Go. An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

Present Value. The current value of a future cash flow.

Private Placement. The original placement of an issue with one or more investors as opposed to being publicly offered or sold.

Rebate. A requirement imposed by Tax Reform Act of 1986 whereby the issuer of tax-exempt bonds must pay the IRS an amount equal to its profit earned from investment of tax-exempt bond proceeds at rates exceeding the tax-exempt borrowing rate. The tax-exempt borrowing rate (or "bond yield") is calculated pursuant to the IRS code together with all income earned on the accumulated profit pending payment.

Refunding. A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Revenue Bonds. Bonds issued by the City secured by a specific revenue pledge of rates, rents or fees.

Tax -Supported Debt. Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund.

Underwriter. A dealer that purchases new issues of municipal securities from the Issuer and resells them to investors.

Underwriter's Discount. The difference between the price at which bonds are bought by the Underwriter from the Issuer and the price at which they are reoffered to investors.

Policy approved 8/1/2014 by City Manager and submitted to City Council for approval on 9/11/2014. In the future the policy will be reviewed and approved as part of the City's budget document each year.

CITY OF CONCORD, NC

FINANCIAL POLICY - RESERVE FUNDS

Purpose:

Reserve funds will be established and maintained to ensure the continued delivery of City services. The City desires to maintain a prudent level of financial reserves to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. The reserves have been accumulated to provide stability and flexibility, to respond to unexpected adversity and/or opportunities, and to stabilize fluctuations in operations' cash flows and rates. Capital Reserve Funds are used to accumulate funds over time that will be used to complete capital projects, acquire major capital assets and support economic development projects.

General Fund Reserves:

Based upon GASB Statement 54, there may be up to five separate categories of fund balance, based on the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent: *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*. The total of the last three categories, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government itself, is termed *unrestricted fund balance*.

The City will maintain adequate reserves of General Fund balance to:

- Insulate General Fund programs and current service levels from large and unanticipated one-time expenditure requirements, revenue reductions due to a change in state or federal legislation, adverse litigation or any similar unforeseen action.
- Temporarily insulate General Fund programs and current service levels from slower revenue growth that typically occurs during an economic recession.
- Maintain stable tax rates.
- Aid in long term financial and capital planning.
- Support economic development opportunities.
- Ensure creditworthiness or positive economic conditions to ensure the City maintains a high favorable bond rating.

The City recommends the following General Fund balance levels:

- The City will maintain an *unassigned* General Fund balance minimum between 30% and 35% of General Fund expenditures, which includes transfers.
- Unrestricted fund balance in the General Fund should be at a minimum no less than 3 months of regular general fund operating expenditures. Operating expenditures would not include capital outlay or transfers.
- The City will maintain a five year forecast to monitor projected fund balance levels.

- Per the North Carolina Local Government Commission’s recommendations, the City will compare their unassigned General Fund Balance to the average unassigned General Fund Balance numbers for electric cities with our population average. This amount can be found on the annual Cash, Taxes and Fund Balance Available statistical reports published by the Department of State Treasurer’s office. The benchmark will be to not fall below 40% of our city group average.

The City recommends the following uses of General Fund balance reserves:

- Any amount greater than the unassigned General Fund balance target is deemed available for transfer to the capital reserve account for future projects listed in the City’s Capital Improvement Plan, acquisition of major capital assets or to support future economic development projects. The City will evaluate each year to determine the amount available for transfer to the capital reserve fund. The City is not required to transfer the entire amount to the reserve fund. Staff will evaluate current economic conditions, the City’s forecast for the operating fund, the Capital Improvement Plan and any other relevant factors to determine an acceptable amount to be transferred. The City may elect to transfer no funds to the reserve. Any transfer to the capital reserve will be approved by City Council. The transfer will be determined after the previous year audit is complete and final numbers are available for review.
- Reserves should only be used for specific circumstances: responding to extreme events or emergencies, unanticipated one time expenditure requirements, to offset unanticipated revenue fluctuations occurring within a fiscal year, and one time outlays that the City Manager may recommend to City Council.
- All fund balance appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City’s plan to replenish fund balance levels that fall below the policy guidelines:

- The City will strive to replenish fund balance levels within 3 years.
- The following will be used to replenish reserve levels when available: non-recurring revenues, surplus of year-end revenues that exceed year-end expenditures, and departmental expenditure budget cuts.

Enterprise Fund Reserves – Electric, Water, Wastewater, Stormwater and Airport:

Enterprise funds distinguish between current and non-current assets and liabilities. The measure of working capital (i.e., current assets less current liabilities) indicates the relatively liquid portion of total enterprise fund capital, which constitutes a margin for meeting obligations. Working capital is a measure of available margin or buffer in enterprise funds. Enterprise funds should strive to maintain working capital equal to no less than 90 days of operating expenses.

The measure of liquidity helps to assess the ability of the City to sustain a strong financial position. The ratio of unrestricted cash and short term investments to current liabilities will be used to calculate the liquidity position in Enterprise Funds.

The City will maintain adequate reserves in Enterprise Funds to:

- Ensure stable services and fees.
- Aid in long term financial and capital planning.
- Ensure creditworthiness or positive economic conditions to ensure the City maintains a high favorable bond rating.
- Insulate Enterprise Fund operations and current service levels from large and unanticipated one-time expenditure requirements, a revenue reduction due to a change in state or federal legislation, adverse litigation or any similar unforeseen action.
- Temporarily insulate the Enterprise Fund operations and current service levels from slower revenue growth that typically occurs during an economic recession.

The City recommends the following Enterprise Fund reserve levels:

- The City will maintain a liquidity ratio of more than one to one.
- The City will maintain 90-days' worth of annual operating expenses.
- The City will maintain rate models to adequately forecast financial condition.

The City recommends the following uses of Enterprise Funds reserves:

- Any amount greater than the working capital target is deemed available for transfer to the capital reserve account for future projects listed in the City's Capital Improvement Plan, large capital asset purchases and economic development projects. The City will evaluate each year to determine the amount for transfer to the capital reserve fund. Staff will evaluate current economic conditions, the City's forecast and any other relevant factor to determine an acceptable amount to be transferred. The City may elect to transfer no funds to the reserve. Any transfer to the capital reserve will be approved by City Council. The transfer will be determined after the previous year audit is complete and final numbers are available for review.
- Reserves should only be used for specific circumstances: responding to extreme events or emergencies, unanticipated one time expenditure requirements, to offset unanticipated revenue fluctuations occurring within a fiscal year, and one time outlays that the City Manager may recommend to City Council.
- Funds will not be available for reserve transfers if working capital targets are not met in the operating fund.
- All retained earnings appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City's plan to replenish reserve levels that fall below the policy guidelines:

- The City will strive to replenish reserve levels within 3 years.
- The following will be used to replenish reserve levels when available: non-recurring revenues, surplus of year-end revenues that exceed year-end expenditures, rate adjustments, and departmental expenditure budget cuts.

Capital Project Reserves:

The capital project reserve fund shall be established to maintain and accumulate funds from transfers from the projects related operating fund. This fund shall be maintained to protect the existing assets of the City and ensure public access to City facilities and information while promoting community wide economic development. This fund shall only be used to pay for non-routine and one-time expenditures/expenses, such as land, buildings, construction, large capital outlay, technology improvements, etc. Normally, the following guidelines may be applied to determine if an expenditure/expense is classified as a capital reserve item.

- Construction & Maintenance – 10 year life
- Capital Asset or Vehicle – 10 year life
- Technology Improvements – 5 year life.

The City will maintain adequate capital project reserves to:

- Accumulate funds to acquire large capital assets and to fund various capital projects.
- Allows continued capital improvements during an economic recession or periods of revenue declines.
- Allow for funding of preliminary activities associated with large projects, such as engineering/planning activities.
- Aid in long term capital planning.
- Fund economic development opportunities.

The City recommends the following capital project reserve levels:

- If a Capital Reserve Fund is funded, the City will set a goal to maintain capital reserves of at least 5% of the operating revenue in each operating fund that is associated with the capital project reserve fund. This will be calculated by using the most recent audited financial report.
- The City will maintain a five year operating forecast/rate models to monitor projected reserve levels and to project future capital project funding needs.
- Reserve levels may fall below the recommended target with City Manager recommendation. This situation could arise if the City has an unexpected project that will benefit the community. The project would require City Council approval.

The City recommends the following uses of capital project reserves:

- Acquisition of a major capital asset that recurs irregularly with an estimated useful life of greater than one year. Normally, a major value is defined as greater than \$100,000.
- Major improvement that increases the value of a capital asset \$100,000, excluding reoccurring or routine maintenance projects.
- Funding for large infrastructure projects that exceed \$100,000.
- Economic development activities.
- Funding capital projects that will require longer than one year to complete. (Projects are approved by City Council.)
- The City Manager may recommend an item to City Council that may be classified as a project and funded from these reserves upon Council approval.

- All reserve appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City's plan to replenish capital project reserve levels that fall below the policy guidelines:

- The City will strive to replenish capital reserve levels within 3 years.
- Capital reserves are funded by transfers from their related operating funds. Surpluses above the reserve targets in each fund will be used to replenish reserve levels in the capital reserve fund.

Policy approved 6/17/2014 by City Manager and submitted to City Council for approval on 9/11/2014. In the future the policy will be reviewed and approved as part of the City's budget document each year.

Capital Improvement Plan, Budget, and Financial Policy

I. PREPARATION OF THE CAPITAL IMPROVEMENT PLAN (CIP):

- A. The purpose of the capital improvement plan (CIP) is to forecast and match projected revenues and major capital needs over a five (5)-year period. Long-range capital planning is an important management tool, which strengthens the linkages between community infrastructure needs and the financial capacity of the City.
- B. All proposals for capital investment shall go through the capital planning process.
- C. Definition of appropriate capital items for inclusion on the CIP:
 - 1. Definition of a CIP capital expenditure – Expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year.
 - 2. As a rule of thumb, items to be included in the CIP include those which:
 - (a) Involve the acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicle or equipment purchases
 - (b) involve any land purchases not associated with or included in another CIP project
 - (c) involve capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects
- D. Difference between departmental capital outlay items (in operating budget) and capital project outlay items (in CIP):
 - 1. Departmental capital items shall not be submitted as part of the CIP. Departmental capital items include:
 - (a) equipment/tools, furniture, office equipment such as computers and fax machines, minor remodeling, or other construction projects below \$100,000 (such items should be outlined in the “Capital Outlay” section of the operating budget request).
 - (b) all vehicles/rolling stock/machinery below \$100,000
 - 2. However, any upcoming, or 1st year costs associated with a CIP request shall be entered in the department’s operating budget request in order to ensure that 1st year CIP costs are noted and included in the Manager’s Recommended Budget.
- E. Inclusion of expenditures for maintenance and/or staffing in the CIP:
 - 1. All operating, maintenance, and personnel budget expenditures associated with the purchase of a CIP item shall be included and noted in the annual operating budget. However, for reporting and future expenditure forecasting purposes, the estimated additional expenditures on operating, maintenance, and personnel shall be included on all CIP requests.

II. ORGANIZATIONAL ISSUES:

- A. Departments are responsible for identifying, documenting, and justifying CIP requests. Departments are also responsible for obtaining project cost estimates and identifying appropriate revenue sources for the project (the Finance Dept. shall assist in identifying costs and appropriate revenue sources).
- B. The City Manager, in conjunction with the Finance Director and Budget staff, shall be responsible for coordinating the CIP process and submission of the CIP to the Mayor and City Council.
- C. A capital project selection committee shall be used to evaluate and recommend a ranking of proposed projects to the City Manager. This committee shall be comprised of:

City Manager, Deputy City Manager, Assistant City Manager, Director of Planning & Neighborhood Development, Finance Director, Budget & Performance Manager, Budget Analyst, and Director of Engineering.

D. Council review, recommendation, and adoption of CIP:

1. The City Manager's Recommended CIP shall be submitted to the Mayor and City Council for their review and recommendation during the beginning stages of the annual budget process. **NOTE:** Governing Body recommendation of the CIP does not authorize money for any of the projects in the plan, but the recommendation by the Governing Body shall provide the City Manager direction to proceed with formulating the annual CIP and inclusion of first year CIP items in the City Manager's Recommended City Budget.
2. A Capital Projects Ordinance will be adopted by City Council with the City's Operating Budget establishing necessary project fund structures for CIP expenditures at the beginning of the fiscal year.

III. EVALUATION OF PROJECT MERIT:

- A. Proposed CIP items will be evaluated and ranked according to merit by requesting departments.
- B. Projects should generally be foreseen ahead of the time (preferably 2+ years) of need to allow time for planning long-term financing strategies or financing methods.

IV. FUNDING SOURCES:

- A. Debt will be considered for capital projects under the following circumstances:
 1. The capital item is a long-living (useful life greater than one (1) year) asset.
 2. The asset has a useful life expectancy that equals or exceeds the length of the debt financing period.
- B. The following types or combination of financing may be considered under the following circumstances:
 1. *Debt methods:*
 - (a) *General Obligation Bonds (G.O. Bonds)* – The capital item is used for a public facility or equipment that is a public good and that has no revenue-producing capability (e.g. streets and municipal buildings or structures). Generally, G.O. Bonds are only used for major General Fund projects.
 - (b) *2/3 General Obligation Bonds* – Without voter approval, G.O. Bonds may be issued annually on 2/3 of net G.O. debt reduction (principal retirement) in the prior year.
 - (c) *Revenue Bonds* -- The capital item is used for a non-public good in which a revenue stream is associated with the capital item (e.g. airport, water, wastewater, and electric system capital items).
 - (d) *Special Obligation Bonds (S.O. Bonds)* – S.O. Bonds may be used for solid waste management projects which can include equipment or facilities for construction of incinerators, land for recycling facilities, drainage collection and treatment systems for landfills, land and liners for landfills, monitoring wells, recycling equipment and facilities, and volume reduction equipment; can also be used for water/sewer projects
 - (e) *Special Assessments* – The capital item benefits only immediately adjacent property. Adjacent property owners pay the special assessments after the improvement is completed and its cost is known. Therefore, special assessments are not a method of capital financing, but rather a method of eventually paying for the improvements

for which they are levied. Other sources of funds are needed to finance the improvements for which the assessments are later levied.

(f) *Property Secured Debt* – The capital item can be secured as collateral itself. Includes lease or installment purchase transactions and certificates of participation (COPS) or limited obligation bonds (LOBS).

2. *Non-debt methods (Also referred to as Pay-as-you-go, or Pay-Go)*

(a) *Current revenues* – The capital item can be acquired through existing revenues.

(b) *Capital reserves* – The capital item can be funded from City Council designated taxes or revenue streams that are set aside in a separate fund.

(c) *Capital recovery, facility, or impact fees* – Capital items may be financed from charges to benefiting property owners for major infrastructure or facilities that benefit that property. Charges can be levied and collected before infrastructure is built.

(d) *Fund Balance* – The capital item can be funded with unassigned operating fund balances.

(e) *Grants* – Funding of the capital item was secured upon application of a governmental grant (examples might include CDBG or HOME grants, law enforcement grants, or EPA water quality grants.)

(f) *Gifts* – The capital item may be purchased or acquired with restricted or non-restricted donations by citizens or corporations.

C. *Debt Limits*

1. The City shall not exceed N.C.G.S. 159-55(c) limiting the amount of net bonded debt outstanding to 8% of appraised value of property subject to taxation, and
2. Annual G.O Bond debt service payments (principal and interest) shall not exceed 15% of the City's General Fund operating budget.

D. *Over or Underestimated Projects*

1. In the case of a capital project that is under or overestimated, projects will be evaluated on a case-by-case basis.

Authorized Positions

Bolded FY18 figures represent **new position requests** or **reclassified positions** or **other adjustments** to the City's organizational structure. Changes made during the fiscal year by the City Council are not bolded.

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
General Government										
<i>(Public Services Administration)</i>										
Assistant City Manager	IV	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		1		1.00	1		1.00		1	
<i>(City Manager's Office)</i>										
City Manager	S	1		1	1		1		1	
Deputy City Manager	V	1		1	1		1		1	
Public Affairs & Project Manager	112	1		1	1		1		1	
City Clerk	109	1		1	1		1		1	
Community Outreach Coordinator	109	1		1	1		1		1	
Education Specialist (split with Water & Stormwater)	208	-		-	1		0.5		1	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		6		6.00	7		6.50		7	
<i>(Human Resources)</i>										
Human Resources Director	II	1		1	1		1		1	
Assistant Human Resources Director	113	1		1	1		1		1	
Safety, Health & Risk Manager	113	1		1	1		1		1	
Human Resources Analyst (1 new position for FY18)	109	1		1	3		3		4	
Human Resources Supervisor	109	1		1	1		1		1	
HR Wellness Coordinator	106	1		1	1		1		1	
Safety, Health & Risk Coordinator	210	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>	
Benefits Specialist	208	1		1	-		-		-	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		10		10.00	11		11.00		12	
<i>(Finance)</i>										
Finance Director	III	1		1	1		1		1	
Deputy Finance Director	114	1		1	1		1		1	
Finance Manager	113	1		1	1		1		1	
Budget & Performance Manager	113	1		1	1		1		1	
Grants Program Administrator	112	-		-	-		-		1	
Budget Analyst	110	1		1	1		1		1	
Accounting Supervisor	109	-		0.25	-		-		-	
Senior Accountant	108	2		2	2		2		1	
Accounting Technician II	207	1		1	1		1		1	
Accounts Payable Technician	207	3		3	3		3		3	
Payroll Technician	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>	
		13		13.25	13		13.00		13	
<i>(Tax)</i>										
Tax Collector/Collections Mgr. (split with Utility Collections, Billing)	112	1		0.5	1		0.5		1	
Accounting Technician II	207	1		1	1		1		1	
Deputy Tax Collector	206	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		-	
		4		3.5	4		3.5		2	
<i>(Legal)</i>										
City Attorney	S	1		1	1		1		1	
Deputy City Attorney	114	1		1	1		1		1	
Assistant City Attorney	112	1		1	1		1		1	
Paralegal	210	2		2	2		2		2	
Legal Assistant	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		6		6.00	6		6.00		6	
General Government Sub-total		40	0	40	42	0	41	41	0	39.25
Public Safety										
<i>(Police*)</i>										
Police Chief	III	1		1	1		1		1	
Deputy Police Chief	P6	1		1	1		1		1	
Police Major	P5	2		2	2		2		2	
Police Captain	P4	8		8	8		8		8	
Police Sergeant	P3	27		27	30		30		30	
Master Police Officer	P2	62		61.25	62		61.25		56	
Police Officer (includes SRO positions) (Park Ranger position shifted to PD, 1 new position)	P1	<u>71</u>		<u>71</u>	<u>79</u>		<u>79</u>		86	

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		Police Crime Analyst (non-sworn)	209	1		1	1	1	1	
Senior Executive Assistant (non-sworn)	209	1		1	1	1	1		1	
Senior Administrative Assistant (non-sworn)	206	3		3	3	3	3		3	
Senior Customer Service Representative (non-sworn)	207	2		2	2	2	2		2	
Administrative Assistant (non-sworn)	205	2		2	2	2	2		2	
Customer Service Representative (non-sworn)	204	10		10	10	10	10		10	
Parking Enforcement Technician (non-sworn)	203	1		1	1	1	1		1	
<i>*Note: 3.56 FTE of School Crossing Guards are not included in this count</i>										
<i>(Code Enforcement)</i>		192		191.25	203		202.25	204		204.00
Code Enforcement Manager	110	1		1	1	1	1		1	
Senior Code Enforcement Officer	210	1		1	1	1	1		1	
Code Enforcement Officer	207	5		5	6		6		6	
<i>(Emergency Communications)</i>		7		7.00	8		8.00	8		8.00
Communications Director (position split with Radio Shop)	1	1		0.5	1		0.5	1		0.5
911 Telecommunications Center Manager	111	1		1	1		1		1	
911 Shift Supervisor	210	4		4	4		4		4	
Senior Telecommunicator	207	2		2	4		4		4	
Telecommunicator (2 new positions for FY18)	206	14	4	15	12	4	13	14	4	15
Senior Administrative Assistant	206	-		-	1		1	1		1
<i>(Radio Shop)</i>		22	4	22.50	23	4	23.50	25	4	25.50
Communications Director (position split with Communications)	1	-		0.5	-		0.5	-		0.5
Senior Communications Technician	209	2		2	2		2	2		2
Communications Technician (1 new PT position added for FY18)	206	1		1	1		1	1	1	1.6
<i>(Fire)</i>		3		3.50	3		3.50	3	1	4.10
Fire Chief	III	1		1	1		1	1		1
Deputy Fire Chief	F8	2		2	2		2	2		2
Battalion Chief	F7	6		6	6		6	6		6
Fire Captain	F6	39		39	42		42	42		42
Fire Lieutenant	F4	37		37	40		40	32		32
Logistics Officer (1 new position added for FY18)	F4	1		1	1		1	2		2
Senior Firefighter	F3	10		10	10		10	7		7
Fire Engineer	F2	38		38	33		33	34		34
Firefighter (6 new positions added for FY18)	F1	44		44	49		49	65		65
Senior Executive Assistant	209	1		1	1		1	1		1
Administrative Assistant	205	2		2	2		2	2		2
<i>(Fire - Prevention)</i>		181		181	187		187	194		194
Division Chief	F7	1		1	1		1	1		1
Deputy Fire Marshal	F6	2		2	2		2	2		2
Assistant Fire Marshal (additional hours added to PT positions for FY18)	F5	6		6	6	1	6.5	6	3	7.5
<i>(Fire - Training)</i>		9		9.00	9		9.50	9		10.50
Division Chief	F7	1		1	1		1	1		1
Fire Captain	F6	3		3	3		3	3		3
<i>(Emergency Mgt. - reports to City Manager's Office)</i>		4		4.00	4		4.00	4		4.00
Emergency Management Coordinator	113	1		1	1		1	1		1
Assistant Emergency Management Coordinator	111	-		-	1		1	1		1
Public Safety Sub-total		419	4	419.25	439	4	439.75	449	4	452.10
Public Works <i>(Streets & Traffic)</i>										
Transportation Director	III	1		1	1		1	1		1
Engineering Manager	113	1		1	1		1	1		1
Project Engineer	111	1		1	1		1	1		1
Streets Superintendent	110	1		1	1		1	1		1
Staff Engineer (1 Position Reclassified from GIS Analyst in FY16)	109	-		-	1		1	1		1
GIS Analyst (1 Position Reclassified to Staff Engineer in FY16)	211	2		2	1		1	1		1
Streets Crew Supervisor (1 new for FY18)	210	4		4	4		4	5		5
Construction Inspector	208	1		1	1		1	1		1
CAD Technician	208	1		1	1		1	1		1
Senior Equipment Operator (1 new for FY18)	207	6		6	7		7	8		8

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Equipment Operator	205	5		5	6		6	6		6
Streets Maintenance Worker (2 new for FY18)	204	5		5	5		5	7		7
		28		28.00	30		30.00	34		34.00
<i>(Traffic Signals)</i>										
Traffic Engineer	112	1		1	1		1	1		1
Staff Engineer	109	1		1	1		1	1		1
Traffic Signal Supervisor	211	1		1	1		1	1		1
Signal Technician	209	3		3	3		3	3		3
		6		6.00	6		6.00	6		6.00
<i>(Traffic Services)</i>										
Transportation Coordinator	109	1		1	1		1	1		1
Sign Technician II	208	2		2	2		2	2		2
Sign Technician I	206	2		2	2		2	2		2
		5		5.00	5		5.00	5		5.00
<i>(Solid Waste & Recycling)</i>										
Solid Waste Services Director	I	1		1	1		1	1		1
Solid Waste Project Manager	109	1		1	1		1	1		1
Solid Waste Superintendent	109	1		1	1		1	1		1
Education Specialist (position moved to City Manager's Office)	106	1		0.5	-		-	-		-
Solid Waste Crew Supervisor	210	2		2	2		2	2		2
Executive Assistant (position split with Stormwater)	208	-		0.5	-		0.5	-		0.5
Senior Customer Service Specialist	208	1		1	1		1	1		1
Senior Equipment Operator	207	8		8	8		8	8		8
Solid Waste Compliance Inspector	205	1		1	1		1	1		1
Equipment Operator (2 new for FY18)	205	7		7	7		7	9		9
Solid Waste Worker	204	9		9	9		9	8		8
		32		32.00	31		31.50	32		32.50
<i>(Cemeteries - Buildings & Grounds)</i>										
Cemetery Maintenance Manager	109	1		1	1		1	1		1
Cemetery Crew Supervisor	208	2		2	2		2	2		2
Cemetery Maintenance Worker	203	5		5	5		5	5		5
		8		8.00	8		8.00	8		8.00
<i>(Fleet Services)</i>										
Fleet Services Director	I	1		1	1		1	1		1
Fleet Services Manager	108	1		1	1		1	1		1
Fleet Services Supervisor	210	1		1	1		1	1		1
Master Mechanic	209	1		1	2		2	3		3
Automotive Parts Supervisor	208	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
Fleet Mechanic	207	6		6	6		6	5		5
Automotive Parts Clerk	204	1		1	1		1	1		1
		13		13.00	14		14.00	14		14.00
Public Works Sub-total		92	0	92.00	94	0	94.50	99	0	99.50
Economic Development										
<i>(Planning & Neighborhood Development)</i>										
Planning & Community Development Director	II	1		1	1		1	1		1
Deputy Director of Planning & Community Development	114	1		1	1		1	1		1
Development Review Administrator	112	1		1	1		1	1		1
Planning & Development Manager	112	1		1	1		1	1		1
Community Development Manager	112	1		1	1		1	1		1
GIS Administrator	110	1		1	1		1	1		1
Senior Planner	110	4		4	4		4	4		4
Planner	107	-		-	2		2	2		2
Senior Executive Assistant	209	1		1	1		1	1		1
Clearwater Artist Studio Supervisor	207	-	1	0.7	1		1	1		1
Community Development Technician	206	1		1	1		1	1		1
Development Services Technician (1 new for FY18)	204	2		2	1		1	2		2
		14	1	14.70	16		16.00	17		17.00
<i>(Economic Development)</i>										
Economic Development Coordinator	111	1		1.00	1		1.00	1		1.00
Economic Development Sub-total		15	1	15.70	17	0	17.00	18	0	18.00

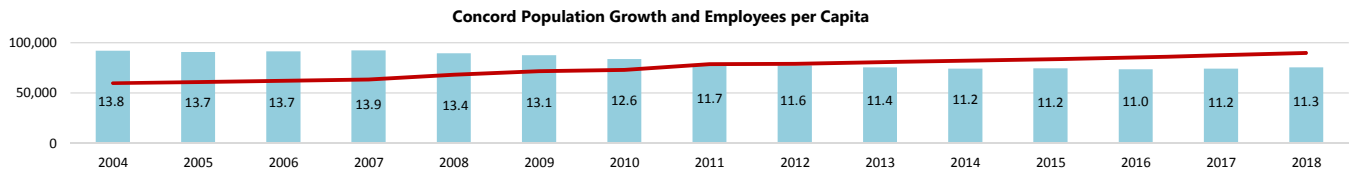
Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Parks & Recreation										
Parks & Recreation Director	II	1		1	1		1	1		1
Deputy Parks & Recreation Director	114	1		1	1		1	1		1
Senior Planner (new for FY18)	110	-		-	-		-	1		1
Parks & Recreation Coordinator (1 position reclass from P&R Ass't Supvrs)	109	2		2	2		2	3		3
Master Police Officer/Park Ranger (moved entirely to Police for FY18)	P2	-		0.75	-		0.75	-		-
Parks & Recreation Supervisor	209	5		5	5		5	5		5
Senior Executive Assistant	209	1		1	1		1	1		1
Parks & Recreation Assistant Supervisor	208	3		3	3		3	2		2
Parks & Recreation Specialist (1 new for FY18)	207	2		2	2		2	3		3
Senior Administrative Assistant (additional hours to convert 1 position from PT to FT)	206	2		1.75	2		1.75	2		2
Fitness Instructor/Event Assistant	206	-		-	-	1	0.48		1	0.48
Programmer	205	-		-	-	2	0.95		2	0.95
Part-Time Rec Center Leader (5 FTE added for FY18)	202	-	12	4.5	-	12	4.5	-	19	9.5
		17	12	22.00	17	15	23.43	19	22	29.93
Parks & Recreation Sub-total		17	12	22.00	17	15	23.43	19	22	29.93
General Fund Sub-Total		583.0	17	588.70	609.0	19	615.68	626.0	26	638.78
Community Development Block Grant										
Federal Program Coordinator (split with Home)	110	-		0.2	-		0.2	-		0.2
Construction Coordinator	109	1		1	1		1	1		1
		1	0	1.20	1	0	1.20	1	0	1.20
CDBG Sub-total		1	0	1.20	1	0	1.20	1	0	1.20
Home Consortium										
Federal Program Coordinator (split with CDBG)	110	1		0.8	1		0.8	1		0.8
		1		0.80	1		0.80	1		0.80
Home Consortium Sub-total		1	0	0.80	1	0	0.80	1	0	0.80
Stormwater										
Water Resources Director (split with Water & Wastewater)	III	-		0.34	-		0.33	-		0.33
Deputy Water Resources Director (split with Water & Wastewater)	114	1		0.34	1		0.34	1		0.34
Engineering Manager (split with Water & Wastewater)	113	-		0.33	-		0.33	-		0.33
Project Engineer (split with Water & Wastewater)	111	1		1	1		0.34	1		0.34
Senior GIS Coordinator (split with Water & Wastewater)	110	-		0.33	-		0.33	-		0.33
Water Resources Superintendent	110	1		1	1		1	1		1
Staff Engineer (split with Water & Wastewater)	109	1		1	1		0.34	1		0.34
Water/Wastewater Safety Coordinator	107	-		-	-		-	1		0.33
Education Specialist (split with City Manager's Office & Water)	106	-		0.25	-		0.25	-		0.25
Water Crew Supervisor	210	4		4	4		4	4		4
Executive Assistant (split with Solid Waste)	208	1		0.5	1		0.5	1		0.5
Technical Equipment Operator	208	3		3	3		3	3		3
Senior Equipment Operator	207	4		4	4		4	5		5
GIS Technician	207	1		1	-		-	-		-
Equipment Operator	205	2		2	2		2	2		2
Utility Services Worker	204	3		3	3		3	3		3
		22	0	22.09	21	0	19.76	23	0	21.09
Stormwater Sub-total		22	0	22.09	21	0	19.76	23	0	21.09
Electric Systems										
<i>(Electric Administration)</i>										
Electric Systems Director	III	1		1	1		1	1		1
Deputy Electric Systems Director	114	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
		3		3	3		3	3		3
<i>(Powerline Maintenance)</i>										
Electric Systems Coordinator II	111	1		1	1		1	1		1
Electric Systems Special Project Manager	111	1		1	1		1	1		1
Electric Systems Coordinator I	110	3		3	3		3	3		3

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended			
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	
		Electric Systems Technician II	208	6		6	6		6		6
Electric Systems Analyst (new for FY18)	208	-		-	-		1		1		
Electric Systems Technician I	207	6		6	6		6		6		
		17		17.00	17		17.00		18		18.00
<i>(Tree Trimming)</i>											
Electric Tree Trimming Supervisor	211	1		1	1		1		1		1
Electric Tree Trimming Crew Leader	209	2		2	2		2		2		2
Electric Tree Trimmer II	208	2		2	2		2		2		2
Electric Tree Trimmer I	207	2		2	2		2		2		2
		7		7.00	7		7.00		7		7.00
<i>(Electric Construction)</i>											
Electric Systems Coordinator II	111	2		2	2		2		2		2
Electric Safety Coordinator	107	1		1	1		1		1		1
Electric Construction Supervisor	211	7		7	7		7		7		7
Electric Systems Line Technician III	209	12		12	12		12		12		12
Electric Systems Line Technician II	208	5		5	5		5		5		5
Electric Systems Line Technician I (2 new for FY18)	207	6		6	6		6		8		8
		33		33.00	33		33.00		35		35.00
<i>(Electric Engineering)</i>											
Electrical Engineer	112	1		1	1		1		1		1
Project Engineer	111	1		1	1		1		1		1
GIS Supervisor	110	1		1	1		1		1		1
GIS Analyst	211	2		2	2		2		2		2
Electric Engineering Technician	209	2		2	3		3		3		3
		7		7.00	8		8.00		8		8.00
<i>(Utility Locate Services)</i>											
Electric Utility Locator Supervisor	211	1		1	1		1		1		1
Utility Locator	207	4		4	4		4		4		4
		5		5.00	5		5.00		5		5.00
Electric System Sub-total		72	0	72	73	0	73		76	0	76
Water Resources											
<i>(Hillgrove Water Treatment Plant)</i>											
Laboratory Coordinator (position shared with Coddle Creek WTP)	110	1		0.5	1		0.5		1		0.5
Treatment Plant Supervisor	110	1		1	1		1		1		1
Water/Wastewater Systems Technician	208	2		2	2		2		2		2
Water Treatment Plant Operator	208	8		8	8		8		8		8
Utility Systems Technician	207	2		2	2		2		2		2
Custodian	202	1		1	1		1		1		1
		15		14.50	15		14.50		15		14.50
<i>(Coddle Creek Water Treatment Plant)</i>											
Laboratory Coordinator (position shared with Hillgrove WTP)	110	-		0.5	-		0.5		-		0.5
Treatment Plant Supervisor	110	1		1	1		1		1		1
Water Systems Supervisor	211	1		1	1		1		1		1
Water/Wastewater Systems Technician	208	3		3	3		3		3		3
Water Treatment Plant Operator	208	8		8	8		8		8		8
Utility Systems Technician	207	1		1	1		1		1		1
Custodian	202	1		1	1		1		1		1
		15		15.50	15		15.50		15		15.50
<i>(Waterlines Operations & Maintenance)</i>											
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.33	1		0.34		1		0.34
Deputy Water Resources Director (split with Stormwater & Wastewater)	114	-		0.33	-		0.33		-		0.33
Engineering Manager (split with Stormwater & Wastewater)	113	1		0.34	1		0.34		1		0.34
Water Treatment Plant Superintendent	112	1		1	1		1		1		1
Project Engineer (split with Stormwater & Wastewater)	111	-		-	-		0.33		-		0.33
Water Resources Superintendent	110	2		2	2		2		2		2
Senior GIS Coordinator (split with Stormwater & Wastewater)	110	1		0.34	1		0.34		1		0.34
System Protection Superintendent	110	1		1	1		1		1		1
Staff Engineer (split with Stormwater & Wastewater)	109	-		-	-		0.33		-		0.33
Water Meter Services Supervisor	108	1		1	1		1		1		1
Water/Wastewater Safety Coordinator (split with Stormwater & Wastewater)	107	-		-	-		-		-		0.34
Education Specialist (split with City Manager's Office & Stormwater)	106	-		0.25	-		0.25		-		0.25
Water Crew Supervisor	210	5		5	5		5		5		5
System Protection Inspector	208	-		-	1		1		1		1
Executive Assistant	208	1		1	1		1		1		1
Senior Customer Service Specialist	208	1		1	1		1		1		1

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		GIS Technician	207	1		1	1	1	1	
Senior Equipment Operator	207	4		4	4	4	4		4	
Utility Services Technician	207	4		4	3	3	3		3	
Administrative Assistant	205	1		1	1	1	1		1	
Equipment Operator	205	4		4	4	4	4		4	
Utility Services Worker	204	7		7	8	8	7		7	
		36		34.59	37		36.26	36		35.60
Water Resources Sub-total		66	0	64.59	67	0	66.26	66	0	65.60
Public Transit										
Transit Manager	113	1		1	1	1	1		1	
Transit Planner and Technology Coordinator	109	1		1	1	1	1		1	
Transit ADA Coordinator	109	1		1	1	1	1		1	
Transit Grants Compliance Coordinator (new for FY18)	109	-		-	-	-	1		1	
Accounting Technician II (split with Aviation)	207	-		-	-	-	-		0.50	
Customer Service Representative	204	1	1	1.70	2		2		2	
		4	1	4.70	5	0	5.00	6	0	6.50
Transit Sub-total		4	1	4.70	5	0	5.00	6	0	6.50
Wastewater Resources (Wastewaterlines Operation & Maintenance)										
Water Resources Director (split with Water & Stormwater)	III	-		0.33	-		0.33	-		0.33
Deputy Water Resources Director (split with Water & Stormwater)	114	-		0.33	-		0.33	-		0.33
Engineering Manager (split with Water & Stormwater)	113	-		0.33	-		0.33	-		0.33
Senior GIS Coordinator (split with Water & Stormwater)	110	-		0.33	-		0.33	-		0.33
Project Engineer (split with Water & Stormwater)	111	-		-	-		0.33	-		0.33
Staff Engineer (split with Stormwater & Wastewater)	109	-		-	-		0.33	-		0.33
Water Resources Superintendent	110	2		2	2	2	2		2	
W/WW Safety Coordinator	107	-		-	-		-		0.33	
System Protection Inspector	208	1		1	1	1	1		1	
Water Crew Supervisor	210	5		5	5	5	6		6	
W/WW Systems Supervisor	211	1		1	1	1	1		1	
W/WW Systems Technician	208	1		1	1	1	1		1	
Technical Equipment Operator	208	8		8	8	8	8		8	
GIS Technician	207	1		1	1	1	1		1	
Senior Equipment Operator	207	3		3	3	3	3		3	
Equipment Operator	205	5		5	5	5	4		4	
Utility Services Worker	204	2		2	3	3	2		2	
		29		30.32	30		31.98	29		31.31
Wastewater Resources Sub-total		29	0	30.32	30	0	31.98	29	0	31.31
Aviation (Concord Regional Airport)										
Aviation Director	II	1		1	1	1	1		1	
Administrative & Properties Manager	112	1		1	1	1	1		1	
Aviation Operations Manager	112	1		1	1	1	1		1	
Aviation Coordinator	210	1		1	1	1	1		1	
Aviation Supervisor	208	1		1	1	1	1		1	
Executive Assistant	208	1		1	1	1	1		1	
Airport Electrician	208	1		1	1	1	1		1	
Aviation Service Worker Lead	207	4		4	4	4	4		4	
Accounting Technician II (split with Transit)	207	1		1	1	1	1		0.5	
Senior Customer Service Representative	207	-		-	1	1	1		1	
Airport Maintenance Mechanic	206	1		1	1	1	1		1	
Aviation Service Worker (2 new for FY18)	205	15		15	16	16	18		18	
Customer Service Representative	204	6		6	8	8	8		8	
Custodian	202	-		-	2	2	2		2	
		34	0	34.00	40	0	40.00	42	0	41.50
Aviation Sub-total		34	0	34.00	40	0	40.00	42	0	41.50
Housing Department (HUD Funded)										
Housing Director	I	1		1	1	1	1		1	

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		Housing Manager	111	1		1	1	1	1	
Accounting Supervisor	109	1		0.75	-	-	-	-	-	
Housing Inspector/ Maintenance Supervisor	210	1		1	1	1	1		1	
Accountant	209	-		-	1	1	1		1	
Senior Executive Assistant	209	1		1	1	1	1		1	
Building Maintenance Mechanic II	208	3		3	3	3	3		3	
Accounts Payable Technician	207	-	1	0.5	-	-	-	-	-	
Public Housing Specialist	205	1		1	1	1	1		1	
Family Self-Sufficiency Specialist	205	1		1	1	1	-		-	
Section 8 Housing Specialist	205	2		2	2	2	2		2	
Resident Service Coordinator	204	1		1	1	1	1		1	
Customer Service Representative	204	1		1	1	1	1		1	
		14	1	14.25	14	0	14.00	13	0	13.00
Housing Department Sub-total		14	1	14.25	14	0	14.00	13	0	13.00
Internal Services										
<i>(Utilities Collections)</i>										
Tax Collector/Collections Mgr. (split with Tax & Billing)	112	-		0.5	-		0.5	-		0.5
Accounting Technician II	207	-		-	-		-	-		0.5
Accounting Technician I	206	4		4	4		4	4		4
		4		4.50	4		4.50	4		5.00
<i>(Data Services)</i>										
GIS Coordinator	109	1		1	1		1	1		1
		1		1.00	1		1.00	1		1.00
<i>(Billing)</i>										
Tax Collector/Collections Mgr. (split with Tax & Utilities Collections)	112	-		-	-		-	-		0.25
Utility Billing Manager	109	1		1	1		1	1		1
Senior Meter Technician	209	1		1	1		1	1		1
Meter Technician	206	3		3	3		3	3		3
Utility Billing Specialist (1 new for FY18)	206	5		5	5		5	6		6
		10		10.00	10		10.00	11		11.25
<i>(Customer Care)</i>										
Customer Service Manager	112	1		1	1		1	1		1
Customer Service Supervisor	210	2		2	2		2	2		2
Senior Meter Technician	209	1		1	1		1	1		1
Senior Customer Service Specialist	208	3		3	2		2	3		3
Meter Technician	206	4		4	4		4	4		4
Customer Service Specialist (1 new for FY18)	205	15		15	16		16	16		16
		26		26.00	26		26.00	27		27.00
<i>(Engineering)</i>										
Engineering Director	III	1		1	1		1	1		1
Deputy City Engineer	114	1		1	1		1	1		1
Engineering Manager	113	-		-	1		1	1		1
Project Engineer	111	2		2	2		2	2		2
Engineering Construction Manager	111	1		1	1		1	1		1
Surveyor / Real Estate Supervisor	111	1		1	1		1	1		1
Engineer Coordinator	109	1		1	1		1	1		1
Engineering Construction Supervisor	107	1		1	1		1	1		1
Assistant Surveyor Supervisor	210	1		1	1		1	1		1
Staff Engineer	209	1		1	1		1	1		1
Senior Engineering Technician	209	1		1	1		1	1		1
Construction Inspector (2 new for FY18)	208	4		4	4		4	6		6
Right of Way Agent	208	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
CAD Technician	208	2		2	2		2	2		2
Survey Technician II	207	2		2	2		2	2		2
Senior Administrative Assistant	206	1		1	1		1	1		1
Survey Technician I	205	1		1	1		1	1		1
		23		23.00	24		24.00	26		26.00
<i>(Purchasing)</i>										
Purchasing Manager	111	1		1	1		1	1		1
Warehouse Supervisor	210	1		1	1		1	1		1
Purchasing Technician	207	2		2	2		2	2		2
Warehouse Clerk	203	3		3	3		3	3		3

Position	Salary Grade	FY 2015-2016 Budget			FY 2016-2017 Budget			FY 2017-2018 Manager Recommended		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Buildings & Grounds Maintenance)</i>		7		7.00	7		7.00	7		7.00
Buildings and Grounds Director	1	1		1	1		1		1	
Building Maintenance Manager	109	1		1	1		1		1	
Grounds Maintenance Manager	109	1		1	1		1		1	
Urban Forester	109	1		1	1		1		1	
Building Maintenance Supervisor	210	2		2	2		2		2	
Custodian Supervisor	209	1		1	1		1		1	
Grounds Crew Supervisor	208	4		4	4		4		4	
Maintenance Mechanic II	208	3		3	3		3		3	
Maintenance Mechanic I	206	1		1	1		1		1	
Grounds Maintenance Worker (1 new for FY18, 1 transferred from Solid Waste in FY17)	203	15		15	16		16	18	18	
Custodian (1 PT moved to FT for FY18)	202	8	7	11.3	8	7	11.3	9	6	11.6
		38	7	41.30	39	7	42.30	42	6	44.60
Internal Services Sub-total		109	7	112.8	111	7	114.8	118	6	121.85
TOTAL FULL-TIME EMPLOYEES		935			972			1001		
TOTAL PERM. PART-TIME EMPLOYEES		26			26			32		
TOTAL FTE		945.5			982.5			1,017.63		



**City of Concord, NC
COMPENSATION PLAN GRADE ASSIGNMENTS - 6/4/2018**

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
201	22,050.71	29,217.19	36,383.66	848.10	1,123.74	1,399.37	10.60	14.05	17.49
202	23,814.76	31,554.57	39,294.36	915.95	1,213.64	1,511.32	11.45	15.17	18.89
203	25,719.94	34,078.93	42,437.91	989.23	1,310.73	1,632.23	12.37	16.38	20.40
204	27,777.53	36,805.23	45,832.94	1,068.37	1,415.59	1,762.81	13.35	17.69	22.04
205	29,999.74	39,749.66	49,499.56	1,153.84	1,528.83	1,903.83	14.42	19.11	23.80
206	32,399.72	42,929.64	53,459.53	1,246.14	1,651.14	2,056.14	15.58	20.64	25.70
207	35,315.69	46,793.31	58,270.90	1,358.30	1,799.74	2,241.19	16.98	22.50	28.01
208	38,494.11	51,004.68	63,515.29	1,480.54	1,961.72	2,442.90	18.51	24.52	30.54
209	41,958.58	55,595.12	69,231.66	1,613.79	2,138.27	2,662.76	20.17	26.73	33.28
210	45,734.84	60,598.68	75,462.51	1,759.03	2,330.72	2,902.40	21.99	29.13	36.28
211	49,850.99	66,052.56	82,254.12	1,917.35	2,540.48	3,163.62	23.97	31.76	39.55
212	54,337.58	71,997.29	89,657.01	2,089.91	2,769.13	3,448.35	26.12	34.61	43.10
109	49,320.90	65,350.19	81,379.50	1,896.96	2,513.47	3,129.98	23.71	31.42	39.12
110	53,759.78	71,231.72	88,703.66	2,067.68	2,739.68	3,411.68	25.85	34.25	42.65
111	58,598.17	77,642.57	96,686.99	2,253.78	2,986.25	3,718.73	28.17	37.33	46.48
112	64,458.00	85,406.83	106,355.67	2,479.15	3,284.88	4,090.60	30.99	41.06	51.13
113	70,903.79	93,947.52	116,991.24	2,727.07	3,613.37	4,499.66	34.09	45.17	56.25
114	77,994.16	103,342.27	128,690.37	2,999.78	3,974.70	4,949.63	37.50	49.68	61.87
I	79,219.21	104,965.45	130,711.69	3,046.89	4,037.13	5,027.37	38.09	50.46	62.84
II	84,609.37	112,107.42	139,605.48	3,254.21	4,311.82	5,369.44	40.68	53.90	67.12
III	94,762.50	125,560.32	156,358.13	3,644.71	4,829.24	6,013.77	45.56	60.37	75.17
IV	106,134.00	140,627.56	175,121.10	4,082.08	5,408.75	6,735.43	51.03	67.61	84.19
V	113,563.38	150,471.48	187,379.59	4,367.82	5,787.36	7,206.91	54.60	72.34	90.09
F1	34,357.89	47,260.97	60,164.07	1,321.46	1,817.73	2,314.00	11.76	16.18	20.60
F2	39,639.51	50,248.96	60,858.40	1,524.60	1,932.65	2,340.71	13.57	17.20	20.84
F4	42,735.25	55,034.58	67,333.92	1,643.66	2,116.71	2,589.77	20.55	26.46	32.37
F5	47,090.63	61,168.95	75,247.26	1,811.18	2,352.65	2,894.13	22.64	29.41	36.18
F6	52,769.57	70,018.56	87,267.54	2,029.60	2,693.02	3,356.44	25.37	33.66	41.96
F7	61,097.23	81,542.91	101,988.59	2,349.89	3,136.27	3,922.64	29.37	39.20	49.03
F8	70,455.68	93,345.60	116,235.53	2,709.83	3,590.22	4,470.60	33.87	44.88	55.88
P1	37,857.97	50,729.25	63,600.53	1,456.08	1,951.13	2,446.17	16.98	22.75	28.52
P2	43,153.75	55,095.99	67,038.24	1,659.76	2,119.08	2,578.39	19.35	24.71	30.06
P3	50,889.71	69,078.63	87,267.54	1,957.30	2,656.87	3,356.44	22.82	30.98	39.14
P4	55,228.04	76,154.70	97,081.37	2,124.16	2,929.03	3,733.90	26.55	36.61	46.67
P5	67,732.66	87,314.24	106,895.83	2,605.10	3,358.24	4,111.38	32.56	41.98	51.39
P6	70,869.40	97,173.27	123,477.17	2,725.75	3,737.43	4,749.12	34.07	46.72	59.36

FY 2017-18 ADOPTED FEES, RATES AND CHARGES SCHEDULE

(Effective July 1, 2017 unless otherwise noted, or first applicable billing cycle for Utilities;
Fees subject to change by Council.)

ADMINISTRATIVE

City Code	\$100.00 Bound Copy \$ 75.00 Unbound Copy \$ 20.00 Renewal Subscription
Consideration of Utility, Solid Waste or Other Franchise Ordinance	\$500.00
Laser Printer Copies / Photocopies	
1-10 Copies	Free
11 or more Copies	\$ 0.25 photo copy or page printed

A special service charge may be required for extensive information technology or personnel required to respond to a public records request. Such charge shall be based on cost incurred by the City in generating the particular response in accordance with NCGS 132-6.2(b).

Child Support Payroll Administration Fee	\$ 2.00 each
Duplicate W-2's	\$ 5.00 each
Official Public Budget Document	\$ 50.00/book
Attorney's Fee	\$250.00/hr or reimbursement of contract actual cost
Paralegal Fee	\$ 95.00 per hour
Parking Deck Fee:	
Level 1.5	\$ 25.00/space/month
Level 3	\$ 15.00/space/month
Level 4	\$ 10.00/space/month
Discount	\$ 1.00/space/month on all singly-purchased blocks of 10 or more spaces <i>(\$5 late fee charged on all past due payments)</i>
Parking Deck Permit (City Employees only)	First parking permit free Replacement parking permit \$10.00
Encroachment/Permit for Sidewalk Dining	\$175.00
Encroachment/Banner Attachment	\$15.00 per banner
Payment by Credit Card	May be assessed by a third-party vendor a convenience fee for using this service.

Civil Penalty for Violating City Code, "(a)(1) Unless otherwise specifically provided, violation of any provision of this Code or any other city ordinance shall subject the offender to a civil penalty in the amount of \$500.00 or as specified in the then current Fees, Rates and Charges Schedule adopted as part of the City of Concord Annual Operating Budget; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated; except, that where the General Statutes of North Carolina provide specific remedies for violations of provisions of this Code adopted pursuant to such statutes, such remedies available to the city for enforcement of this Code shall be in addition to the remedies hereinafter stated. (4) Except as otherwise specifically provided, each day's continuing violation of any provision of this Code or any other city ordinance shall be a separate and distinct offense. (f)(3) (3) Any willful failure to pay any civil penalty imposed within this Code is a misdemeanor under G.S. § 14-4 and punishable by a fine of \$500.00 or 30 days in jail, or both."

Excerpts from Sec 1.6, Code of Ordinances of the City of Concord.

AVIATION

DAILY RATES

Category I	Remain Over Night (RON): \$15.00; Hangar In Common (HIC): \$30.00; Landing: \$12.00 All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus. Fuel purchase of 10 gallons will waive the RON.
Category II	RON: \$20.00; HIC: \$40.00; Landing: \$20.00 Cessna 310, 335, 336, 337, 401, 402, 411, 414, 421, - All 300's/400's, Aztec, Apache, Navajo, Twin Comanche, Duke, Baron, Duchess, Seminole, Seneca, Aerostar, Saratoga, Malibu. Fuel purchase of 25 gallons will waive the RON.
Category III	RON: \$25.00; HIC: \$50.00; Landing: \$50.00 Kingair, Twin Beech (D-18), Queenair, Aero/Grand Commander, Cheyenne, Turbo-Commander, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, Avanti, Palatus. Fuel purchase of 50 gallons will waive the RON.

Category IV	RON: 50.00; HIC: \$90.00; Landing: \$75.00; Ramp \$50.00. Lear, Citation, Jet-Commander, Saber-liner, Hansa, Lodestar, Westwind, Starship, Diamond, Beech Jet, Falcon 10, Astra, Premier, Beach 1900, Beachjet 400, Hawker 700, Hawker 800, Hawker 1000. Fuel purchase of 100 gallons will waive the RON/Ramp Fees.
Category V	RON: \$75.00; HIC: \$150.00; Landing: \$110.00; Ramp \$75.00. Falcon 20, 50, 200, 900, G-I, II, III, IV, V, Jetstar, DC-3, DH-8, Shorts 360, SAAB 340, Challenger, Twin Otter Challenger 601, Challenger 604, Regional Jet, EMB 120, ERJ 135, 145, Galaxy, ATR 42, Fokker 50. Fuel purchase of 200 gallons will waive the RON/Ramp Fees.
Category VI	RON: \$100.00; HIC: \$175.00; Ramp \$100.00. Landing: based on aircraft gross landing weight: (\$2 per 1,000 LBS) DC-8, DC-9, 727, 737, BAC1-11, Convair 440, 640, 580, MD80, Global Express, Saab 2000. Fuel purchase of 300 gallons will waive the RON/Ramp Fees.
Helicopters	RON: \$25.00; HIC: \$50.00; Landing: \$20.00. Fuel purchase of 10 gallons will waive the RON.

Aircraft Registered and paying tax in the City of Concord, but not based at CRA will receive based tenant landing/ ramp fees and fuel discount.

T-Hangar:

Single Engine	\$ 45.00/day
Twin Engine - piston	\$ 50.00/day
King Air 90 and 100 series	\$ 75.00/day

MONTHLY RATES

Open Tie-Down:

Category I	\$ 65.00/month
Category II	\$ 95.00/month
Category III	\$130.00/month
Category IV	\$180.00/month
Category V	\$230.00/month
Category VI	Negotiated

T-Hangars:

T-10	\$255.00/month
T-40	\$285.00/month
T-50	\$390.00/month

Hangar In Common Monthly Rate starting at \$200.00 for a small single engine up to \$1,500.00 for a Gulfstream V. All aircraft larger than a Gulfstream V will be at a negotiable rate.

HIC - Helicopter (Jet Ranger, Hughes 500, Astar)	\$300.00/month
HIC - Helicopter (S-76, Bell 222)	\$375.00/month
Terminal Office Space	\$1.55 month/sq foot
HIC Office Space	\$1.50 month/sq foot
Modular Building Office Space	\$1.50 month/sq foot
Terminal Counter Space	\$200.00/month plus % of gross
Terminal General Merchandise	Negotiated Rate plus % of gross
Mailbox Rental	\$ 20.00
Advertising Agency Fee	Negotiated
Lobby Advertising	Negotiated

PRIVILEGE / OPERATING FEES:

(ALL COMMERCIAL AERONAUTICAL OPERATORS MUST ALSO HAVE WRITTEN AGREEMENT WITH CITY)

Fixed Base Operation – Full service (excluding fueling)	\$2,000.00 /month
Fixed Base Operation – Aircraft Airframe / Engine Maintenance	\$350.00/month
Fixed Base Operation – Specialized Repair (ie Avionics)	\$350.00/month
Fixed Base Operation – Aircraft Charter & Air Taxi	\$350.00/month
Fixed Base Operation – Air Cargo	\$250.00/month
Fixed Base Operation – Flight Training	\$325.00/month
Fixed Base Operation – Ground Classroom or Sim. Training	\$325.00/month
Fixed Base Operation – Banner Tow / Aerial Advertising	\$100.00 /day or \$50 per banner
Fixed Base Operation – Aircraft Management / Fractional	\$300.00 /month
Fixed Base Operation – Pilot Check Ride	\$50.00 /month
Fixed Base Operation – Aircraft Sales	\$300.00 /month
Fixed Base Operation – Aircraft Cleaning	\$300.00/month
Fixed Base Operation – Medical Services (Physicals)	\$100.00/month
Fixed Base Operation – Pilot Services	\$300.00 /month
Fixed Base Operation – Aircraft Rental	\$300.00 /month
Fixed Base Operation – Aircraft Ground Services	\$300.00 /month
Fixed Base Operation – Aircraft Line Services	\$300.00 /month

Fixed Base Operation – Aerial Photography	\$225.00/month
Fixed Base Operation – Other	Negotiated
Non-Based Operations - (no based aircraft or office space lease)	\$400.00/ month minimum. Actual fee negotiated after review of proposed operations.
<u>MISCELLANEOUS FEES</u>	
Commercial Aircraft Terminal Fee	\$300.00/operation
Commercial Aircraft Ramp Fee	\$350.00/aircraft arrival
Baggage Handling Fee	\$ 4.00/passenger (\$200.00 Minimum Charge)
Aircraft Tow	\$ 10.00 (Category I, II); \$14.00 (Category III, IV); \$20.00 (Category V)
Exclusively Leased or Privately Owned Hangar Aircraft Tow	\$15.00 (Category I, II); \$20.00 (Category III, IV); \$25.00 (Category V)
Auxiliary Power Unit	\$15.00 Engine Start Only; \$10.00/ 15min. of Continuous Use
Wash Rack	\$10.00 single; \$15.00 twin
Self-Maintenance Hangar	\$5.00/hour (Reservations required-more than 24 continuous hours requires Aviation Director approval)
Potable Water	\$20.00
Lavatory Service	\$60.00
T-Hangar Cleaning	\$75.00
Defueling Cart	\$15.00/day (No charge for first day use)
Re-coring tenant locks on T-hangars	\$75.00 (when tenant loses keys)
Extra keys	\$ 5.00 each for tenants
Helicopter Platforms	\$75.00/month or \$10.00/day
Blimp Mooring	\$60.00/day
Commercial Helicopter Shuttle	\$50.00/trip or \$100.00/day per helicopter
Terminal Conference Room	<u>Full room</u> \$200/day or \$100/half day; includes coffee service (can accommodate 24) <u>Half room</u> \$100/day or \$50/half day; includes coffee service (can accommodate 12)
Training room (Hangar A)	\$200.00/day or \$100/half day (can accommodate 50)
Catering Delivery	10% surcharge added to retail price of catering order
Catering Pick-up	25% surcharge added to retail price of catering order
Set up fee and clean up fee	\$50.00 (set up); \$50.00 (clean up)
Hangar Rental Special Events	\$750.00/day
Special Event Site Fee	\$500.00/day
Video Conferencing	\$50.00/hour
Xerox Copies	\$ 0.25/page
Fax Service	Local \$1.00/page; long distance \$2.00/page
Notary Public	\$ 3.00
Audio/Visual	\$20.00/day
Off-site Rent-a-car pick-up / drop-off	Negotiated rate, plus % of gross
Limousine	\$10.00/load or \$50.00/car/month
Shuttle Bus	\$10.00/load or \$50.00/bus/month
Taxi Cab	\$10.00/load or \$50.00 car/month
Annual operating decal fee for all limousine taxicab shuttle companies (fee is for unscheduled carriers)	\$50.00
City Assistance	\$25.00/hr minimum (includes administrative research and document preparation)
Aircraft Debris Removal (Accident)	\$200.00 minimum fee + \$75.00/hour
Loss Revenue (Accident)	TBD
Outside Vendor	Per event (percentage of gross or set fee)
Office Janitorial Service	\$10.00/day or \$100.00/month (vacuum, dust, and trash disposal)
Vacuum Rental	\$20.00
Fuel & Oil	Per fuel policy of minimum margin as set in budget
Self-Fueling Flowage Fees	Determined by an accounting study of Airport expenses
Terminal Lots Parking	First 1 hour free, then \$4.00 per day/per vehicle in Uncovered Parking \$5.00 per day/per vehicle in Covered Parking
Rental Vehicle Facility Fee	\$1.00 per vehicle rental

BADGING/ SECURITY PROCESSING FEES

Initial Airport ID Badge fee	\$10.00
Airport ID Badge Renewal Fee	\$5.00
Lost or expired (beyond 60 day) Badge Replacement	\$25.00
Airport Proximity Access card fee	\$10.00
Security Threat Assessment (STA) & CHRC processing	\$50.00 initial
SIDA Card STA annual processing fee	\$5.00 (due on badge anniversary date)
AOA Vehicle Inspection / Decal fee	\$12.00 (Annually)
Penalties for non-return of ID CARD:	

- i) A \$250.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord Regional Airport SIDA card from employee or contractor that is no longer employed or working at the airport.
- ii) A \$25.00 fee will be charged per badge against any Employer / Sponsor who fails to collect a Concord Regional Airport ID (non-SIDA) card from an employee, aircraft owner, or contractor that is no longer employed or working at the airport

OTHER

- 1) Late Charge:
 - i) A late charge of 1 ½ percent is charged on all unpaid balances. A late fee applies if payment is not paid by the 26th day, in accordance with City of Concord Policy.
- 2) Security Deposits:
 - i) All hangar rentals are required to deposit an amount equal to one month's rental.
- 3) On Account (Monthly Fuel Billing):
 - i) All Customers wishing to bill fuel on account must sign a "Guarantee of Payment" and complete a "City of Concord Regional Airport Credit Application." Only those customers having a satisfactory credit rating are allowed to bill fuel on account.
- 4) Partial Payment Application:
 - i) Partial payments are applied first to the oldest invoices or any delinquent charges first, unless otherwise specified. Customer is responsible for remaining past due amounts and is subject to any liens or lease termination per Aircraft Storage Permit.
- 5) Check Cashing:
 - i) Checks are not accepted for accounts terminated due to non-payment and /or returned checks.
 - ii) No third party checks will be cashed.
- 6) Returned Check Charge:
 - i) There is a \$25.00 service charge for returned checks. It is the City of Concord's Policy to process Non-sufficient Funds (NSF) checks twice before being returned from the bank. If the City receives two NSF checks in a sixty-day (60) period, accounts are placed on and marked "CASH-ONLY" for a one (1) year period. "CASH-ONLY" status is reviewed after one year.
- 7) Credit Card Processing Fee for customers using a non-preferred card will be 3% charge on total credit card receipts.

CEMETERIES

BURIAL OPTIONS	Oakwood Cemetery	Rutherford Cemetery Single Lot 4' x 10'	West Concord Cemetery Single Lot 5' x 10'
Traditional In-Ground Burial Lots	Sold out	Resident \$350.00 Non Resident \$500.00	Resident \$450.00 Non Resident \$600.00 Increased cost due to larger lot size
In-Ground Burial Lots for Cremains	None available	None available	Resident \$300.00 Non Resident \$400.00
Columbarium Niche for Inurnment of Cremains	Resident \$ 1,500.00 Non Resident \$1,800.00	Not available	Not available

OPENING & CLOSING FEES All Cemeteries	Traditional In-Ground Burial	In-Ground Burial of Cremains	In-Ground Burial of Infant (Site preparation up to 3 ft.)	Inurnment of Cremains in Columbarium
Weekdays Before 3:30 pm	\$525.00	\$350.00	\$300.00	\$100.00
Weekdays After 3:30pm	\$625.00	\$450.00	\$400.00	\$100.00

Weekends/ Holidays Before 3:00pm	\$800.00	\$425.00	\$450.00	\$150.00
Weekends/Holidays After 3:00pm	\$900.00	\$500.00	\$750.00	\$150.00

Additional Information:

Oversized burial vaults containing oversized coffins require a minimum burial lot size of 5' x 10'. Burial lots measuring 4' x 10' will require the purchase of a second lot in order to accommodate an oversized vault containing an oversized coffin. An additional preparation fee of \$200.00 will also be required.

Burial or inurnment services are not available on Thanksgiving day, Christmas day, New Year's day or Easter Sunday as the Cemeteries will be closed in observance of the Holidays.

Graveside services can be scheduled up to 4:00pm weekdays and 3:30 pm on weekends and holidays.

All lots must be marked within a year from the date of burial.

CLEARWATER ARTIST STUDIOS

CLEARWATER GALLERY (2,249 SQ FT)

Hourly Event Rental Rates	
1 - 3 Hours	\$85.00/hour (2-hour minimum)
4 - 6 hours	\$80.00/hour
7 or more	\$75.00/hour
Refundable Cleaning Deposit	\$175.00
Refundable Security Deposit	\$100.00
Artwork Exhibit Takedown Fee (optional)	\$200.00

CLEARWATER MARKET AND/OR GREENSPACE

Half-Day (4-6 hours)	\$250.00
Full Day (8-10 hours)	\$500.00

DEFINITIONS:

Market = covered, outdoor "market" space + all paved parking areas.

Greenspace = green space between greenway and buildings for events; plus green lot on Cedar/Kerr Street for parking (if needed) and all paved parking areas. No access to indoor spaces or restrooms.

NOTE: If using BOTH the Market Space and Greenspace(s), fees double.
Porta-Jon rental fee: \$100/per (1 minimum required); Clearwater/City arranges.

FUTURE CAFÉ SPACE

Half-Day (1-4 hours)	\$25.00
Full Day (4-8 hours)	\$50.00

STUDIO LEASE RATES

Up to 250 sq ft	\$5.50/sq ft per year
251-600 sq ft	\$5.25/sq ft per year
601-1,499 sq ft	\$5.00/sq ft per year
1,500+ sq ft	\$3.50/sq ft per year

ELECTRIC

This fee schedule contains all fee changes, revisions and additions that will become effective as of July 1, 2017. Please reference Chapter 59, Electric Systems and Services, Article II of the City's Code of Ordinances; Concord Technical Standards Manual, Chapter 6; and Customer Service Policies and Procedures for specific requirements, availability, and eligibility.

REBATES OFFERED

RESIDENTIAL HIGH EFFICIENCY HEAT PUMP REBATE PROGRAM:

The City is offering a \$400 rebate to residential customers who install new or replace an existing heating/air conditioning system with a high efficiency heat pump. For information on how to qualify for this rebate, contact the City's Electric Department at 704-920-5303.

RIDERS TO THE ELECTRIC RATES

The City Manager is authorized to approve periodic adjustments to the Purchase Power Adjustment, the Portfolio Standard Renewable Energy Rider, and the Renewable Energy Generation Rider when such adjustments are received from the City's wholesale energy provider(s).

PURCHASE POWER ADJUSTMENT RIDER

Availability:

The City reserves the right to charge a Purchase Power Adjustment at such time as the average cost of purchased power to the City deviates from the base cost of purchased power used in the design of the City's rate schedules and/or rider. This rider applies across all rate categories.

PORTFOLIO STANDARD RENEWABLE ENERGY RIDER (REPS)

Availability:

Service supplied to the City's retail customers is subject to a REPS monthly charge applied to each customer agreement for service on a residential, general service, or industrial service rate schedule. This charge is adjusted annually, pursuant to North Carolina General Statute 62-133.8 and North Carolina Utilities Commission Rate R8-67. This Rider is applicable to all rate categories with exception to agreements for the City's outdoor lighting rate schedules OL, PL, or FL, and also shall not apply to electric service(s) that are auxiliary to another contract between the City and the customer. An auxiliary service is defined as a non-demand metered non-residential service for the same customer at the same location.

The North Carolina Utilities Commission has ordered effective for service rendered on and after September 1, 2009 that a REPS Monthly Charge be included in the customers' bills. The current rates are as follows:

RESIDENTIAL SERVICE AGREEMENTS

REPS Monthly Charge \$0.69

GENERAL SERVICE AGREEMENTS

REPS Monthly Charge \$3.22

INDUSTRIAL SERVICE AGREEMENTS

REPS Monthly Charge \$17.06

EXTRA FACILITIES CHARGE RIDER:

Availability:

This Rider is applicable to any electric service(s) requiring the installed cost of extra facilities necessary to provide electric services.

A monthly "Extra Facilities" charge equal to 1.7% of the installed cost of extra facilities necessary for service, but not less than \$25, shall be billed to the Customer in addition to the bill under the appropriate rate schedule and this Rider, when applicable.

ECONOMIC DEVELOPMENT RIDER:

Availability:

This Rider is available only at the option and approval by the City Manager to nonresidential establishments receiving service from the City under Schedules 5-G, 6-GA, 7-I or TOU (as stated below). Customers must create a minimum new load of 300 kW with a load factor of 55% or greater at one delivery point.

Application of Credit:

Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for the New Load contracted for under this Rider, calculated on the applicable rate schedule, including the Basic Facilities, Demand Charge, Energy Charge, or Minimum Bill excluding other applicable Riders, and excluding extra Facilities Charges.

Months 01 – 12	20%
Months 13 – 24	15%
Months 25 – 36	10%
Months 37 – 48	5%
After Month 48	0%

RENEWABLE ENERGY GENERATION RIDER

Availability:

Residential or business customers who operate an approved renewable energy generating system, located and used at the Customer's primary residence or business. The rated capacity of the generating system shall not exceed 20 kilowatts for a residential system or 2 megawatts for a non-residential system. This fee is applicable to all electric service of the same available type supplied at Customer's premises at one point of delivery through a one kilowatt-hour meter. The types of services are alternating current, 60 hertz, single phase 2 or 3 wires, or three phase 3 or 4 wires, at City's standard voltages.

RATES ¹ (One of the following two Rate options shall apply:

Option A

Administrative Charge

\$19.91 per month

Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per On-Peak Month per kWh	1.96 ¢
All On-Peak Energy per Off-Peak Month per kWh	0.98 ¢

Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	3.95 ¢
All Off-Peak Energy per Month per kWh	3.01 ¢

Option B

Administrative Charge \$19.91 per month
Interconnected to the City's System:

Capacity Credit	Variable Rate
All On-Peak Energy per Summer Month per kWh	5.97 ¢
All On-Peak Energy per Non-Summer Month per kWh	2.31 ¢

Energy Credit	Variable Rate
All On-Peak Energy per Month per kWh	4.14 ¢
All Off-Peak Energy per Month per kWh	3.26 ¢

¹ Unless otherwise specified in the City's contract with the Customer, payment of credits under this Schedule do not convey to the City the right to renewable energy credits (REC's) associated with the energy delivered to the City by the Customer.

Renewable Energy Generator Application Fees – these fees are applicable for anyone who wishes to interconnect renewable energy generating facilities to the City of Concord's Electric System.

Small Inverter Process: a request to interconnect a certified inverter-based Generating Facility no larger than 20 kW for residential and no larger than 100kW for non-residential.

Residential	\$100.00
Non-residential	\$250.00

Fast Track Process – a request to interconnect a certified Generating Facility no larger than 2 MW, which meets the Fast Track Process criteria.

Generating Facilities larger than 20 kW but no larger than 100 kW	\$250.00
Generating Facilities larger than 100 kW but no larger than 2 MW	\$500.00

Study Process – a request to interconnect a certified Generating Facility that does not meet the criteria for the Fast Track Process or are larger than 2 MW. The City will provide an estimate of the Study Process fees once it receives and reviews a completed Interconnection Request form.

Study Deposit	\$1,000.00
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Change in Ownership of a Renewable Generator

Application Fee (non-refundable)	\$50.00
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RESIDENTIAL RATES:

RESIDENTIAL SERVICE RS

Availability:

This schedule is available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation.

Basic Charges \$9.65

Energy Charges per kWh

First 350*	9.7476¢
Over 350	9.7476¢

*For customers receiving Supplemental Security Income (SSI) and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3190¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.

RESIDENTIAL SERVICE RE (ELECTRIC WATER HEATING AND SPACE CONDITIONING)

Availability:

This rate is available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities for living, sleeping, eating, cooking, and sanitation. In addition, all energy required for all water heating, cooking, clothes drying, and environmental space conditioning must be supplied electrically, and all electric energy used in such dwelling must be recorded through a single meter.

Basic Charges	\$9.65
Energy Charges per kWh (July-October)	
First 350*	9.7476¢
Over 350	9.7476¢
Energy Charges per kWh (November-June)	
First 350*	9.7476¢
Over 350	8.8476¢

*For customers receiving Supplemental Security Income (SSI) and who are blind, disabled, or 65 years of age or over, the rate for the first 350 kWh used per month shall be 8.3190¢ per kWh. The present maximum discount to customers being served under this provision is \$5.00 per month.

RESIDENTIAL SERVICE ENERGY STAR (ES)

Availability:

Available only to customers dwelling in residences, condominiums, mobile homes, or individually-metered apartments which provide independent and permanent facilities complete for living, sleeping, eating, cooking, and sanitation, and which are certified to meet the standards of the Energy Star program of the United States Department of Energy and Environmental Protection Agency. To qualify for service under this Schedule, compliance with the Energy Star standards must be verified by a third party independent Home Energy Rating System (HERS) rater working for an approved HERS provider. See Chapter 59, Section 48 of the City's Code of Ordinance for qualification guidelines.

	Standard*	All-Electric**
Basic Facilities Charge per month	9.65	9.65
Energy Charges (July-October)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	9.2851¢ per kWh
Energy Charges (November – June)		
First 350 kWh used	9.7476¢ per kWh	9.7476¢ per kWh
Over 350 kWh used	9.2851¢ per kWh	8.4751¢ per kWh

*Standard rate above is applicable to residences where the Energy Star standards are met, irrespective of the source of energy used for water heating or environmental space conditioning.

** All-Electric rate above is applicable to residences where the Energy Star standards are met and all energy required for all water heating cooking, clothes drying and environmental space conditioning is supplied electrically, except that which may be supplied by non-fossil sources such as solar.

OUTDOOR, STREET, AND TRAFFIC SIGNAL LIGHTING RATES:

OUTDOOR LIGHTING SERVICE (OL) – RENTAL

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
100 watts ⁽¹⁾	\$8.42	\$15.13	\$19.90
150 watts (HPSV) ⁽¹⁾	\$10.14	\$16.85	\$21.62
175 watts (metal halide) ⁽¹⁾	\$10.70	N/A	N/A
175 watts (Mercury Vapor) ⁽¹⁾	\$8.59 ⁽¹⁾	\$17.41	\$22.18
250 watts (HPSV) ⁽¹⁾	\$11.80	\$18.51	\$23.28

250 watts (mercury vapor) ⁽¹⁾	\$11.80 ⁽¹⁾	\$18.51	\$23.28
400 watts (HPSV) ⁽¹⁾	\$14.12	\$20.83	\$25.60
400 watts (mercury vapor) ⁽¹⁾	\$14.12 ⁽¹⁾	\$20.83	\$25.60
400 watts (metal halide) ⁽¹⁾	\$17.46	\$24.17	\$28.94
1000 watts (mercury vapor) ⁽¹⁾	\$27.39	\$34.10	\$38.87
1000 watts (HPSV) ⁽¹⁾	\$29.66	\$36.37	\$41.14
1000 watts (metal halide) ⁽¹⁾	\$33.07	\$39.78	\$44.55

⁽¹⁾ These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

LED Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
50 watts (Area)	\$7.58	\$14.29	\$19.06
65 watts (Area)	\$8.52	\$15.23	\$20.00
75 watts (Area)	\$9.13	\$15.84	\$20.61
100 watts (Area)	\$9.96	\$16.67	\$21.37
160 watts (Area)	\$10.62	\$17.33	\$22.10
215 watts (Area)	\$13.09	\$19.80	\$24.57
315 watts (Area)	\$18.90	\$25.67	\$30.44
530 watts (Area)	\$31.30	\$38.01	\$42.78

FLOOD LIGHTING (FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

<u>HID Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
250w (HPSV) ⁽¹⁾	\$14.34	\$21.05	\$25.82
400w (HPSV) ⁽¹⁾	\$15.71	\$22.42	\$27.19
400w (Metal Halide) ⁽¹⁾	\$17.63	\$24.34	\$29.11

⁽¹⁾ These units are no longer available for repair, replacement, or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED lighting fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

<u>LED Lighting</u>	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (OL/FL Rate):

0-150 feet	\$0.35
150-250 feet	\$0.75

This fee will be added to the base rate.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Additional monthly charge of \$5.70 for wooden pole without luminaire

PUBLIC LIGHTING (PL) SERVICE RATE SCHEDULE

Availability:

Available only for the purposes of lighting streets, highways, parks and other public places for municipal, county, state and federal governments at locations inside the municipal limits on the City's distribution system. This schedule is not available for service to non-governmental entities.

HID Lighting

	Rate (PL Base) Existing	Rate New Wooden Pole	Rate New Wooden Pole (underground)
100 watts ⁽¹⁾	\$7.47	N/A	N/A
150 watts (HPSV) ⁽¹⁾	\$9.20	N/A	N/A
175 watts (metal halide) ⁽¹⁾	\$9.64	N/A	N/A
175 watts ⁽¹⁾	\$7.63	N/A	N/A
250 watts (mercury vapor) ⁽¹⁾	\$9.76	N/A	N/A
250 watts (HPSV) ⁽²⁾	\$10.86	\$18.51	\$23.28
400 watts (HPSV) ⁽²⁾	\$13.20	\$20.83	\$25.60
400 watts (mercury vapor) ⁽¹⁾	\$10.09	N/A	N/A
400 watts (metal halide)	\$16.17	\$17.63	N/A
1000 watts (HPSV) ⁽¹⁾	\$26.40	N/A	N/A
1000 watts (metal halide) ⁽¹⁾	\$29.93	N/A	N/A

⁽¹⁾These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

⁽²⁾ Roadway use only

LED Lighting

	Rate Existing Wood Pole	Rate New Wooden Pole	Rate New Wooden Pole Served Underground
50 watts (Area)	\$6.72	\$13.43	\$18.20
65 watts (Area)	\$7.70	\$14.41	\$19.18
75 watts (Area)	\$8.44	\$15.15	\$19.92
100 watts (Area)	\$9.56	\$16.27	\$21.04
160 watts (Area)	\$10.13	\$16.84	\$21.61
215 watts (Area)	\$12.12	\$18.83	\$23.60
315 watts (Area)	\$17.75	\$24.46	\$29.23
530 watts (Area)	\$29.10	\$35.81	\$40.58

FLOOD LIGHTING (PL-FL) SERVICE

Availability:

This monthly rental service is available to light outdoor areas, private streets, and private driveways by means of light emitting diode (LED) metal halide, sodium vapor, or other area lighting units only, as supplied by the City. This rental service is not available to light public, dedicated streets or highways.

HID Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
250w (HPSV) ⁽¹⁾	\$14.34	\$21.05	\$25.82
400w (HPSV) ⁽¹⁾	\$15.71	\$22.42	\$27.19
400w (Metal Halide) ⁽¹⁾	\$17.63	\$24.34	\$29.11

⁽¹⁾These units are no longer available for repair, replacement or new installations. Rate applies to existing installations. At the time of failure, HID lighting fixtures will be replaced with the most comparable LED fixture. If the comparable LED fixture will result in a rate increase, the customer will have the option to discontinue service without penalty.

LED Lighting

	Rate Existing Wooden Pole	Rate New Wooden Pole	Rate New Wood Pole Served Underground
200w (LED)	\$15.71	\$22.42	\$27.19
240w (LED)	\$17.63	\$24.34	\$29.11

Special Conditions:

Rental fees include a 30-foot high Class 5 pole supplied by the City. Customers requesting a pole more than 30 feet high shall pay in advance the actual difference in cost between the 30-foot Class 5 pole and the pole requested. Luminaires installed remain the property of the City, which will maintain the luminaires.

Additional monthly charges for underground conductors (PL/FL Rate):

0-150 feet	\$0.35
150-250 feet	\$0.75

This fee will be added to the base rate.

Additional monthly charges pertaining to Outdoor Lighting Rates:

Wooden Pole without luminaire	\$5.70
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Decorative Luminaires and/or poles:

The City has a defined selection of decorative luminaires and/or poles available. Decorative luminaires and/or poles can be installed upon customer request, at the City's option, at the basic rates plus an extra monthly decorative adder charge equal to 1.4% of the installed cost difference between the luminaire and pole requested and the equivalent standard base rate luminaire and pole. The calculated monthly rate will be in effect for the life of the service.

Contract period and terms for all luminaires/pole installations:

- a) Three years for all luminaires designated as standard by the City and bracket mounted on standard poles.
- b) Ten years for all luminaires designated as decorative by the City and for all standard luminaires mounted on supports other than standards wooden poles.
- c) All luminaires, poles, apparatus and associated wiring remain the property of the City during the lifetime of the contract and during any length of service after the contractual period. As defined in City ordinance, additional lights, cameras, wireless devices and other customer owned apparatus are not permitted on City owned poles. If lighting service is terminated either by the City or the customer, the City will remove all its facilities from the customer's property and return the items to City inventories. City installed luminaires and/or poles are not available for sale to any customer, either during or at the discontinuance of lighting service.

PERSONNEL AND EQUIPMENT CHARGES/FEES

Request for relocation of existing facilities or damage to existing facilities will be charged at the following rates:

- a. All personnel will be billed at salary cost including 32% benefits and overhead.
- b. All equipment will be billed at prevailing FEMA rates in effect at the time of the work order completion.
- c. Engineering/Project Management costs for all jobs will be billed as a flat 10% of the project cost.
- d. Warehousing costs will be billed as a flat fee of 10% of all materials used in the project.

TRAFFIC SIGNAL SERVICE (TS)

Availability:

Available only to municipalities in which the City owns and operates the electric distribution system, and to county, state and federal authorities in areas served by the City, for the energy requirements of traffic and safety signal systems.

Basic Facilities charge	\$6.50
First 50 kWh	18.8151¢ per kWh
Over 50	8.6328¢ per kWh

NON-RESIDENTIAL RATES:

Unless otherwise noted under each rate schedule, all categories under Non-Residential Rates are subject to a Billing Demand, a Minimum Bill requirement and a Power Factor Correction charge as outlined below:

Billing Demand: The Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered.
- Fifty percent (50%) of the contract demand
- 30 kilowatts (KW)

Minimum Bill: The minimum bill shall be the bill calculated on the applicable rate including the Basic Facilities Charge, Demand Charge and Energy Charge, but the bill shall not be less than the amount determined as shown below according to the type of minimum selected by the City. Some rate schedules have different Minimum Bills, as noted below.

- Monthly - \$1.90 per KW per month of Contract Demand
If the customer's measured demand exceeds the contract demand, the City may, at any time establish the minimum based on the maximum integrated demand in the previous 12 months including the month for which the bill is rendered, instead of the Contract Demand.

- Annual - \$38.00 per KW per year of Contract Demand
The City may choose the Annual Charge option if the customer's service is seasonal or erratic, or it may offer the customer a monthly minimum option. Unless otherwise specified in the contract, the billing procedure for annual minimums will be as follows:

For each month of the contract year when energy is used, a monthly bill will be calculated on the rate above. For each month of the contract year when no energy is used, no monthly amount will be billed. The bill for the last month of the contract year will be determined as follows:

- If the total of the charges for 12 months exceeds the annual minimum, the last bill of the contract year will include only the charge for that month.
- If the total of the charges for 12 months is less than the annual minimum, the last bill of the contract year will include an amount necessary to satisfy the annual minimum.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

GENERAL SERVICE 5-G

Availability:

Available to the contracting Customer(s) in a single enterprise, located entirely on a single, contiguous premise. This Schedule is not available to the individual customer that qualifies for a residential or industrial schedule, nor for auxiliary or breakdown service.

Basic Facilities Charge	\$18.20
Plus Demand Charge	
First 30 kW of billing demand	No charge
For all over 30 kW of billing demand	\$3.77
Plus Energy Charge	
First 125 kWh per kW billing demand per month	
First 3000	12.0344¢ per kWh
Next 87,000	7.4726¢ per kWh
Over 90,000	7.2417¢ per kWh
Next 275 kWh per kW billing demand per month	
First 6000	7.1607¢ per kWh
Next 134,000	6.4328¢ per kWh
Over 140,000	6.2018¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	6.0813¢ per kWh

Rates subject to Billing Demand, Minimum Bill requirement, and Power Factor Correction as outlined above.

GENERAL SERVICE 5_GB (not available to new customers)

Basic facilities charge	\$19.28
Plus Energy Charge	
First 125 kWh per kW billing demand per month	<u>General Service</u>
First 3000	13.3265¢ per kWh
Next 87,000	11.9719¢ per kWh
Over 90,000	10.9120¢ per kWh
Next 275 kWh per kW billing demand per month	
First 6000	9.1415¢ per kWh
Next 134,000	7.7196¢ per kWh
Over 140,000	6.7271¢ per kWh
All over 400 kWh per kW billing demand	
All kWh	6.4722¢ per kWh

This rate is not subject to Billing Demand, however the Power Factor Correction applies as outlined above. The calculation of Minimum Bill for General Service 5-GB shall be the bill calculated on the applicable rate including the Basic Facilities Charge and Energy Charge, but the bill shall not be less than the Basic Facilities Charge.

GENERAL SERVICE, ALL ELECTRIC 6-GA

Availability:

Available only to establishments in which environmental space conditioning is required and all energy for all such conditioning (heating and cooling) is supplied electrically through the same meter as all other electric energy used in the establishment. However, if any such establishment contains residential housekeeping units, all energy for all water heating and cooking for such units is also supplied electrically.

Basic facilities charge		\$18.20	
Plus demand charge			
First 30 kW of billing demand per month		No charge	
All over 30 kW billing demand per month		\$3.77/kW	
Plus energy charge			
First 125 kWh per kW billing demand per month	April-Nov		December-March
First 3,000	12.0344¢ per kWh		11.7112¢ per kWh
Next 87,000	7.4726¢ per kWh		7.2846¢ per kWh
Over 90,000	7.2417¢ per kWh		7.0607¢ per kWh
Next 275 kWh per kW billing demand per month			
First 6,000	7.1607¢ per kWh		6.9821¢ per kWh
Next 134,000	6.4328¢ per kWh		6.2758¢ per kWh
Over 140,000	6.2018¢ per kWh		6.0517¢ per kWh
Next 400 kWh per kW billing demand per month			
All kWh	6.0863¢ per kWh		5.9395¢ per kWh

This rate is subject to the Minimum Bill requirement and the Power Factor Correction as outlined above. The Billing Demand each month for this rate schedule shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the month for which the bill is rendered
- Fifty percent (50%) of the maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered
- Fifty percent (50%) of the contract demand
- 15 Kilowatts (KW)

INDUSTRIAL SERVICE 7-I

Availability:

Available only to establishments classified as "Manufacturing Industries" by the North American Industrial Classification System (NAICS) Manual published by the Executive Office of the President, Office of Management and Budget, National Technical Information Service, U. S. Department of Commerce (most current edition).

Basic Facilities Charge		\$19.30	
Plus demand charge			
First 30 kW of billing demand per month		No charge	
Over 30 kW billing demand per month		\$3.80 per kW	
Plus energy charge			
First 125 kWh per kW billing demand per month			
First 3,000		11.5251¢ per kWh	
Next 87,000		7.0911¢ per kWh	
Over 90,000		6.9151¢ per kWh	
Next 275 kWh per kW billing demand per month			
First 140,000		6.0471¢ per kWh	
Over 140,000		5.8651¢ per kWh	
Over 400 kWh per kW billing demand per month			
All kWh		5.6751¢ per kWh	

This rate is subject to the Minimum Bill requirement and the Power Factor Correction as outlined above. The Billing Demand each month for this rate schedule shall be as follows:

The Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand in the previous 12 months including the month for which the bill is rendered
- Fifty percent (50%) of the Contract Demand
- 30 kilowatts (KW)

BUILDING CONSTRUCTION SERVICE 9-BC

Availability:

Available only as temporary service to builders for use in construction of buildings or other establishments, which will receive, upon completion, permanent electric service from the City. This Schedule is not available for permanent service to any building or other establishment, or for service to construction projects of types other than those described above. This Schedule is not available to owner-occupied dwellings. This Schedule is not available to rock crushers, asphalt plants, carnivals, fairs, or other non-permanent connections. Such service will be provided on the City's General Service Schedule.

Basic Facilities Charge	\$18.54
First 50 kWh per month	9.3905¢ per kWh
Over 50 kWh per month	7.5070¢ per kWh

This rate is not subject to Billing Demand or Power Factor Correction. The Minimum Bill requirement is \$10.67 per month.

Other Charges:

There will be no charge for connection and disconnection of the temporary service if the builder accepts delivery at a point where the City deems such delivery feasible; otherwise, there will be a charge as follows: Overhead service conductors, transformers and line extensions necessary to serve such requirements will be erected and dismantled at actual cost subject to credit for facilities which may remain in permanent service. The actual cost shall include payroll, transportation, and miscellaneous expense for both erection and dismantling of the temporary facilities, plus cost of material used, less the salvage value of the material removed.

TIME OF USE AND MISCELLANEOUS RATES:

GENERAL SERVICE TOU

Availability:

This schedule is available only to non-residential Customers requiring electrical loads having a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, continuous premise.

Basic facilities charge	\$46.22	
Demand Charge	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Demand Charge per month	\$13.29 per KW	\$8.67 per KW
Economy Demand Charge	\$ 1.16 per KW	\$1.16 per KW
Energy Charge		
All On-Peak Energy per month	8.6719¢ per kWh	8.4153¢ per kWh
All Off-Peak Energy per month	5.2081¢ per kWh	4.9515¢ per kWh
On-Peak and Off-Peak Hours	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Period Hours	1:00 p.m. – 7:00 p.m. Monday-Friday	6:00 a.m.–9:00 a.m. Monday-Friday
Off-Peak Period Hours	All other weekday hours and all Sunday and Saturday hours.	

This rate is subject to Billing Demand, Minimum Bill and Power Factor Correction as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-Peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

INDUSTRIAL SERVICE TOU

Availability:

This schedule is available only to Industrial Customers requesting electric service having loads with a demand greater than or equal to 100kW during at least three months of a twelve-month period and an average annual load factor of at least 55%. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, continuous premise.

Basic facilities charge	\$47.09	
Demand Charge	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Demand Charge per month	\$12.95 per KW	\$8.24 per KW
Economy Demand Charge	\$ 1.18 per KW	\$1.18 per KW
Energy Charge		
All On-Peak Energy per month	8.9654¢ per kWh	8.8235¢ per kWh
All Off-Peak Energy per month	5.1312¢ per kWh	4.9891¢ per kWh
On-Peak and Off-Peak Hours	Summer Months <u>June-Sept.</u>	Winter Months <u>Oct.-May</u>
On-Peak Period Hours	1:00 p.m.–7:00 p.m. Monday-Friday	6:00 a.m.–9:00 a.m. Monday-Friday
Off-Peak Period Hours	All other weekday hours and all Sunday and Saturday hours.	

This rate is subject to Billing Demand, Minimum Bill, and Power Factor Correction as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated thirty-minute demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

LARGE GENERAL INDUSTRIAL SERVICE TOU

Availability:

Available only to non-residential loads with a demand greater than or equal to 2000 kW during at least four months of a twelve-month period. Service under this Schedule should be used for a Customer with a single enterprise located entirely on a single, contiguous premise.

Basic facilities charge	\$46.22	
Plus Demand Charge	Summer Months <u>June 1 -Sept.30</u>	Winter Months <u>Oct 1 –May 31</u>
On-Peak Demand Charge per month	\$52.81 per KW	\$0.00 per KW
Economy Demand Charge	\$ 5.00 per KW	\$5.00 per KW
Energy Charge		
All Energy per month	2.6401¢ per kWh	2.6401¢ per kWh
On-Peak and Off-Peak Hours	Summer Months <u>June 1 -Sept.30</u>	Winter Months <u>Oct. 1 – May 31</u>
	2:00 p.m.–6:00 p.m. Monday-Friday	None
Off-Peak Period Hours	All hours except the hours of 2 p.m. to 6 p.m. during June 1 – September 30, Monday through Friday.	

This rate is subject to Billing Demand, Minimum Bill, Power Factor Correction, Annual Demand Surcharge, and Rate Adjustment as outlined below.

The Billing Demand each month for this rate schedule shall be calculated by combining the following two Billing Demands, Economy and On-peak:

The On- Peak Billing Demand each month shall be the largest of the following:

- The maximum integrated one hour demand measured during the on peak period during the month for which the bill is rendered
- 15 kilowatts (KW)

The monthly Economy Demand shall be defined as the difference between the monthly off-peak demand and the monthly on-peak demand. The monthly Economy Demand shall not be less than zero. In the winter months where there is no peak demand charge, the charge for demand during these months will be at the economy demand rate.

Minimum Bill: The Minimum Bill shall be the bill calculated on the rate above, including the Basic Facilities Charge, Demand Charge and Energy Charge.

Power Factor Correction: When the average monthly power factor of the Customer's power requirements is less than 85 percent, the City may correct the integrated demand in kilowatts for that month by multiplying by 85 percent and dividing by the average power factor in percent for that month.

Annual Demand Surcharge - When the customer KW demand at the Duke peak is higher than the average KW demand billed during the on Peak period, the annual demand surcharge will be applied to the customer's bill.

Rate Adjustment - This rate will be adjusted every January 1 to include increases or decreases in the City of Concord wholesale purchase power cost.

RESERVE CAPACITY RATE

Availability:

Applicable for any Customer who wishes to sell energy produced by a qualifying renewable energy generator to a Utility other than the City of Concord. Customers who utilize any part of the City of Concord's delivery system to wheel the Customer's renewable energy must comply with the City of Concord's Interconnection Policy and shall pay this Rate for Reserved Capacity on the City's system. The Customer shall compensate the City of Concord each month for Reserved Capacity at the sum of the applicable charge set forth below.

Monthly Delivery: \$1.15/KW of Reserved Capacity per month

UNDERGROUND INSTALLATION FEES:

SECONDARY SERVICES (UP TO 480V)

Service to Mobile Home \$299.68

Underground Secondary installed to a second service on the same lot \$9.50 per ft.

Change of Service from overhead to underground \$9.50 per foot plus cost of early retirement of overhead facilities.

PRIMARY SERVICES (UP TO 12,470V)

Single phase primary service installed to a single residential customer \$12.10 per ft.

Three phase primary service installed to a single residential customer \$17.86 per ft.

COMMERCIAL AND INDUSTRIAL ENERGY ASSESSMENT PROGRAM

Through a partnership with ElectricCities, the City of Concord can provide an energy assessment program for our commercial and industrial customers. Fees for each assessment will vary depending on the scope of work. Please contact the Electric Systems Department at 704-920-5303 for more information.

ELECTRIC METER TEST

Test within 12-month period of any prior tests
and no abnormality detected \$50.00

ELECTRIC METER BASE FEE

The City of Concord will only connect to electric meter enclosures that are furnished by the City of Concord. All descriptions and fees that are affected are listed below. Payments for meter enclosure will be made at 26 Union St., S. (Customer Service Department). All meter bases must be picked up from the Warehouse Department at the Alfred M. Brown Operations Center located at 850 Warren C. Coleman Blvd. (accompanied by a receipt).

200 amp single-phase overhead/underground	\$104.00
400 amp single-phase overhead/underground	\$201.00
200 amp poly-phase (3 phase) overhead/underground	\$134.00
400 amp poly-phase (3 phase) overhead/underground	\$254.00
200 amp single-phase underground mobile home pedestal	\$316.00

DOWNTOWN EVENT POWER SERVICE FEE

Organizations sponsoring events in the downtown area may use the electric service point(s) to power equipment. The fee covers the cost of power and labor to cut the service on and off. Payment should be submitted to the Chief of Police with the Parade/Demonstration/Assembly Permit Application.

Use fee for downtown event service point(s) \$ 40.00

For billing questions, contact Customer Service at 704-920-5200.
For questions about rates, contact the Electric Department at 704-920-5320.

ENGINEERING

Water permit application review	\$200.00
Wastewater permit application review	\$480.00
Driveway Permit Application Fee (Commercial Applications and Residential Additional Driveway or Relocation)	\$50.00
Master Utility Permit Agreement	\$250.00

FIRE DEPARTMENT

REQUIRED CERTIFICATE OF COMPLIANCE

Certificate of Compliance	
1- 20,000 SF	\$ 50.00
20,000-50,000 SF	\$100.00
50,000-70,000 SF	\$200.00

***** Space greater than 70,000 SF is calculated by total SF x .0025

Certificate of Compliance Re-inspections	\$ 50.00
Plans Review	\$ 50.00 + .025/SF
Upfit review	\$ 50.00 + .025/SF
Site Plan	\$ 50.00
Re-review fee (applied on 3 rd submittal & each resubmittal thereafter)	\$ 50.00
Hydrant flow test (fee per hydrant)	\$150.00
Temporary Power Inspection	\$50.00
Load Merchandise Inspection	\$50.00

NOTES:

- (1) For multi-tenant building, fees are per tenant.
- (2) For multiple building owned by the same owner(s)/developers, fees are assessed per building.
- (3) Individuals or companies that have not secured permits or Certificates of Compliance prior to beginning work or occupying the structure shall be charged double the listed amount.
- (4) Re-inspections of the Sprinkler System, Fire Alarm System, or building for Certificate of Compliance will result in an additional fee per inspection.

REQUIRED CONSTRUCTION PERMITS

	<u>Permit Fee</u>	<u>Test Fee</u>
Automatic Fire Extinguishing Systems (Ansul/Sprinkler)	\$150.00	\$150.00 **
Compressed Gases	\$150.00	\$150.00
Fire Alarm & Detection Systems	\$150.00	\$150.00 **
Fire Pumps	\$150.00	\$150.00
Flammable & Combustible liquids	\$150.00	\$150.00
Hazardous Materials	\$150.00	\$150.00
Industrial Ovens	\$150.00	\$150.00
Private Fire Hydrants	\$150.00	\$150.00
Spraying or Dipping Operations	\$150.00	\$150.00
Standpipe Systems	\$150.00	\$150.00
Temporary Membrane Structures, Tents, Canopies	\$ 50.00 + .01/SF	\$ 0.00

NOTE: Any system installation prior to plan review and/or permit being issued will incur a double fee.

** Any structure over 70,000 SF x .002 + \$150.00 (DOES NOT INCLUDE HOOD SYSTEM/ANSUL)

REQUIRED OPERATION PERMITS

Amusement Buildings	\$ 150.00
Carnivals, Fairs, and Outdoor Concerts	\$ 300.00
Covered Mall Buildings	\$ 150.00
Exhibits and Trade Shows	\$2,500.00/yr or \$150.00/event
Explosives (Blasting)	\$ 100.00/1-day or \$300.00/90-days

Liquids Use, Dispensing, Storage, Transportation	\$ 150.00
UGST/AGST Install, Alter, Remove, Abandon	\$ 250.00/site
Change in Liquid in Tanks	\$ 150.00
Manufacture or Process Liquids	\$ 150.00
Liquid Dispensing – AGST/UGST to Vehicles	\$ 150.00
Liquid Dispensing – Tanker to Vehicles	\$ 150.00
Fumigation and Insecticidal Fogging	\$ 300.00
Vehicles in Assembly Buildings	\$ 150.00
Private Fire Hydrants	\$ 150.00
Pyrotechnic Special Effects Material/Fireworks	\$ 300.00/day & site
Spraying or Dipping	\$ 150.00
Tents & Canopies	\$ 50.00 + .01/SF

REQUIRED OTHER CHARGES/FEES

Dedicated Non-Emergency Services of Fire Personnel and Equipment:

Appropriate personnel and apparatus necessary for a requested or required service will be determined by the Fire Chief. A written agreement of the supplemental service will be in place prior to CFD providing any services.

Fire Personnel:

Rank/Band Required for Duty (Hourly rate or portion of any hour, two-hour minimum charge)	
Firefighter	\$ 19.76/ hr per person
Lieutenant/Engineer/Specialist	\$ 25.55/ hr per person
Fire Captain	\$ 35.04/ hr per person
Battalion Chief (Operations)	\$ 38.99/ hr per person
Battalion Chief (Prevention/Emergency Management/Training)	\$ 54.54/ hr per person
Assistant Fire Marshal	\$ 30.23/ hr per person
Assistant Deputy Fire Marshal	\$ 42.44/ hr per person
Deputy Chief	\$ 63.06/ hr per person
Fire Chief	\$ 81.27/ hr per person

Equipment:

Ladder Truck (Aerial or Platform)	\$125.00 per hour
Engine (Pumper)	\$ 95.00 per hour
Hazardous Material Unit	\$ 95.00 per hour
ARFF Unit	\$ 95.00 per hour
Heavy Rescue	\$ 95.00 per hour
Mobile Command Unit/Bus	\$ 30.00 per hour
USAR Unit	\$ 30.00 per hour
Light Vehicles (Cars/Pick-ups)	\$ 17.00/\$27.00 per hour
Trailers	\$ 10.25 per hour
Mules/ATV	\$ 8.00 per hour

Other Services:

Environmental Site Assessment Research	\$25.00 per hour (one hour minimum)
Fire Flow request/Special Request (fee per hydrant)	\$100.00/hydrant
After Hours Inspection Review – Special Request	\$ 35.00/hr (minimum of 2 hours)
After Hours Plan Review – Special Request	\$ 150.00/submital
Other inspections by request – Special Request	\$100.00
Re-inspections (3 rd visit or additional inspections)	\$ 50.00
State License Inspection Fee	\$100.00
Daycare License Inspection Fee	\$ 75.00
Group Home License Inspection Fee (annually)	\$ 75.00
Foster License Inspection Fee (annually)	\$ 20.00 (2 nd visit \$50.00)
Fire Incident Report Copy (s)	\$ 1.00 (per report)
Complete Fire Incident Report Copy (s) on CD	\$ 25.00 (per CD)
Community Rooms (Fire Stations 7, 8, and 9) Rental fee	\$25.00/per hour City resident; \$30.00/per hour (Non-City resident)
Community Rooms (refundable deposit/clean-up fee)	\$ 50.00 deposit
Charitable, non-profit, governmental – exempt, deposit/clean up fee	\$ 50.00 deposit
Fire extinguisher recharge use for class	Current Market Rate per Extinguisher
Fire Extinguisher Program (Training Class)	\$ 50.00/On-site Class at Fire Station #3
Fire Extinguisher Program (Training Class)	\$ 75.00/Off-site Class at Requested Business

FINES BY VIOLATION

Knox Box	\$500.00/day (may be issued after 75 days and 3 written notices)
Burning without a Permit- Residential	\$50.00 (1 st offense); \$100.00 (2 nd offense) (may be issued after one written notice)
Burning without a Permit- Commercial	\$500.00/stack or pile (1 st offense); \$1,000.00/stack or pile (2 nd offense) (no notice required)

Code of Ordinances-Chapter 10 Violation	\$500.00/day (may be issued w/o notice, usual practice is after 75 days and three written notices)
Locked Exit / Exit Obstruction	\$500.00 (1 st offense); \$1,000.00 (2 nd offense) (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)
Fire Detection / Protection	\$250.00 (1 st offense); \$500.00/day for any recurring violation (may be issued w/o notice, in usual practice, verbal and written warnings precede citation)

NOTE: Assembly, Hazardous, Institutional Systems must be in service at all times or immediate fire watch provided or shut down and fine; All others a fire watch must be provided in a reasonable period of time and maintained.

Access During Construction	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.)
Occupancy without COC	\$1,000.00/day (May be issued w/o notice, in usual practice, verbal and written warnings precede citation.) (Issued immediately for new structures and after 45 days for existing, disconnection of utility service may be used in lieu of fines.)
General Violation	\$100.00 (Issued after 45 days and three written Notices - issued per item and not violation)
False Alarm > 3 per 90 days	\$250.00 (May be issued w/o notice, in usual practice, issued on fourth violation within 90 days after one written notice on the third violation. Alarms in rapid succession are considered an individual occurrence.)
Fire Lane Parking Violations	\$100.00 (May be issued w/o notice when vehicle is not occupied.)
Key Box Maintenance	\$100.00 (May be issued w/o notice when Knox box is found to contain no key or incorrect key. In usual practice one written warning precedes citation.)
Overcrowding	\$500.00 (1 st offense); \$1,000.00 (2 nd offense) (Issued at the time of violation after occupancy overcrowding conditions have been corrected. Third offense may constitute court proceedings. Offenses run calendar year.)
Permits	Double Permit Fee (Charged for any permit for which work was done prior to permit being issued.)
Assault on a Fire Official	The subjection of any authorized fire inspector to physical abuse during an inspection shall be fined \$1,000.00 and/or a criminal offense of assault of \$1,000.00 (If this charge is necessary leave the business/premises and notify Concord PD to respond to in initiate proceedings.)
Matters Not Provided For	Any other violation of the fire code not specifically codified in Ch. 34 shall be fined \$250.00 (the Bureau Chief shall be consulted prior to the levying of any fine using this as the reference.)

HAZARDOUS MATERIALS STORAGE FEES

Fee	Solids (lbs)	Liquids (gals)	Gases (SCF)
\$ 50.00	< 501	< 56	< 201
\$150.00	501-5,000	56-550	201-2000
\$200.00	5,001-25,000	551-2,750	2,001-10,000
\$250.00	25,001-50,000	2,751-5,500	10,0001-20,000
\$300.00	50,001-75,000	5,501-10,000	20,001-40,000
\$300.00/lb plus \$0.01/addtl gal. or SCF	> 75,000	> 10,000	> 40,000

NOTE: Excludes LPG/medical gases

LPG (excluding LPG used only for heating and cooking)	\$150.00/tank
Medical Gases	\$150.00/tank
Radioactive Materials (any amount)	\$125.00

Hazardous Materials Reimbursement or Response fees are based on time and materials used per incident. Additional fees may be charged as recommended by the Emergency Management Coordinator.

FIRE INSPECTION PROGRAM TIME PERIODS AND PENALTIES

1 st Inspection (Initial)	\$0.00
2 nd Visit (After 30-days)	Potential Civil Penalties
3 rd Visit (After 30-days)	Potential Civil Penalties

4th Visit (After 10-days)
 5th Visit (After 10-days)

Civil Penalties & Fines Issued
 Civil Penalties & Fines, plus Civil Action,
 Misdemeanor Charges

NOTE: Imminent danger/life safety violation citation will be issued at the time of inspection.

PARKS AND RECREATION

RECREATION FEES

Adult:

Open League Basketball (8 games)	\$375.00/team
Other League Basketball (8 games)	\$375.00/team
Over 40 League Basketball (8 games)	\$375.00/team
Other League Softball (8 games)	\$375.00/team
Open League Softball (8 games)	\$375.00/team
Men's Fall League Softball (8 games)	\$375.00/team
Adult League Soccer (8 games)	\$375.00/team
Women's League Softball (8 games)	\$375.00/team
Women's League Basketball (8 games)	\$375.00/team
Flag Football Co-Ed	\$375.00/team
Couch to 5K	\$15.00/session
Road Races Registration (5K & 10K)	
5K	\$ 20.00; Early Registration \$15.00

Youth:

Youth Basketball	\$200.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Youth Baseball/Softball (Spring/Fall)	\$225.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Youth Soccer	\$200.00/sponsor \$35.00/child (City); \$55.00/child (All others)
Logan Karate (Ages 18 & Under)	Free instruction – parents purchase uniforms
Golf	Please contact Rocky River Golf Club for pricing details.
Tennis	\$20.00 - \$310.00

Various Programs:

Karate (monthly)	\$20.00/month (City); \$25.00/month (All others)
Fitness Classes-Variou levels-Youth to Adult	\$ 3.00 to \$90.00
Fitness - City Employees (any fitness class)	\$ 15.00/employee/session
Fitness - Personal Trainer (individual rate)	\$35.00/hour (City); \$40.00/hour (All Others)
Shag Lessons (4 weeks)	\$ 35.00 (City); \$40.00 (All others)
Pin Splitters	\$ 10.00 (City); \$15.00 (All Others)
Summer Playground	\$375.00/(City); \$530.00 (All others) per session
Camp Spencer (1 week)	\$ 30.00 City; \$35.00 (All others)
Trips	\$ 1.00 - \$100.00/person/trip
Identification Card	First Card Free Replacement Card \$3.00/each 13 Years and Older Replacement Card \$1.00/each 12 Years and Under

NOTE: Session = class period

AQUATICS CENTER

Admission fees – Adults (18 and up)	\$ 2.50
Youth (17 and under)	\$ 1.50
Groups (1½ Hours of Use)	\$ 2.00/person (NOTE change from \$1.00)
Swimming lessons	\$35.00 (City); \$40.00 (All others)
Individual Swimming Lessons (per ½ hour session)	\$15.00 (City); \$20.00 (All others)
Parent/Child (2 yr and under)	\$15.00 (City); \$20.00 (All others)
Season Pass Family	\$75.00/pass (City); \$100.00/pass (All others)
Season Pass Individual	\$45.00/pass (City); \$55.00/pass (All others)
Season Pass includes Privilege Pass and unlimited visits	
Privilege Badge- Individual (seasonal)	\$ 5.00/person (City); \$10.00 (All others)
Privilege Badge- Family (seasonal)	\$15.00/family (City); \$30.00/family (All others)
Water aerobics (6 weeks)	\$35.00 (City); \$40.00 (All others)
*Payment must be made at time of registration	

The John F. McInnis Aquatic Center can be rented for private parties and special events.

Option #1 Private Rentals (during closed hours), Fee is \$75.00 for one hour and includes two lifeguards, which safely covers up to 50 guests. Additional lifeguards for numbers over 50 are \$15.00 for each additional guard per hour; ratio of 1 guard to 25 patrons. Additional facility hours are \$25.00 per hour/\$50.00 Refundable Deposit.

Option #2 Open Rentals (during regular operating hours) Fee is \$25.00 and reserves tables and chairs for your party for one and a half hours (1½) in designated area only. Regular admissions apply for the party and are payable at the time of entry; Ages 18+ up - \$2.50/each; Ages 17 + under - \$1.50/each/\$50.00 Refundable Deposit.

RENTAL FEES

Hourly Rate:	City Residents	Non City Residents
Meeting Room	\$10.00	\$15.00
Gymnasium	\$50.00	\$60.00
Recreation Center	\$100.00	\$120.00
Community Buildings/Rooms	\$25.00	\$30.00
Fire Station Community Rooms	\$25.00	\$30.00
Picnic Shelters and Amphitheaters		
	\$10.00/half day or \$20.00/full day (City Residents)	
	\$25.00/half day or \$35.00/full day (Non Residents)	
	Half Day Time Periods are park opening to 2pm or 3pm to park closing	
	Full Day Time Periods are park opening to park closing	
	After Hours Staff Charge (All Facilities) is \$15.00/staff person per hour (All users)	

Fees are due in full when making reservation. Rentals will require a cleaning deposit of at least \$50-\$500.00 (as stated in policy). Police security could be required at some functions.

Tennis Court reservations are available on a first come, first serve basis. These are available at no charge. However, reservations are recommended and should be made through the Athletic Office. Two Courts must be available to the public at all times.

\$2.00/hr. for court reservations, for City residents, with or without lights.

\$3.00/hr. for court reservations for Non-city-residents, with or without lights.

Reservations for any league will be the same.

Outdoor Basketball Courts – use is available on a first come; first serve basis. These are available at no charge. However, reservations are recommended to secure court and should be made through the Athletic Office.

\$2.00/hr for court reservations for City residents, with or without lights.

\$3.00/hr for court reservations for Non-City residents, with or without lights.

Reservations for any league will be the same.

GREENWAY RENTAL FEE

6 Hour Rental Period for Road Races and Walks \$350.00 plus \$500.00 deposit

Event must be completed by 12 noon. Fee covers reservations of both McGee and Myers Park and all of their amenities. Also includes parking on the ball fields, mile markers, time clock and a Parks and Recreation Staff Liaison.

BALLFIELD RENTAL (Les Myers, McAllister, Gibson, WW Flowe, Hartsell, Caldwell & Webb)

	Weekdays/Weekends
Lights Only	\$20.00/hour (City); \$25.00/hr (all others)
Reserve Field (no lights/no lines)	\$15.00/hour (City); \$20.00/hr (all others)
Reserve field 1-hour -line off	\$35.00 (City); \$40.00 (all others)
Reserve field 1-hour -line off with one hour lights	\$55.00 (City); \$65.00 (all others)
Reserve field 2 hours -line off with two hour lights	\$90.00 (City); \$110.00 (all others)
Reserve for Tournaments**	\$150.00 per field
Reserve for Spectator Event**	\$200.00 per field

NOTE: Rates the same regardless of weekday or weekend

** To reserve a field for either a Tournament or a Spectator Event requires a cleaning deposit ranging from \$50.00 to \$500.00, depending on the nature of the event and recommendation of the Parks & Recreation Director, and a 15% commission paid to the City of Concord from any revenues from the event.

SOCCER FIELD (Dorton, Caldwell Park, WW Flowe, Irvin Elementary)

Reserve Field 1 hour – not lined off	\$20.00/hour (City); \$25.00/hour (all others)
Reserve Field 1 hour – lined off	\$65.00 (City); \$70.00 (all others)
Reserve Field 2 hours – lined off	\$120.00 (City); \$140.00 (all others)

NOTE: We do not have lighted soccer fields.

LAKE FISHER

Boat rental Fees: all rates per person
Children under 12 FREE with a licensed paying fisherman

Adults	\$5.00 (City); \$10.00 (All others)
Sr. Citizens (60+)	\$5.00 (City); \$ 8.00 (All others)
Youth 12-16	\$5.00 (City); \$ 8.00 (All others)

PLANNING AND NEIGHBORHOOD DEVELOPMENT

APPLICATIONS FOR COMMISSIONS AND/OR COUNCIL REVIEW

Voluntary Annexation Petition	\$300.00
Text Amendment Fee	\$400.00
Vested rights certification	\$400.00
Appeal from a Final order, Decision or Interpretation	\$500.00
Certificate of Appropriateness	\$ 20.00
Variance and Appeals	\$500.00
Rezoning/Amendments to conditional district	\$600.00
Second Rezoning/Amendment in less than 12 months	\$800.00
Land use plan amendment	\$400.00
Conditional district	\$800.00
Special use permit	\$600.00
Historic District Map Amendment	\$350.00
Street, Alley or Right-of-way closing	\$300.00
Certification of Non-Conformity Adjustment	\$400.00
Re-advertisement Fee	\$300.00

PUBLICATIONS

Historic Handbook & Guidelines	\$ 10.00
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PERMITS

NOTE – A 5% technology fee is added to each of the following permit fees:

New Construction (Zoning Clearance Approval/Permit):	
Single Family	\$100.00
Multi-family (5 units or less)	\$100.00 + \$10.00/unit
Multi-family (more than 5 units)	\$300.00 or \$0.04/sf whichever is greater
Commercial	\$300.00 or \$0.04/sf whichever is greater
Industrial	\$75.00 for 1 st acre impervious \$500.00 for every additional impervious acre
Grading/Paving/Land Disturbing Approval Permit:	
	\$100.00 for every acre pervious
	\$200.00 less than 1 acre
	\$400.00 1-5 acres
	\$600.00 over 5 acres
Flood Study Review Permit:	
	\$500.00
Additions, Accessory, Up fits (Zoning Clearance Approval/Permit):	
Residential	\$ 40.00
Commercial Addition/Accessory	\$100.00 or \$0.03/sf whichever is greater
Commercial Up fit	\$100.00
Industrial Addition/Accessory	\$225.00 or \$0.03/sf whichever is greater
Industrial Up fit	\$100.00
Certificate of Compliance (final approval/acceptance for all non-residential projects)	
	\$100.00
Temporary Permits:	
Temporary Construction Trailer	\$100.00
Temporary Use Permit	\$100.00
Temporary Power Compliance	\$ 50.00 (fire fee may apply)
Sign Permits:	
Wall Mounted, Projecting, or Canopy	\$ 60.00
Temporary Sign/Banner	\$ 25.00
Ground Mounted	\$140.00
Outdoor Advertising	\$500.00
Change of Panel	\$ 40.00
Miscellaneous:	
Home Occupation Permit	\$ 50.00
Change of Use Permit	\$ 50.00
Architectural Review Permit (shopping centers)	\$ 50.00
Re-review (after 3 submittals)	\$ 50.00+\$0.01/sf of site
Zoning Verification Permit/ABC letter	\$ 50.00
Certificate of Non-Conformity Permit	\$100.00
Fine for Construction without a permit	Double permit fee
Permit Renewal	\$ 40.00

PLATS

Subdivisions:

Preliminary Plat (new submittals)	
less than 2 acres	\$100.00
2-10 acres	\$200.00
10-25 acres	\$300.00
over 25 acres	\$400.00
Preliminary Plat Extensions	\$100.00
Construction Plans	
less than 2 acres	\$175.00
2-10 acres	\$400.00
10-25 acres	\$500.00
over 25 acres each additional acre	\$ 50.00
Final Plat Review	
less than 2 acres	\$ 80.00
2-10 acres	\$125.00

GIS FEES

Digital files:

GIS Data on CD (ESRI format)	\$20.00
GIS layers (ESRI format)	\$ 5.00

Maps:

GIS Map – 11" X 17" or "18" X 24"	\$ 1.00
GIS Map – 24" wide	\$ 5.00
GIS Map – 30" wide	\$10.00
GIS Map – 36" wide	\$15.00
GIS Map – 42" wide	\$20.00
Folded road map	\$ 3.00 each

Printing:

Subdivision Listing	\$ 3.00 each
Street Listing	\$ 3.00 each

GIS Miscellaneous:

Custom Request	\$40.00/hr
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NOTE: Prices include sales tax.

MISCELLANEOUS

House plans for homes constructed by the City	\$50.00/set
Land Use Plans	\$30.00

POLICE

Parking Fine

Single Violation	\$10.00
1-5 Violations Annually	\$10.00 each
6-10 Violations Annually	\$20.00 each
Over 10 Violations Annually	\$40.00 each

Cruising Fine

	\$50.00
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Copy Fee

	\$ 1.00
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Fingerprinting fee (includes 1 card)

	\$10.00
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	\$ 5.00 each additional card
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Application Processing Fee for City-Sponsored Festival,

Private Alcohol Sales	\$50.00
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Downtown Event Power Service Fee

Events requiring electric service subject to fee as published in Electric Department Miscellaneous Rates. Fee collected by Chief of Police at time of application for Parade/Demonstration/Assembly Permit.

Alarm Ordinance Fees

Alarm Permit	\$ 10.00 per location
Penalty for Failure to Obtain Permit	\$200.00 for each False Alarm
Penalty for Prohibited Acts as defined by the Ordinance	\$200.00 per occurrence
Penalty for Operating an Alarm without Permit	\$200.00

Civil Penalties for False Alarms within Permit Year

Third, fourth, and fifth False Alarm	\$ 50.00 per occurrence
Sixth and seventh False Alarm	\$100.00 per occurrence
Eighth and ninth False Alarm	\$250.00 per occurrence
Tenth and over False Alarm	\$500.00 per occurrence, revocation of Alarm Permit
Reinstatement of a revoked Permit	\$100.00

Precious Metal Dealer Permit	
SBI Processing prints	\$ 38.00
Concord Police Fingerprinting fee	\$ 10.00
Application/permit issuance fee	\$180.00
Employee Permit fee	\$ 3.00
Special Occasion Permit fee	\$180.00
Exemption Permit fee	\$ 5.00
Video Recording Public Record Request	\$15.00 per public/media request for video
Secondary Employment Application Processing	
Employer – single event	\$5.00 per application
Employer – continuous event*	\$50.00 each annual application

*Requests off-duty officer(s) on an annual basis, continuous either daily, weekly, or monthly. Secondary Employment Coordinator may waive fee for charitable organizations, churches, and non-profits.

CODE ENFORCEMENT

Vacant lot cleaning	Actual Cost from Contractor
Civil Penalties:	
General code enforcement penalty	\$500.00
Code non-compliance penalty	\$175.00
Civil penalty for failure to respond or pay general code enforcement penalty within 15 days	\$100.00
Minimum Housing Fees:	
Inspection Fees:	
Each inspection after first inspection	\$100.00
Each inspection following failure to remedy a violation after the issuance of a citation	\$325.00
Each additional inspection disclosing any violations within the same 12 month period	\$625.00
Other Fees:	
Property owner shall be charged for any additional costs incurred in prosecuting an enforcement action on the property including but not limited to any publication costs for legal notices.	
Civil Penalty:	
Civil penalty, per violation per day, for each and every subsequent day that the dwelling unit remains in violation and until such time as the responsible party schedules an inspection resulting in a finding that the violations are corrected.	\$200.00
Taxicab Permit Fees	
New Driver Permit	\$25.00
Driver Permit Renewal	\$15.00
Driver Permit Transfer	\$5.00
Taxicab Violation Civil Penalty	
First Violation in 12 month period	\$50.00
Successive penalties in 12 month period	\$100.00

ROCKY RIVER GOLF CLUB AT CONCORD*

IN-SEASON RATES (MARCH 19 – NOVEMBER 27)

**DISCOUNTS NOT TO EXCEED \$20.00 FROM PUBLISHED RATES, NO PROMOTIONAL RATE IS TO BE LESS THAN CONCORD RESIDENT RATE.
INCREASES NOT TO EXCEED \$5.00 FROM PUBLISHED RATES, AS MARKET CONDITIONS ALLOW.**

	Mon-Thurs	Friday	Sat-Sun
Cart Fee, included in all rates (except Walking/Juniors)	\$18.00	\$18.00	\$18.00
Eighteen Hole (Includes Cart)	\$49.00	\$59.00	\$69.00
Nine Hole (A)	\$29.00	\$33.00	\$37.00
Eighteen Hole – Concord Resident	\$42.00	\$52.00	\$62.00
Nine Hole (A) – Concord Resident	\$24.00	\$27.00	\$32.00
Twilight (B)	\$36.00	\$44.00	\$47.00
Senior (C)/College (D)/Public Service (E)/Ladies Day (Tues)	\$35.00	\$39.00	N/A

Juniors (F)	\$27.00	\$30.00	\$32.00
Junior Nine Hole (on Availability)	\$15.00	\$16.00	\$17.00
Walking (G)	\$37.00	\$45.00	\$55.00
Corporate League Play (H)	\$30.00	N/A	N/A
Replay Round (on Availability)	\$28.00	\$28.00	\$28.00
Replay Round – Nine Hole (on Availability)	\$20.00	\$20.00	\$20.00

WINTER RATES (NOVEMBER 28 – MARCH 17)

DISCOUNTS NOT TO EXCEED \$20.00 FROM PUBLISHED RATES, NO PROMOTIONAL RATE IS TO BE LESS THAN CONCORD RESIDENT RATE.

INCREASES NOT TO EXCEED \$5.00 FROM PUBLISHED RATES, AS MARKET CONDITIONS ALLOW.

	Mon-Thurs	Friday	Sat-Sun
Cart Fee, included in all rates (except Walking/Juniors)	\$14.00	\$14.00	\$14.00
Eighteen Hole	\$44.00	\$47.00	\$52.00
Nine Hole (A)	\$25.00	\$28.00	\$33.00
Eighteen Hole – Concord Resident	\$34.00	\$37.00	\$42.00
Nine Hole (A) – Concord Resident	\$22.00	\$24.00	\$28.00
Twilight (B)	\$30.00	\$35.00	\$42.00
Senior (C)/College (D)/Public Service (E)/Ladies Day (Tues)	\$30.00	\$30.00	\$40.00
Juniors (F)	\$25.00	\$25.00	\$30.00
Junior Nine Hole (on Availability)	\$15.00	\$15.00	\$15.00
Walking (G)	\$32.00	\$35.00	\$40.00
Corporate League Play (H)	\$25.00	N/A	N/A
Replay Round (on Availability)	\$28.00	\$28.00	\$28.00
Replay Round – Nine Hole (on Availability)	\$18.00	\$18.00	\$18.00

- (A) On availability, 9 Holes riding must be after 1pm on weekends
 (B) Twilight Rates apply: April through October after 2:00 PM. Concord residents receive \$5 off.
 (C) Seniors (60+) Concord residents receive \$3 off.
 (D) College (with proper ID)
 (E) Public Service (Active duty military, police, fire and ems personnel with proper ID)
 (F) Juniors (17 years and under with proper ID, Parent/Guardian required before 2pm). Carts not offered without a current license. Concord residents receive \$3 off.
 (G) Walking is permitted anytime Monday thru Thursday, and after 3:00 PM (In-Season) and after 1:30 PM (Winter) Fri thru Sun.
 (H) Corporate League play is permitted Tuesday thru Thursday after 3:00 PM and includes riding for nine holes only.

GROUP / TOURNAMENT RATES

Group Tournament rate range of \$35 - \$85 applies to all seasons.
 Golf Course staff will set rate dependent upon prime play times, tournament sponsor (e.g. Charity-501c, Non-Charity or Corporate) and contracted performance (e.g. food, beverages and merchandise)

ANNUAL GOLF PLAN PROMOTIONS - (ANNUAL GOLF PLANS EXPIRE ONE YEAR FROM DATE OF PURCHASE AND ARE NON-REFUNDABLE)

Eagle Plan:

Individual & Family: Available to individual and spouse

Corporate – eligible Employees and Owners

Non-Resident	\$2,500.00
Add spouse	\$1,000.00
Add dependent*	\$ 375.00
Resident	\$2,125.00
Add spouse	\$ 850.00
Add dependent*	\$ 575.00

Non-resident Corporation - City of Concord	
First participant	\$1,800.00
Second participant (15% discount)	\$1,530.00
Third participant (20% discount)	\$1,440.00
Fourth participant (25% discount)	\$1,350.00
Fifth and all additional participants (30% discount)	\$1,260.00
Transfer fee	\$ 250.00

Benefits:

- Unlimited complimentary green fees any time.
- Complimentary range balls (up to 1 large bag per day).
- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.

Resident Corporation - City of Concord	
First participant	\$1,500.00
Second participant (15% discount)	\$1,275.00
Third participant (20% discount)	\$1,200.00
Fourth participant (25% discount)	\$1,125.00
Fifth and all additional participants (30% discount)	\$1,050.00
Transfer fee	\$ 250.00

Birdie Plan:
Individual & Family

Non-Resident	\$1,900.00
Add spouse	\$ 800.00
Add dependent*	\$ 375.00

Resident	\$1,615.00
Add spouse	\$ 680.00
Add dependent*	\$ 375.00

Benefits:

- Unlimited complimentary green fees Monday – Friday.
- Complimentary range balls (up to 1 large bag per day) Monday – Friday.
- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.

Corporate – eligible Employees and Owners

Non-resident Corporation - City of Concord

First participant	\$1,400.00
Second participant (15% discount)	\$1,190.00
Third participant (20% discount)	\$1,120.00
Fourth participant (25% discount)	\$1,050.00
Fifth and all additional participants (30% discount)	\$ 980.00

Resident Corporation - City of Concord

First participant	\$1,150.00
Second participant (15% discount)	\$ 975.00
Third participant (20% discount)	\$ 920.00
Fourth participant (25% discount)	\$ 860.00
Fifth and all additional participants (30% discount)	\$ 805.00
Transfer fee	\$ 250.00

Bogey Plan: Available to Seniors, age 60 years and older
Individual & Family

Non-Resident	\$1,125.00
Add spouse	\$ 625.00
Add dependent*	\$ 375.00

Resident	\$ 960.00
Add spouse	\$ 525.00
Add dependent*	\$ 375.00

Benefits:

- Unlimited complimentary green fees Monday – Friday.
- Complimentary range balls (up to 1 large bag per day) Monday – Thursday.
- 10% discount on food purchases.
- Complimentary USGA Handicap Service.
- 10% discount on merchandise, except sale items.

Driving Range Plans:

- Priority accesses to tee-times. Plan participants may reserve tee times up to 10 days in advance.

Individual & Family

Non-Resident	\$675.00
Add spouse & dependent*	\$275.00

Benefits:

- Unlimited complimentary range balls any time.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases.

*Dependents are defined as son, stepson, daughter, stepdaughter of participant. Dependent must be under the age of twenty two and attending school on a full time basis, or serving full time active duty in the armed forces. Evidence of a full time student will be required for all high school graduates.

SOLID WASTE AND RECYCLING

RESIDENTIAL GARBAGE, RECYCLING, AND BULKY COLLECTION

Yard Waste Removal (vacant lots zoned residential):

< 2 cubic yards	No Charge
≥ 2 cubic yards	\$25.00/cubic yd, \$150 minimum

Residential Yard Waste Removal
(As allowed by City Ordinance)

Second Chance (Scheduled fee-based loose-leaf collection available after loose-leaf season ends)	No Charge
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Bulky Waste Collection (At multi-family housing, business, and residential properties exceeding collection limits) \$75.00 [See Note 1]
\$50.00 for 1 to 5 items, or any portion thereof

Residential Garbage Rollout Containers

No Charge (1st container); \$9.00/month/container for each additional container (Residents with additional containers must recycle; maximum of 3 containers per residence)

Residential Recycling Rollout Containers

No charge for 1st or 2nd container, 2nd container only available after January 1, 2012 with Solid Waste Director approval.

Residential Rollout Container Left at Curb after Collection Day

\$25.00 fee per 95 gallon rollout cart

Roll-off Container Service Fee (including disposal)	
NOTE – Available to Residential Customers Only (No Contractors please)	
15 CY (2 Ton limit)	\$110.00 (includes pickup and delivery)
20 CY (3 Ton limit)	\$110.00 (includes pickup and delivery)
30 CY (5 Ton limit)	\$110.00 (includes pickup and delivery)
Rental charge	\$10.00 per day
Lost or damaged rollout container replacement (Beyond normal wear & tear)	\$70.00 per 95 gal cart

CODE ENFORCEMENT REMOVAL FEES

Yard Waste Removal/ Code Enforcement Collection (where fees apply)	\$25.00/cubic yd, \$150 minimum	[See Note 2]
Special Load Collection/Code Enforcement Cleanup	\$35.00/cubic yd, \$450 minimum	[See Note 3]
Basketball Goal Removal from Public Right-Of-Way	\$225.00 first offense; \$450 each repeat offense	
Discarded TV's and Computer Equipment, (as defined in Note 4 based on NCGS § 130A-309.91).	\$25.00 per item; \$150 minimum	
White Goods & Scrap Metal removal (fee applies only when collection is not consistent with ordinance)	\$25.00 per item, \$150 minimum	
Auto or truck tire removal (fee applies only when collection is not consistent with ordinance)	\$25.00 each, \$150 minimum	

NOTE 1: Second Chance Loose-leaf Collection Program provides a limited number of scheduled appointments available to Customers for \$75.00 to collect loose-leaves placed at the curb after the end of loose-leaf season. These appointments are available on a first-come, first-served basis. Everyone else who places loose leaves to the curb will be required to bag their leaves or be subject to Code Enforcement action with removal fees beginning at \$150.

NOTE 2: Yard Waste Removal (where fees apply)/Code Enforcement Collection Fee applies to yard waste placed at the curb un-bagged (grass clippings, leaves after loose leaf season has ended, etc.), improperly bagged yard waste (black bags), or trees, tree limbs, brush and other materials cut or deposited by a commercial tree service, arborist or forester that are not to be collected by the City.

NOTE 3: Special Load Collection/Code Enforcement Cleanup Fee applies to bulky waste/building materials/large trash piles placed at the curb that do not follow City guidelines or that exceed established limits for curb placement and do not utilize a roll-off container. Examples are loose material (clothes, insulation or other building material, etc.) dropped at the curb, failure to bag material in clear bags, debris piles in excess of 4 cubic yards or total volume of materials exceeding 10 cubic yard size limit (10 rollout cart size-pile), and placing material at the curb without scheduling or without using a roll-off container. These situations are subject to Code Enforcement Action.

NOTE 4: Computer Equipment - Any desktop central processing unit, any laptop computer, the monitor or video display unit for a computer system, and the keyboard, mice, and other peripheral equipment. Computer equipment does include a printing device such as a printer, a scanner, a combination print-scanner-fax machine, or other device designed to produce hard paper copies from a computer. Computer Equipment does *NOT* include an automobile; a television; a household appliance; a large piece of commercial or industrial equipment, such as commercial medical equipment, that contains a cathode ray tube, a cathode ray tube device, a flat panel display, or similar video display device that is contained within, and is not separate from, the larger piece of equipment, or other medical devices as that term is defined under the federal Food, Drug, and Cosmetic Act.

NOTE 5: Residents who place or leave their garbage containers and recycling containers on the street in violation of this policy shall receive a warning sticker for the first offense. Second or future violations will result in a twenty-five dollar (\$25.00) citation.

TELEVISION. – Any electronic device that contains a tuner that locks on to a selected carrier frequency and is capable of receiving and displaying of television or video programming via broadcast, cable, or satellite, including, without limitation, any direct view or projection television with a viewable screen of 9 inches or larger whose display technology is based on cathode ray tube (CRT), plasma, liquid crystal (LCD), digital light processing (DLP), liquid crystal on silicon (LCOS), silicon crystal reflective display (SXRD), light emitting diode (LED), or similar technology marketed and intended for use by a consumer primarily for personal purposes. The term does not include computer equipment.

COMMERCIAL WASTE

Effective March 1, 2001, this ordinance applies to all business, commercial, office, multi-family housing, industrial and institutional segments including schools, churches, day care centers, and non-profit organizations.

CITY COMMERCIAL ROLL OUT CUSTOMERS

Commercial Rollout Service	\$20.00/cart/month
a. Service performed by Waste Pro.	
b. City to bill for carts on utility bills per city policy	
c. Roll out must be approved by Solid Waste Services Director	
d. Limit of (3) carts per building or number set by Solid Waste Services Director	
e. Only City carts may be used	
f. Residential recycling rollout cart service is available to customers subscribing to City-provided Commercial Garbage Rollout Service. Limit one recycling cart per rollout subscription with Solid Waste Director's approval. Any business can sign up for Rollout Recycling Service.	
g. Rollout Container left at curb after Collection Day	\$25.00 fine per 95 gallon cart

Qualifications for Commercial Rollout Cart Service: Commercial generators operating out of houses or storefront buildings may request rollout container service where dumpster service is not available or practical as determined by the Solid Waste Services Director. Each building is limited to minimum number of rollout containers required to meet the waste generated by the commercial occupants in the building(s). Commercial generators in "strip malls" are required to use dumpster service and are encouraged to partner with adjacent commercial generators for the service. Other dumpster exceptions granted by the Director shall receive the number of rollout containers necessary for the waste stream generated. The City-established fee for Commercial Roll Out container service shall apply and commercial generators will be billed by the City monthly as a part of the City utility bill and will be billed for the number of carts in their possession, not the number collected. Billing shall be in accordance with the City utility billing and collection policy. Only "City of Concord" rollout containers are emptied. These containers remain the property of the City of Concord. City operated public-housing facilities may utilize rollout containers and per General Statute section 160A-314 (a2) a reduced Public Housing billed by the City for such low income customers shall apply and is adjusted annually according to the Consumer Price Index (CPI).

CORRUGATED CARDBOARD RECYCLING SERVICE

- The City collects corrugated cardboard free of charge from commercial generators, irrespective of quantity generated. Small volume generators are required to flatten corrugated cardboard and store it in a location accessible to collection crews for weekly collection. Large volume generators (4 yards per week flattened or greater) will be provided an 8-yard container(s) specifically designed for corrugated collection and weekly collection service. Commercial generators generating in excess of 24 yards per week, flattened, may be required to purchase or rent compaction equipment to facilitate collection efficiency.
- It is the commercial generator's responsibility to ensure that contamination of the corrugated containers is kept to a minimum. Repeated contamination problems can result in removal of the container or termination of service. The City will communicate repeated contamination problems to affected generators.
- Neither the City, nor its contract collector for corrugated cardboard are responsible for any damages to pavement, structures or obstructions encountered during such collection except due to gross negligence.
- All corrugated cardboard collection service will be on a set schedule. The City cannot guarantee additional pick-ups on a call in basis.

DUMPSTER SERVICE

- Commercial generators may contract directly with any waste hauler for service
- Except as otherwise provided herein, all commercial generators shall utilize dumpster service for their waste.

DUMPSTER SERVICE EXCEPTIONS

- In the event a commercial generator cannot comply with dumpster service policies due to logistical items including but not limited to space or access limitations or other service-related factors, the Solid Waste Services Director or his delegate has the authority to grant exceptions for good cause shown. Such exceptions are subject to the limited rollout container policies below.

MULTI-FAMILY HOUSING SERVICE

- Multifamily residence is defined by any apartment or group of apartments, townhomes, or condominiums, having six dwelling units or more. Developments including duplexes and/or other multiple dwelling units that take indirect access from a public right -of-way and collectively exceed 5 dwelling units total are classified as a commercial multi-family development for waste disposal purposes regardless of the number of parcels occupied, the configuration of property or zoning lines, or the number of owners.
- Single-family residence is defined by any detached dwellings designed, permitted and built as a single-family dwelling unit, mobile home, or duplex, triplex, or quadplex, apartment or group of apartments, or townhomes having less than six dwelling units, or any number of condominiums will be residentially serviced at no charge by the city and may use rollout carts.
- Developments with 6 units (e.g. apartment complexes) are required to utilize dumpsters (unless an exception is granted) and pay for container rental and waste disposal. Complexes are required to provide one 8 cubic yard container per 25 units emptied twice per week. Alternatively, the owner may provide a recycling program equal to city residential curb-side recycling program with sufficient tenant participation to reduce waste production to justify once per week servicing of each dumpster.
- Multi-family housing owners/managers may use any hauling firm. The Solid Waste Services Director or his/her delegate may grant dumpster exceptions in the event that logistical problems prevent dumpster service from occurring at any given multi-family housing location. Such exceptions shall be subject to the limited rollout container policy above.
- The City will provide information regarding the location of recycling drop off centers to multi-family housing complexes as well as technical assistance in implementing a multi-family recycling program at the complex. The cost to implement and maintain a Multi-Family Housing recycling program will be entirely the expense of the Multi-Family Housing Complex's owner/manager.
- Multi-Family Housing Complexes are considered commercial operations for the purpose of waste disposal, and are responsible to arrange for and pay for disposal of all waste generated from these facilities. The City of Concord does not provide yard waste, bulky waste, building materials, or garbage collection or disposal or recycling services to these facilities.
- Bulky item pick-up service may be requested at Multi-Family Housing who have large items, such as large household appliances (white goods) and old furniture that are too large to be placed in a commercial container. This service is provided for a fee for the collection of up to five items or any portion thereof. Collection of Bulky Items must be scheduled through the Customer Care Center and payment must be received in advance.

CONDOMINIUMS

- Condominium service shall be considered residential service provided at no cost by the City
- All new condominium complexes to be constructed in the City of Concord shall be designed and built to allow the use of dumpsters, providing one 8-cubic yard container per the equivalent of 25 2-bedroom units.
- Existing condominium complexes shall utilize dumpsters wherever logistically practical as determined by the Solid Waste Services Director or his/her delegate. Complexes designed and built in a “townhouse” style with detached units may be serviced using roll out carts if deemed practical to do so by the Solid Waste Services Director.
- The City of Concord will pay for residential rollout or dumpster waste removal at condominium complexes.

CITY-PROVIDED DUMPSTER SERVICES IN DOWNTOWN BUSINESS DISTRICT

DOWNTOWN BUSINESS DISTRICT MIXED-USE DUMPSTER SERVICE (ACCESSED VIA ALLEY WESTSIDE OF PARKING DECK)

<u>Category</u>	<u>Minimum Under 2,000 Sq Ft</u>	<u>Cost per 100 Sq Ft Over 2,000 Sq Ft</u>
Office	\$ 5.00	\$1.00
Retail	\$ 5.00	\$1.00
Arts, Entertainment & Recreation	\$ 5.00	\$1.00
Apartment	\$ 5.00	\$1.00
State/County Government	\$ 5.00	\$1.00
Unclassified & Other	\$ 5.00	\$1.00
Accommodation & Food Service	\$10.00	\$3.00
Accommodation & Food Service w/ABC Permit	\$25.00	\$3.00
Retail Home Improvement	\$10.00	\$3.00

**Maximum total cost for customers in non-Accommodation & Food Service categories shall be twice the minimum cost of the respective category.*

SPECIAL DUMPSTER FEES APPLICABLE TO CITY-MAINTAINED DUMPSTERS IN DOWNTOWN BUSINESS DISTRICT

Cleanup fee, for failing to place garbage and corrugated into dumpsters provided	\$150.00 per event
Special event service fee when extra collections are required	\$50.00 per event

ADDITIONAL INFORMATION APPLICABLE TO DOWNTOWN BUSINESS DISTRICT

- Businesses are charged a minimum monthly fee for up to 2,000 sq ft. of floor space plus an additional fee for every additional 100 sq ft of floor space over 2,000 square feet, based on the rates listed in the business classification table for each City-managed dumpster location.
- Businesses that accommodate special events requiring extra collections are billed \$50.00 per event/collection.
- Anyone failing to place garbage or corrugated cardboard into the dumpsters provided will be charged a \$150 cleanup fee.
- Security cameras have been installed to monitor activity at the dumpsters to assure the area remains clean and only those businesses subscribing to this service are using the dumpster facility.
- Use of the City dumpster facilities in the Downtown Business District is a fee-based service only. Unauthorized use of these facilities by non-paying businesses or illegal dumping by anyone will be prosecuted to the full extent allowed by law.
- The City establishes solid waste service fees for use of the City managed dumpster facilities located in the Downtown Business District. These solid waste fees shall apply according to the business category, and the subscribing business will be billed monthly on their City utility bill. Service fee rate calculate will be based on both the business category and the square feet of occupancy. Billing shall be in accordance with the City utility billing and collection policy.
- Where a property is not served by a dumpster facility maintained by the City of Concord, the Property Owner(s) must provide a screened dumpster location meeting established development standards and one or more dumpsters (a sufficient number to meet the waste generation of the property).
- Where a business does not generate sufficient waste to justify a dumpster or where structural or other physical barriers exist preventing installation and servicing of a dumpster, commercial rollout container may be used and charged at the monthly rate listed above. Prior approval by the Solid Waste Services Director is required.

STORMWATER SERVICES

One Equivalent Runoff Unit (ERU) is 3,120 square feet (sq. ft.)
ERU Rate - \$5.16 per month

Single Family Residential – Including Mobile Homes		
With < 1,890 sq. ft. impervious area	0.6 * ERU Rate	\$3.10 per month
With 1,890 to 5,507 sq. ft. impervious area	1.0 * ERU Rate	\$5.16 per month
With > 5,507 sq. ft. impervious area	1.8 * ERU Rate	\$9.29 per month

Multi-Family Residential – Including Apartments, Condominiums, Townhomes
1.0 * ERU Rate per unit.

Other Properties –
1 ERU rate per month for each 3,120 sq. ft. of impervious surface

STORMWATER SERVICES

Construction of Stormwater Structures	Time & Materials
Other Stormwater Services	See Water & Wastewater labor and equipment schedule for pricing
Street Debris Removal	\$400.00 + \$150.00/hr after first hour
Ditch Cleaning (applies to removal of yard waste or Other waste debris obstructing drainage; not for routine Ditch maintenance)	\$125.00 minimum + \$80/hr after first hour or portion thereof

MAINTENANCE ASSESSMENTS

Assessments for the maintenance of stormwater control facilities may periodically be made pursuant to the Code of Ordinances § 60-88 and Concord Development Ordinance Article 4 based on actual City costs.

TAX

TAX RATE

Ad Valorem Tax Rate	\$0.4800/\$100 Valuation
Municipal Service District Tax Rate	\$0.2300/\$100 Valuation

Both the Ad Valorem and Municipal Service District Tax Rate represent the Revenue Neutral rate resulting from the 2016 County-wide Revaluation.

MOTOR VEHICLES

A \$10.00 General Municipal Vehicle Tax * is levied and a \$5.00 Municipal Vehicle Tax for Public Transportation** is levied for a total license tax of \$15.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina.

Source:

*G.S. 20-97(b) General Municipal Vehicle Tax \$10.00

**G.S. 20-97(c) Municipal Vehicle Tax for Public Transportation \$5.00

Note: These Municipal Vehicle Taxes are billed and collected by Cabarrus County.

Beer and Wine License

Businesses operating within the City of Concord that have obtained a North Carolina ABC permit to sell beer and/or wine are required to obtain a City Beer & Wine License annually. An annual Beer and Wine License is levied on each Business selling beer or wine for on-premises or off-premises consumption based on G.S 105-113.77 and G.S 105-113.79 and by the authority of N.C.G.S. 160A-211. Licenses expire on April 30 and must be renewed.

ABC Permit	Tax
On-premises malt beverage	\$15.00
Off-premises malt beverage	\$5.00
On-premises wine, fortified, unfortified, or both	\$15.00
Off-premises wine, fortified, unfortified, or both	\$10.00
Wholesale malt beverage	\$37.50
Wholesale wine (fortified and unfortified)	\$37.50
Wholesale malt beverage and wine (fortified and unfortified)	\$62.50

Tax on additional licenses:

The Tax stated above is the first license issued to a person. The tax for each additional license of the same type issued to that person for the same tax year is one hundred and ten percent (110%) of that base license tax; that increase will apply progressively for each additional license.

GARNISHMENT FEES

Fee	\$60.00
Source: N.C. General Statutes sections 105-368 and 7A-311	

TRANSIT SYSTEM – Concord/Kannapolis Rider

Regular Fare ¹	\$1.25/one-way trip
ADA Paratransit Fare	\$2.00/one-way trip
Senior Citizen Fare ²	\$0.60/one-way trip
Disabled Fare ²	\$0.60/one-way trip
Medicare Card Holders ²	\$0.60/one-way trip
Student Fare ²	\$0.60/one-way trip
Children (under 5)	Free
Transfers ³	Free
1-Day Unlimited Ride Pass	\$4.00
1-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) ²	\$2.00
7-Day Unlimited Ride Pass	\$12.00
7-Day Unlimited Ride Pass (Senior, Disabled, Student, Medicare) ²	\$6.00
10-Ride Electronic Fare Media	\$10.00
10-Ride Electronic Fare (Senior, Disabled, Medicare, Student) ²	\$5.00
10 Tokens (Non-profit agencies)	\$8.00
31-Day Pass	\$40.00
31-Day Pass (Senior, Disabled, Student, Medicare) ²	\$20.00
Smart Card (cashless version of Regular Fare) ⁴	\$1.25 per ride
Smart Card (cashless fare for Senior, Disabled, Student, Medicare) ²	\$0.60 per ride
1-Ride Pass ⁵	\$1.00 (80% of Regular Fare rate per ride)
Credit/Debit Card Processing Fee	\$1.00

¹All riders shall pay this fare unless the rider qualifies under the fare policy for one of the reduced fares as listed.

²Discounted fares require a reduced-Fare ID.

³Transfers can only be used at the Rider Transit Center, Kannapolis Train Station, NCRC/NC State Bldg. and DSS.

⁴Smart Card – minimum purchase to receive card is \$25.00 (card may be reused with a minimum purchase of \$10.00).

⁵1-Ride Pass – minimum purchase of 100 passes; if less than 100 passes purchased, passes will be sold at regular fare rate if applicable.

TRANSPORTATION

SIGNAL DIVISION

Design Review and Inspection Fee	\$5,000.00
Emergency Mobilization	\$2,000.00
Fiber Optic Make Ready Fee	\$ 175.00
Fiber Optic Splice Fee per fiber	\$ 75.00
Interference and Damage to City Property	All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order.

STREETS AND TRAFFIC

Right-of-Way Encroachment Permit Application Fee	\$100.00
Blocking of City controlled parking spaces (by permit)	\$5 each per day or \$25 each per month

Schedule of Street Cut Repair Charges:

Size of Street Cut	Est. Asphalt Required	Cost
4 sq ft (minimum)	0.2 ton	\$138.00
8 sq ft	0.4 ton	\$151.00
12 sq ft	0.6 ton	\$163.00
16 sq ft	0.8 ton	\$176.00
20 sq ft	1.0 ton	\$313.00
24 sq ft	1.2 tons	\$326.00
28 sq ft	1.4 tons	\$339.00
32 sq ft	1.6 tons	\$351.00
36 sq ft	1.8 tons	\$363.00
40 sq ft	2.0 tons	\$377.00
44 sq ft	2.2 tons	\$389.00
48 sq ft	2.4 tons	\$526.00
50 sq ft	2.6 tons	\$539.00
> 50 sq ft	N/A	Time and Materials
*Crew Labor and Equipment Rate per hour		\$250.00

Schedule of Sidewalk and Concrete Street Repair Charges:

Size of Sidewalk or Street Cut	Est. Concrete Required	Cost
16 sq ft (minimum)	1/4 cubic yard	\$226.00
20 sq ft	1/4 cubic yard	\$226.00
21 – 50 sq ft	1/2 cubic yard	\$256.00

51 – 64 sq ft	3/4 cubic yard	\$282.00
65 – 80 sq ft	1 cubic yard	\$310.00
> 80 sq ft	1 ¼ cubic yards	\$634.00
	1 ½ cubic yards	\$663.00
	1 ¾ cubic yards	\$690.00
	2 cubic yards	\$718.00
	2 ¼ cubic yards	\$745.00
	2 ½ cubic yards	\$773.00
	2 ¾ cubic yards	\$800.00
	3 cubic yards	\$1,126.00
	> 3 cubic yards	Time and Materials
*Crew Labor and Equipment Rate per hour		\$250.00

Schedule of Curb and Gutter Charges – per linear ft.
Installation of new curb and gutter including suitable base material \$ 25.00

Schedule of new 4 inch Thick Sidewalk – per linear ft.
Installation charges including grading and suitable base material \$ 35.00

Schedule for seeding and mulching – per sq ft.
Installation charges including preparing and raking area to be seeded \$ 5.00

NOTE: Fees are based on normal costs and operational estimates. In the event that the City's costs for materials increases by 33%, all repairs for private parties will be suspended until further action of the Council.

TRAFFIC SERVICES

Signs:

10 ft channel post with anchor	\$ 50.00
Delineator Post w/base	\$100.00
Stop sign 30"	\$ 50.00
Yield sign	\$ 50.00
No Parking sign	\$ 20.00
Speed limit sign	\$ 50.00
Street marker assembly	\$200.00
Street intersection marker blades	\$ 75.00
Crime watch signs including installation and maintenance on Private roads	\$150.00
Crime watch signs including installation and maintenance on Public roads	\$ 60.00
Regulatory signs, exc. Stop & Yield	\$ 50.00
Warning sign	\$ 50.00
Information sign	\$ 25.00
Labor for each item above	\$ 40.00
Street Sign Toppers (per sign)	\$ 40.00

Pavement Markings:

4 inch line (per linear foot)	\$ 2.08
8 inch line (per linear foot)	\$ 4.16
24 inch stop bar (per linear foot)	\$ 12.48
Cross Walk (per linear foot of 24" bar)	\$ 12.48
8' character (per letter)	\$190.00
10' character (per letter)	Cost of Special Order
Symbol Railroad Crossing	\$625.00
Parking Space (parking lot – per linear foot)	\$ 2.08
Parking Space (parallel roadway – per linear foot)	\$ 2.08
Turn Arrow, Standard (Right or Left)	\$400.00
Straight Arrow, Standard	\$300.00
Combination Arrow, Standard	\$400.00

Traffic control services for non-profit special events, parades, emergency operations, etc.
All cases will be judged on an individual basis and cost recovery based on Cityworks Work Order

Temporary traffic control (rental) for parades, block parties & special events:

Barricades, each per day	\$5.00
Detour signs, each per day	\$5.00
Traffic cones, each per day	\$0.50

Note: All City-owned vehicles and equipment used in a cost-reimbursement service not listed on this fee schedule will be charged to the customer at the current FEMA rate.

UTILITY BILLING AND COLLECTION (Including commercial waste collection billings of the City)

Late Fee

A Utility late fee of 1 ½ percent will be charged on all unpaid balances. A late fee will apply if payment is not paid by the 26th day. Effective 7/7/00, new payment arrangements are subject to late fee. Prior payment arrangements are not subject to late fee unless not current.

Same Day Connection Fee

A connection fee will be charged for same day service as follows:
Monday – Friday 8:00am – 3:00pm No Charge
Monday – Friday 3:01pm – 5:00pm \$100.00
*No regular connection after hours, on weekends or holidays.

NOTE: Same day service will only apply to residential customers applying for new service or transferring service. Same day service is not available for meter sets.

Non-Payment Administration Fee

An Administration fee will be charged as follows:
Monday – Friday 8:00am – 4:00pm \$50.00
Once a customer has been placed on the cutoff list, administrative fees apply regardless of whether the customer has been disconnected.
Monday – Friday after 4:00pm, Weekends, and Holidays \$100.00

Administration charge for meter tampering, when service has been disconnected at the point of connection between the customer and the utility by an electric utility crew. \$200.00 (anytime)

Security Deposits

Commercial and Industrial customers who provide a letter of credit at the initial application for service will not be required to pay a deposit. However, if a letter of credit is not provided, a deposit equal to one month's average bill is required. Disconnection for non-payment will require a deposit equal to two months average bill for reconnection of services.

Commercial customers whose past due balance is greater than \$500.00 will be subject to the following:

Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

Residential customers who meet a satisfactory credit rating are not required to have a security deposit at time of initial service. Disconnection for non-payment, returned checks, or bankruptcy will subject customer to deposit schedule for reconnection of service. A credit letter will be accepted in lieu of a deposit.

Residential customers who fail to meet a satisfactory credit rating will be required to deposit the following if the customer's past due balance is less than \$200.00:

Water and/or sewer service only	\$ 75.00
Water, sewer and electric	\$150.00

Residential customers whose past due balance is greater than \$200.00 will be subject to the following:

Past due > \$200.00	Add \$25.00 to above stated deposit schedule
Past due > \$500.00	Add \$50.00 to above stated deposit schedule
Past due > \$1,000.00	Add \$75.00 to above stated deposit schedule
Past due > \$2,000.00	Add \$100.00 to above stated deposit schedule

Returned Check Charge

There will be a \$25.00 service charge for returned checks. Services are subject to disconnection for returned checks.

Partial Payment Application

Partial payments will be applied to services in the order of Stormwater, Commercial waste collection, Sewer, Water and Electricity. Customer is responsible for remaining past due amounts and is subject to disconnection without further notice.

Check Cashing:

Checks are not accepted for accounts disconnected due to non-payment and/or returned checks. No third party checks will be cashed.

Involuntary Discontinuance of Service – Water and Sewer

In order to protect the City's water distribution and wastewater collection systems, to protect the consuming public, to prevent the dangerous and destructive practice of tampering with any water distribution or wastewater collection facilities of the City, the following penalties are hereby established:

- (1) Penalty of \$500.00 for altering, tampering with or removing or replacing a City water meter. A fee of \$500.00 for the jumping or by-passing of water meter.
- (2) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- (3) In addition to the fees set forth above, the offending party shall pay all costs incurred by the City by reason of damage to its equipment.
- (4) In addition to the fees and costs provided in the above, such conduct described shall be subject to immediate disconnection of City water and/or sewer service if the offending party is a water and/or sewer customer of the City.
- (5) The penalties and costs herein provided shall be imposed by the Customer Service Manager, department(s) involved, or their designated agent.
- (6) When it becomes necessary for the City to discontinue services for any of the reasons listed in Section 4, *Discontinuing Services* of the City's Customer Service Policies and Procedures Manual, service will be restored after payment of (1) all past due bills due the City, (2) any deposit as required, and (3) any material and labor cost incurred by the City, according to the current Fee Schedule. No meters will be set in subdivision until all penalties and charges are paid.
- (7) Any person upon whom penalty and/or cost is imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- (8) Any person upon whom any penalty and/or cost are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- (9) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

Involuntary Discontinuance of Service (Meter Tampering) – Electric

In order to protect the City's electric distribution systems, to protect the consuming public, to prevent the theft of electric energy, and to prevent the dangerous and destructive practice of tampering with electric facilities of the City, the following fees are hereby established:

- (1) A penalty of \$50.00 for breaking, removing or replacing a City electric meter seal or disconnecting or reconnecting City electric service for the purpose of working on the service without notice to and approval by the Customer Service Department. Any consumer who fails to have said service inspected by the County Electrical Inspector within a period of five (5) working days, or upon said inspection, such work as was done should fail electrical inspection, shall be subject to immediate disconnection from the City electric system, and shall be liable to the City for all costs incurred during disconnection and reconnection or said service.
- (2) A penalty of \$500.00 for altering, tampering with or removing or replacing a City electric meter for the purpose of obtaining service after service has been disconnected for non-payment of electric bills rendered.
- (3) A penalty of \$500.00 for straight wiring, jumping or by any other means obtaining electric service from an existing service pole or pedestal. A penalty of \$500.00 for altering the registration of an electric meter by use of any electronic or mechanical means or the obtaining of electric power by any means when said power is obtained by bypassing registration of the electric meter.
- (4) If metering equipment is damaged, it will be replaced or repaired according to the City's specifications. Any offending party whose electric service has been discontinued by the City pursuant to this section shall not be eligible for reconnection to the City's electric service either at the point of infringement or at any other locations on the City's electric system until the penalty imposed and all replacement or repair costs are paid in full.
- (5) If service has been disconnected from a power source for non-payment or meter tampering and the customer restores service on a non-protected circuit (i.e. mobile home pedestal, junction pedestal, transformer, etc), persons involved may face legal prosecution and penalties in the amount of \$500.00 will be required in addition to other tampering charges to reconnect service.
- (6) All cases not covered by the specific situations as noted above, will be judged on an individual basis and treated accordingly.
- (7) In addition to the penalties and cost provided in the above, such conduct described shall be subject to immediate disconnection of City electric service if the offending party is an electric customer of the City.
- (8) The penalties and costs herein provided shall be imposed by the Customer Service Manager or his/her designated agent.
- (9) Any person upon whom any penalties and/or costs are imposed shall have the right of appeal from the action taken by the Customer Service Manager directly to the Finance Director.
- (10) Any person upon whom any penalty and/or costs are imposed shall have the right of appeal from the action taken by the Finance Director to the City Manager.
- (11) If it is determined that a residential customer is a first time offender, the tampering charge may be reduced to \$100 plus the damages, usage and reconnection fee.

WATER AND WASTEWATER UTILITIES

WATER TREATMENT AND DISTRIBUTION USE FEES

Base charge: (Based on Water Meter Size):

	Inside City:	Outside City:
3/4"	\$4.04	\$4.54
1"	\$5.76	\$6.61
1 1/2"	\$9.71	\$11.35
2"	\$14.66	\$17.29
3"	\$26.28	\$31.23
4"	\$42.85	\$51.11
6"	\$83.89	\$100.36
8"	\$133.34	\$159.70
10"	\$191.20	\$229.13
12"	\$355.86	\$426.73

Fire Service Availability

4"	\$ 52.01
6"	\$ 94.44
8"	\$145.09
10"	\$217.72
12"	\$334.30

****Volume Charges:**

Residential volume charges inside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$5.36/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$6.97/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service:	\$8.58/1,000 gallons

Residential volume charges outside city:

Residential service:	
Block 1 (0 - 6,000 gallons/month)	\$6.44/1,000 gallons
Block 2 (6,001 – 8,999 gallons/month)	\$8.37/1,000 gallons
Block 3 (9,000+ gallons) & Irrigation service	\$10.30/1,000 gallons

Commercial and institutional volume charges inside city:

Commercial/institutional service	\$5.41/1,000 gallons
Commercial/institutional irrigation service	\$8.58/1,000 gallons

Commercial and institutional volume charges outside city:

Commercial/institutional service	\$6.50/1,000 gallons
Commercial/institutional irrigation service	\$10.30 /1,000 gallons

Industrial volume charge inside city:

Industrial service	\$4.00/1,000 gallons
Industrial irrigation service	\$8.58/1,000 gallons

Industrial volume charge outside city:

Industrial service	\$4.80/1,000 gallons
Industrial irrigation service	\$10.30/1,000 gallons

Other Industrial Rates set by contract:

Town of Harrisburg – Per Contract	
Monthly Reserved Capacity Charges	\$22,388.00
O&M Rate	\$3.30/1000 gallons (Required base amount purchased monthly is set per contract)
City of Kannapolis*	\$1.52/1,000 gallons (Base charges n/a)
Fire hydrant volume charges	\$8.36/1,000 gallons
Water tanker	\$8.36/1,000 gallons
Water use permit for tank/tankers	\$50.00 annually

IRRIGATION SERVICES:

ALL Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges.

DROUGHT SURCHARGE POLICY:

During periods of extended and extreme drought when mandatory water usage restrictions are necessary, an additional 10% surcharge will be applied to Blocks 2 and 3 of the current residential service rate.

FEES FOR VIOLATIONS OF MANDATORY WATER RESTRICTIONS

Residential		
	First offense	\$ 100.00
	Second and subsequent offense	\$ 300.00
Commercial/Institutional		
	First offense	\$ 500.00
	Second and subsequent offense	\$1,500.00
Industrial		
	First offense	\$ 500.00
	Second and subsequent offense	\$1,500.00

WATER CONNECTION CHARGES (Applicable to Residential, Commercial, Institutional and Industrial Customers).

Residential Charges: Residential charges are comprised of a capacity fee, installation fee, and meter fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

Capacity Fee: \$1,089 per residential unit
 A residential unit includes each dwelling separately owned, sold, or leased, regardless if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential capacity fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc.

Installation and Meter Fee:

Installed by Concord Utilities on existing City owned water mains*

Meter Size:

¾"	\$1,327 (\$1,134 installation + \$193 meter)
1"	\$1,656 (\$1,261 installation + \$395 meter)
2"	\$2,639 (\$1,865 installation + \$774 meter)

Installed by others on water main extensions not yet owned by the City of Concord

Meter Size:

¾"	\$193 – purchased from City of Concord
1"	\$395 purchased from City of Concord
2"	\$774 purchased from City of Concord
Greater than 2"	At cost – must be provided by applicant according to City specifications

Irrigation Services ALL Irrigation Services and Meter Charges (residential, commercial, institutional, and industrial) shall be charged the same as listed under the non-residential charges below.

Non-Residential Charges:

Installed by Concord Utilities on existing City owned water mains

Meter Size*:

Connection Charge:

¾"	\$2,416 (\$1,089 capacity + \$1,134 installation + \$193 meter)
1"	\$3,507 (\$1,851 capacity + \$1,261 installation + \$395 meter)
2"	\$8,411 (\$5,772 capacity + \$1,865 installation + \$774 meter)

Installed by others on existing City owned water mains

Meter Size*:

Capacity Charge: (excludes installation and meter fee)

4"	\$ 18,186.00
6"	\$ 36,264.00
8"	\$ 58,044.00
10"	\$ 83,527.00
12"	\$156,054.00

Installed by others on water main extensions not yet owned by the City of Concord

Meter Size*:

Connection Charge: (includes meter fee)

¾"	\$1,282 (\$1,089 capacity + \$193 meter)
1"	\$2,246 (\$1,851 capacity + \$395 meter)
2"	\$6,546 (\$5,772 capacity + \$774 meter)

Installed by others on water main extensions not yet owned by the City of Concord

Meter Size*:

Capacity Charge: (excludes meter fee)

4"	\$ 18,186.00
6"	\$ 36,264.00
8"	\$ 58,044.00
10"	\$ 83,527.00
12"	\$156,054.00

*Notes:

- Connections installed by others must be by licensed utility contractors approved by the Water Resources Director or designee.

- All meters greater than 2" must meet City of Concord specifications and should be provided by the applicant.
- Dedicated fire protection connections are exempt from water connection charges however potable service connections off the fire line are subject to connection charges.

WATER SENSE TOILET REBATE/CREDIT (RESIDENTIAL SERVICE)

\$50.00 credit on Utility Bill per qualifying toilet replacement (limit 3 per single family residential service). For more information, contact the Water Resources Dept. or visit their website.

NON-EMERGENCY, AFTER HOURS, WEEKEND/HOLIDAY CUT OFF/ON

\$100.00 (For Customers requesting service cut off/on for non-emergency plumbing repairs)

MOVE EXISTING SERVICE TO ANOTHER LOCATION ON SAME PROPERTY

At Cost (labor + equipment + materials)

PURCHASE OF REPLACEMENT WELL WATER USAGE SIGNS

\$ 10.00 each (for signs in excess of annual replacement)

WATER METER TESTING FEES

5/8" – 1"
1 1/2"-2"

\$ 50.00
\$ 125.00

PURCHASE OF RAIN BARREL FOR WATER CONSERVATION

Actual cost (set by Purchasing), plus sales tax

WASTEWATER COLLECTION SYSTEM USE FEES

Base Charge: (Based on Water Meter Size):

	Inside City	Outside City
3/4"	\$3.39	\$3.80
1"	\$4.80	\$5.49
1 1/2"	\$8.02	\$9.35
2"	\$12.05	\$14.18
3"	\$21.51	\$25.53
4"	\$34.99	\$41.71
6"	\$68.40	\$81.80
8"	\$108.65	\$130.10
10"	\$155.74	\$186.61

Volume Charges:

Inside City

Water Customers of Concord Utilities \$5.62/1000 gallons
Flat-Rate Customers \$27.56/month

Outside City

Water Customers of Concord Utilities \$6.74/1000 gallons
Flat-Rate Customers \$32.78/month

WASTEWATER CONNECTION CHARGES (Applicable to Residential, Commercial and Institutional, and Industrial Customers)

Residential Charges: Residential charges are comprised of a capacity fee and installation fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

Capacity Fee: \$800 per residential unit

A residential unit includes each dwelling separately owned, sold, or leased, regardless if the unit is metered individually or if the residential development is master-metered. For example, a residential unit includes, and a residential capacity fee applies to, each and every apartment unit, both units of a duplex, each single-family home, each mobile home, etc.

Installation Fee:

\$1,000 /4-inch service
\$1,800 /6-inch service

Non-Residential Charges:

Installed by Concord Utilities on existing City owned sewer mains

Meter Size*:	Connection Fee:
3/4"	\$ 1,800.00 (\$ 800 capacity + \$1,000 installation)
1"	\$ 2,360.00 (\$ 1,360 capacity + \$1,000 installation)
2"	\$ 5,240.00 (\$ 4,240 capacity + \$1,000 installation)
4"	\$ 15,160.00 (\$ 13,360 capacity + \$1,800 installation)
6"	\$ 28,440.00 (\$ 26,640 capacity + \$1,800 installation)
8"	\$ 44,440.00 (\$ 42,640 capacity + \$1,800 installation)

10"	\$ 63,160.00 (\$ 61,360 capacity + \$1,800 installation)
12"	\$116,440.00 (\$114,640 capacity + \$1,800 installation)

Installed by others on sewer mains not yet owned by the City of Concord

Meter Size*:	Connection Fee (excludes installation fee):
¾"	\$ 800.00
1"	\$ 1,360.00
2"	\$ 4,240.00
4"	\$ 13,360.00
6"	\$ 26,640.00
8"	\$ 42,640.00
10"	\$ 61,360.00
12"	\$114,640.00

Move Existing Service to Another Location on Same Property At Cost (labor + equipment + materials)

CONCORD UTILITIES EXTENSION AND MODIFICATION PERMIT FEES

Water permit application review	(See "ENGINEERING")
Wastewater permit application review	(See "ENGINEERING")

LABOR AND EQUIPMENT CHARGES

T.V. Truck	\$150.00/hr, 2 hr. min. charge (incl. Operator)
Jet-Vac Truck	\$225.00/hr, 2 hr. min. charge (incl. Operator)
Flusher/Sweeper	\$ 75.00/hr 1 ½ hr min
Motor-Grader	\$ 40.00/hr
Rapid Response Vehicle	\$100.00/hr, 2 hr. min. charge (incl. Operator)
Crew Truck	\$ 20.00/hr
Pick-up Truck	\$ 17.00/hr
Tandem Dump	\$ 30.00/hr
5-10 Ton Dump Truck	\$ 26.00/hr
1-Ton Dump Truck	\$ 20.00/hr
10-Ton Trailer	\$ 10 .00/hr
5-ton Trailer	\$ 10.00/hr
Landscape Trailer	\$ 10.00/hr
Emergency Response Trailer	\$ 10.00/hr
Shoring Trailer w/Shore Material	\$ 20.00/hr
50,000-Pound Class Track Hoe	\$ 88.00/hr
30,000-Pound Class Track Hoe	\$ 45.00/hr
Front End Loader	\$ 44.00/hr
Rubber Tire Backhoe	\$ 29.00/hr
Mini Excavator	\$ 25.00/hr
Drum Roller Trench Compactor	\$ 27.00/hr
185 Cubic Foot per Minute Air Compressor	\$ 60.00/hour
Concrete Mixer	\$ 47.00/hr
Argo All-Terrain Vehicle	\$ 12.00/hr, 2 hr. min. charge
Core Machine:	
4" to 6" core	\$175.00/each
8" to 10" core	\$250.00/each
Hand Whacker Tamp	\$ 5.00/hr
Small Centrifugal & Diaphragm Pumps	\$ 5.00/hr
Chainsaw	\$ 5.00/hr
By-Pass Pump:	
4" pump	\$ 15.00 \$25.00/hr, 2 hr. min. charge
6" pump	\$ 19.00 \$33.00/hr, 2 hr. min. charge
8" pump	\$ 25.00 \$50.00/hr, 2 hr. min. charge
Small Generator (>7,000 watts)	\$ 40.00/hr
Large Generator (<7,000 watts)	\$ 20.00/hr
Trip Charge	\$ 30.00*
Smoke Machine	\$ 5.00/hr
¾" water meter	\$193.00
1" water meter	\$395.00
2" water meter	\$774.00
Sewer Service Trailer	\$ 15.00/hr
Low-boy Tractor & Trailer	\$ 32.00/hr
Hydroseeder	\$ 10.00/hr
Straw Blower	\$ 6.00/hr
Skid Steer	\$ 18.00/hr

*Applicable when more than two (2) trips are made to the same location to install water meters and applicable to all after hours calls for turning water services off or on to accommodate customer repairs.

All City owned vehicles and equipment used in a cost – reimbursement service not listed on this schedule will be charged to the customer at the current FEMA rate.

City Profile

(as of June 30, 2017 unless otherwise noted)

Date of Incorporation: 1796
Date of City Charter: 1798
Form of Government: Council-Manager
Land Area: 62.383 square miles
Elevation: 704 feet above sea level
Population: 89,891



Climate

Average January Temperature
 High 51°/Low 28°
 Average July Temperature
 High 90°/Low 68°
 Record High: 107° (August 1983)
 Record Low: -5° (January 1985)
 Annual Precipitation: 47.3 inches



Transportation

Major Highways
 Interstate 85
 U.S. Routes 29 and 601

Rail
 Southern Railway Company

Air
 Charlotte Douglas International Airport -
 approximately 25 miles from the City Center
 Concord Regional Airport

Ground
 Concord-Kannapolis Rider bus service
 Greyhound and Trailways bus services
 Privately-owned taxicab service



U.S. Census, 2015 ACS Survey

Residents

Population by Gender
 Male 48.4%
 Female 51.6%

Population by Race
 White 70.2%
 Black 19.6%
 Hispanic 12.3%
 Asian, AIAN, NHPI, Other, 2 or more Races 3.6%

Age (Estimated)
 (Birth-19) 30.2%
 (20-34) 18.7%
 (35-64) 40.0%
 (65+) 11.3%

Median Income \$ 53,587

Number of Households
 1990 11,670
 2000 22,485
 2010 32,130
 2015 33,137



Registered Voters

July 1, 2017 56,852
 July 1, 2016 54,582
 July 1, 2015 51,738
 July 1, 2014 52,244
 July 1, 2013 50,302



Economy (Citywide)

Civilian Labor Force 46,482
 Employed Residents 44,608
 Unemployed Residents 1,874
 Unemployment Rate 4.0%



Taxes

Sales Tax 7.00%
 Property Tax Rate Per \$100 valuation 48¢
 Cabarrus Co. Property Tax Rate per \$100 70¢



City Bond Ratings

Fitch IBCA GO/Revenue AAA/AA
 Standard and Poor's AAA/AA-
 Moody's Aa1/Aa2



Fire Protection (ISO Rating: 2)


Stations 11
 Firefighters and Officers (Op., Prevention, & Training) 205.5
 Administrative Support 3






Police Protection

Main Station 1
 District Stations 4
 Sworn Police Officers 184
 Non-Sworn Police Personnel 20
 Code Enforcement 8

Infrastructure

Miles of power lines
 Overhead  732.87
 Underground 693.48

Miles of water lines  717
 Miles of wastewater lines  550
 Lane Miles of City Streets 711.55
 Paved (City maintained)  347.96
 Paved (State Maintained) 91.5
 Paved (Interstate) 18.55

Media

Television: Major Networks, Cable 100.2%
 Local Newspaper: Independent Tribune
 Social Media:
 Twitter: @ConcordNCgov
 Facebook: ConcordNC
 YouTube: ConcordNC1
 Flickr: concordnc

City Profile (cont.)



Public Recreation

Acreage	188
Facilities (City-Owned)	
Parks	8
Playgrounds	14
Gymnasiums	3
Basketball Courts	7
Tennis Courts	14
Playing Fields	22
Swimming Pools	1
Greenway/Trail Miles	7.5



Utilities

Telephone	
Windstream Communications	
Electric	
City of Concord	
Duke Energy Corporation	
Gas	
Public Service Company	
Water	
City of Concord	
Wastewater	
City of Concord	



Housing

Average Home Sales Price	\$234,496
Fair Market Rent of 1BR Apartment	\$784
Fair Market Rent of 2BR Apartment	\$907
Fair Market Rent of 3BR Apartment	\$1,230
Public Housing Units	176
Housing Choice Voucher Units	541



Medical Facilities

Hospitals	
CMC-NorthEast	457
Nursing Homes	
Avante at Concord	120
Brian Center	90
Five Oaks Nursing Manor	184
Gardens at Taylor Glen	48
Universal Health Care & Rehab	120



Education

Public Schools in City limits	14
Long School Exceptional Children	1
Parochial and Private	5
Higher Education	
Rowan-Cabarrus Community College	
Cabarrus College of Health Sciences	



Top Taxpayers (FY 2016-17)

Concord Mills, LTD	2.25%
Celgard LLC	2.09%
Charlotte Motor Speedway	1.93%
Great Wolf Lodge	0.81%
DNP IMS America Corporation	0.80%
Windstream	0.56%
Bootsmead Leaseco (ALEVO)	0.50%
S&D Coffee and Tea	0.49%
JQH- Concord Development	0.49%
Hendrick Motorsports, Inc.	0.47%



Top Water Customers (FY 2016-17)

Town Of Harrisburg-S/A	10.44%
City Of Kannapolis	4.12%
Perdue Farms, LLC	2.21%
Corning, Inc	1.42%
Linde, North America	1.10%
Carolinas Healthcare System	1.11%
Great Wolf Lodge, LLC	0.98%
Cabarrus County Schools	0.85%
Concord Mills, LLC	0.70%
Alevo Manufacturing	0.67%



Top Wastewater Customers (FY 2016-17)

Perdue Farms	2.43%
Great Wolf Lodge, LLC	1.30%
City of Kannapolis	1.15%
Cabarrus County Schools	1.12%
Town of Harrisburg	1.08%
Gateway Surgery Center	1.00%
Concord Mills LLC	0.92%
Whitehurst/Countryview MHP	0.72%
CMC Northeast Medical Center	0.70%
S&D Coffee and Tea	0.63%



Top Electric Customers (FY 2016-17)

Perdue Farms	2.52%
LeGrand, Pass & Seymour	2.51%
Concord Mills LLC	2.44%
S&D Coffee and Tea	2.24%
Celgard, LLC	2.09%
WSACC	1.98%
City of Concord	1.91%
Cabarrus County Schools	1.64%
Wind Shear Inc	1.61%
Cabarrus Plastics	1.48%



Top Employers



Cabarrus County Schools	City of Concord
CMC-NorthEast Medical Center	United Healthcare Services
Wal-Mart	Shoe Show
Amazon	Kannapolis City Schools
Cabarrus County Government	Pharmaceutical Research Associates

GLOSSARY OF BUDGET & PERFORMANCE MEASUREMENT TERMS & COMMON ACRONYMS

Accrual Basis of Accounting (or Full Accrual): Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Ad Valorem Tax: A tax levied in proportion to the value of real property.

Amortization: Paying the principal amount of a debt issue through periodic payments either directly to bondholders or to a sinking fund for later payment to bondholders. Amortization payments include interest and any payment on principal.

Appropriation: Expenditure authority created by the City Council.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes. (Note: the County establishes Property values.)

Assigned Fund Balance: Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes.

Authorized Bond: Bonds that have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. North Carolina state law requires the annual operating budget to be balanced.

Base Budget: Those resources necessary to meet an established and existing service level.

Basis of Accounting: The accounting method that determines when, for accounting purposes, expenditures, expenses, and revenues are recognized. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

Benchmarking: The systematic process of searching for best practices, innovative ideas and highly effective operating procedures that lead to superior performance; The process of identifying the best-in-class and duplicating or surpassing their performance.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit. The three main bond-rating agencies include: Standard and Poor's, Moody's, and Fitch.

Budget: The budget translates organizational intentions into actions, allocating resources in support of organizational goals, objectives, and desired service levels.

Budget Amendment: A legal procedure used by the City staff and the City Council to revise a budget appropriation.

Budget Document: A formal document outlining the City's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the City Manager to the Mayor and City Council that discusses the major budget items and changes and the City's present and future financial condition.

Budget Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Capital Improvement Program (CIP): A multi-year plan (5 years for the City) for the construction or acquisition of major capital items (over \$100,000). The plan usually outlines spending needs, the financing source or sources expected, and the impact of the CIP on future annual operating budgets.

Capital Outlay: An expenditure expected to have a useful life greater than one year or a total value of \$5,000 or more resulting in the acquisition of or addition to a fixed asset. Examples of capital outlay expenditures include vehicles, mowing equipment, and buildings. The portion of the budget pertaining to the purchase of capital outlay items.

Capital Project: A capital improvement that usually requires a major initial investment, and a significant and continuing financial commitment in the form of operating costs.

Certificates of Participation (COPS): A security created as a part of a lease-purchase agreement. The lender, the holder of the certificate, owns a right to participate in periodic lease payments (interest and return of principal) as they are paid.

City Council: A seven member governing board elected within districts for four-year terms by the citizens of Concord.

City Manager: An individual appointed at the discretion of the Mayor and City Council to serve as the chief administrative officer of the City.

Committed Fund Balance: Used for specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority

Community Development Block Grant (CDBG): An entitlement grant from the U.S. Department of Housing and Urban Development (HUD) to assist low and moderate income persons of the City in targeted neighborhoods. This fund is required by federal regulations to account for the use of these funds.

Cost Allocations: Portion of the budget pertaining to payments made to other departments for costs involved in supporting a primary service.

Cost Center: An organizational budget / operating unit within each City department or division (e.g. Tree Trimming is a cost center within the Electric Systems department.).

Debt Service: The portion of the budget pertaining to payment of principal and interest requirements on outstanding debts.

Debt Service Funds: Funds used for the accumulation and disbursement of financial resources that will be used to make principal and interest payments on general long-term debt.

Deficit: The amount by which expenditures exceed revenues during an accounting period.

Department: A major administrative division of the City that has overall management responsibility for an operation within a function area.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Effectiveness Measure: A performance measure identifying quality or extent to which an organization is obtaining its objectives (ex. percentage of yard waste/leaf collection points serviced on time).

Efficiency Measure: A performance measure identifying inputs used per unit of output, or unit costs (ex. cost per ton of yard waste/leaves collected).

Encumbrance: A financial commitment or earmark for services, contracts, or goods that have not as yet been delivered by a specified time frame, usually the end of the fiscal year.

Enterprise Fund: A fund that accounts for a governmental activities supported wholly or partially with user fees or charges and operated using business principles.

Expenditures: The measurement focus of governmental fund accounting identifying financial resources expended during a period for operations, capital outlay, and long-term debt principal retirement and interest. With the exception of long-term debt principal retirement expenditures, expenditures reflect the cost incurred to acquire goods and services.

Expenses: The measurement focus of proprietary fund accounting identifying costs expired during a period, including depreciation and other allocations as in business accounting. Expenses reflect the cost of goods or services used.

External Agency: A non-governmental agency, usually of nonprofit legal status, which may request public funds for use on programs benefiting social, cultural, or economic needs of the City.

Fiscal Policy: The financial plan embracing the general goals and acceptable procedures for managing the City's financial resources.

Fiscal Year: A 12-month period of time, from July 1 through June 30, to which the annual budget applies.

Fixed Asset: An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than one year.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health insurance, life insurance, dental insurance, workers compensation, and travel allowances.

Fiduciary Funds: Funds used to separate, control, and track financial resources in which the government oversees as a third party, or on behalf of, another public entity. The four fiduciary fund types include: 1) Agency Fund, 2) Pension Trust, 3) Expendable Trust, and 4) Non-Expendable Trust.

Full Cost Accounting: Type of accounting concerned with accumulating both direct and indirect costs for financial reporting and decision-making purposes. By using this accounting technique, the City is able to assess the complete total cost of providing a service and its associated benefits.

Full-time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. Generally, one FTE equals 2080 hours per year per permanent position (based on a 40hr. work week and a 52 week work year; does not include temporary part-time staff).

Function: A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a similar broad goal or major service. Examples of functions within the City of Concord include Public Safety, Cultural and Recreational, and General Government.

Fund: A fiscal and accounting entity that has a self-balancing set of accounts recording cash and other financial resources, as well as related liabilities and residual equity. These are segregated to carry on specific activities or objectives in

accordance with special regulations, restrictions or limitations as established by State and Federal governments.

Fund Balance: Amounts shown as fund balance represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. Generally speaking, fund balance includes reserve or "rainy day" monies. North Carolina General Statutes require general fund balance reserves of at least 8% of General Fund expenditures at the end of the fiscal year. The City Council requires the City to maintain a minimum 35% General Fund fund balance reserve.

Funding Sources: Identifies fund(s) that will provide money for project expenditures.

Goal: A broad policy statement outlining the general direction or intent of an organizational unit's major activities within a medium-range time period, usually 3-5 years.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices.

General Obligation Bonds (GO Bonds): Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

General Fund: A governmental fund used to account for all financial resources of the City, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees and service fees.

Governmental Funds: Funds used to separate, control, and track financial resources of general government operations. The four governmental fund types include: 1) General Fund, 2) Special Revenue Funds, 3) Capital Projects Funds, and 4) Debt Service Funds.

Grant: A contribution by a government or other organization to support a particular function.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal or local) that can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost-reimbursement, or cost allocation, basis.

Lease/Installment-Purchase Financing: A method of purchasing equipment in which payments are spread over a period of time, usually 3-7 years. The purchased equipment serves as collateral.

Line-Item: A budgetary account representing a specific object of expenditure.

Mayor: An individual elected at-large for four-year terms to serve as chair the City's governing body and the leader of the City.

Mission: A broad statement outlining a department's purpose for existing.

Modified Accrual Basis of Accounting: Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available and measurable. Expenditures are recognized in the period the fund liability is incurred, if measurable, except for unmatured interest on (and principal of) general long-term debt, which should be recognized when due.

Objective: Outcome-based statements that specify - in measurable terms - what will be accomplished within the budget year.

Operating Budget: A financial plan for the provision of direct services and support functions.

Operations: The portion of the budget pertaining to the daily operations that provides basic governmental services. The operating portion of the budget contains appropriations for such expenditures as supplies, utilities, materials, and travel.

Ordinance: A formal legislative enactment by the City Council that has the full force and effect of law within the boundaries of local, State, and Federal law.

Outcome Management: A refinement of the Performance Management concept, Outcome Management is structured to place the focus on the end product, not the process. It is defined by high level, core outcomes that determine the service delivery components.

Pay-As-You-Go (or Pay-Go): Financial policy of a government unit that finances capital outlays from current revenues rather than from borrowing.

Performance Based Budget: A budget wherein expenditures, planning, and management decisions are based primarily upon measurable performance of activities.

Performance Indicator: A performance indicator is a measurement designed to determine whether or not a service objective has been met. It measures the effectiveness of achieving the objective or how well the objective has been accomplished.

Performance Measurement: The regular collection of quantifiable information regarding the results of city services. It includes the measurement of the kind of job we are doing and includes the effects our efforts are having in our community

Personnel Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including

overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Policy: A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principle.

Powell Bill Funds: Funding from state-shared gasoline taxes that are restricted for use on maintenance of local streets and roads.

Productivity Measure: A performance measure combining efficiency and effectiveness measures into a single factor (ex. cost per ton of on-time yard waste/leaf collection)

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Proprietary Funds: Funds used to separate, control, and track financial resources of business-type activities carried out by a government. The two proprietary fund types include: 1) Enterprise Funds and 2) Internal Service Fund.

Public Safety: A group of expenditure related to the provision and enforcement of law enforcement, fire, disaster protection, traffic safety, and communication.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Retained Earnings: Amounts shown as retained earnings represent accumulated earnings of proprietary funds after all budgeted business expenses have been made.

Revenue: Funds the City receives as income. It includes tax payments, fees for services, grants, fines, forfeitures and interest income.

Revenue Bonds: Bonds issued by a government that are backed by a specific revenue source – such as special assessments, water/sewer fees, and electric fees.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments. This term, also, does not refer to user charges for enterprise type services (i.e. water, wastewater, electricity) or special or enhanced services or products benefiting a single party. See also "User Fees/Charges."

Tax Levy: The resultant product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

Special Revenue Fund: A fund used to account for the proceeds from specific revenue sources that are restricted or

committed to expenditure for specified purposes other than debt service or capital projects.

Surplus: The amount by which revenues exceed expenditures.

Unassigned Fund Balance/Undesignated Retained Earnings: The portion of a fund's unspent monies, or reserves, that is not restricted for a specific purpose and is available for general appropriation.

User Fee/Charge: The payment for direct receipt of a service by the party benefiting from the service.

Working Capital: The result of Current Assets minus Current Liabilities which is considered a good measure of both an organization's efficiency and its financial health.

Workload Measure: A performance measure identifying how much or how many products or services were produced.

COMMON BUDGET & PERFORMANCE MEASUREMENT ACRONYMS

CDBG = Community Development Block Grant

CIP = Capital Improvement Plan

COPS = Certificates of Participation

FTE = Full-time Equivalent

FY = Fiscal Year

GAAP = Generally Accepted Accounting Principles

GASB = Governmental Accounting Standards Board

GFOA = Government Finance Officers Association

GO Bonds = General Obligation Bonds

NCGS = North Carolina General Statute

NCLGPMP = North Carolina Local Government Performance Measurement Project

PIP = Pedestrian Improvement Plan

PM = Performance Measurement

UDO = Unified Development Ordinance

WSACC = Water & Sewer Authority of Cabarrus County