

Concord

NORTH CAROLINA



CONCORD CITY HALL

Annual Operating Budget & Performance Plan

2020 - 2021

www.concordnc.gov

Photo Credit: *City of Concord Facebook Page*. The photo illustrates a donation of masks and gloves for City of Concord first responders from the Telugu Association of Greater Charlotte Area.





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, 2019

Christopher P. Morrill

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, 2019. 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 the GFOA to determine its eligibility for another award year.

TABLE OF CONTENTS

	<u>Page</u>
Mission Statement and Core Values	
GFOA Distinguished Budget Presentation Award	
Table of Contents	
INTRODUCTION	
Mayor and City Council.....	7
City Organizational Chart	8
City Manager’s Budget Message.....	9
What’s New or Changed (including Council changes to the Manager’s Rec. Budget).....	21
Guide to the Components of the Budget Document.....	23
Budget Process and Budget Calendar.....	26
City Profile.....	28
History & Background of Concord	30
Concord Strategic Plan Highlights	31
Budget Ordinance.....	32
BUDGET SUMMARY	
Fund and Budget Unit Organizational Structure.....	36
Major Revenue Sources.....	38
Summary Tables and Charts.....	43
Fund Balances / Net Position.....	45
Personnel Summary.....	46
Background on Customer Service Initiative.....	48
Background on Performance Measurement Efforts.....	49
External Agency Funding.....	50
GOVERNMENTAL FUND TYPES	
GENERAL FUND – Overview and Summary of Revenues and Expenditures.....	51
GENERAL GOVERNMENT – Overview and Summary of Expenditures.....	53
Governing Body.....	55
Public Service Administration.....	56
City Manager’s Office.....	58
Human Resources.....	61
Wellness Center.....	63
Finance.....	65
Tax Collection.....	67
Legal.....	69
Non-Departmental.....	72
PUBLIC SAFETY – Overview and Summary of Expenditures.....	73
Police & Code Enforcement.....	75
Emergency Communications.....	79
Radio Shop.....	81
Fire, Fire Prevention, & Fire Training.....	83
Emergency Management.....	89
PUBLIC WORKS – Overview and Summary of Expenditures.....	91
Streets & Traffic.....	93
Powell Bill.....	95
Traffic Signals & Traffic Services.....	97
Solid Waste & Recycling.....	102
Cemeteries.....	104
Fleet Service.....	106
ECONOMIC DEVELOPMENT – Overview and Summary of Expenditures.....	108
Planning & Neighborhood Development.....	110
Transportation Planning.....	113
Economic Development.....	115
CULTURAL AND RECREATION – Overview and Summary of Expenditures.....	117
Parks and Recreation, Aquatics.....	119

SPECIAL REVENUE FUNDS - Overview of Special Revenue Funds.....	124
MUNICIPAL SERVICE DISTRICT FUND – Summary of Revenues and Expenditures.....	125
Concord Downtown Development Corp.....	126
HOUSING ASSISTANCE FUND – Summary of Revenues and Expenditures.....	127
Section 8 Voucher Program.....	128
ADDL. \$5 VEHICLE TAX (TRANSIT) – Summary of Revenues and Expenditures.....	130
Addl. \$5 Vehicle Tax (Transit).....	131
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) – Summary of Revenues and Expenditures.....	132
Administration and Projects.....	133
HOME CONSORTIUM FUND – Summary of Revenues and Expenditures.....	136
Administration and Projects.....	137
MARKET RATE UNITS – Summary of Revenues and Expenditures.....	140
Market Rate Units.....	141
AFFORDABLE HOUSING REVOLVING FUND – Summary of Revenues and Expenditures.....	143
Affordable Housing Revolving Fund.....	144
 PROPRIETARY FUND TYPES	
ENTERPRISE FUNDS – OVERVIEW OF ENTERPRISE FUNDS	145
STORMWATER FUND – Summary of Revenues and Expenses.....	147
Stormwater Operations.....	148
ELECTRIC FUND – Summary of Revenues and Expenses.....	150
Administration.....	151
Purchased Power.....	153
Maintenance Powerlines.....	155
Tree Trimming.....	157
Electric Construction.....	159
Peak Shaving.....	161
Electric Engineering Services.....	163
Utility Locate Services.....	165
WATER RESOURCES FUND – Summary of Revenues and Expenses.....	167
Hillgrove & Coddle Creek Water Treatment Plants.....	168
Waterlines Operations & Maintenance.....	172
TRANSIT FUND – Summary of Revenues and Expenses.....	174
Transit Operations – Concord/Kannapolis <i>Rider</i>	175
WASTEWATER RESOURCES FUND – Summary of Revenues and Expenses.....	178
Wastewaterlines Operations & Maintenance.....	179
GOLF COURSE FUND – Summary of Revenues and Expenses.....	182
Golf Course Operations.....	183
AVIATION FUND – Summary of Revenues and Expenses.....	185
Aviation Operations.....	186
PUBLIC HOUSING FUND – Summary of Revenues and Expenses.....	188
Housing Operations.....	189
INTERNAL SERVICES FUND – Overview and Summary of Allocated Costs.....	191
Utilities Collections.....	193
Data Services.....	195
Billing.....	197
Customer Care.....	199
Engineering.....	201
Purchasing.....	203
Buildings and Grounds.....	205
DEBT SERVICE / CAPITAL IMPROVEMENT PLAN (CIP)	208
 SUPPLEMENTAL INFORMATION	
Debt Management, Reserve, CIP Policies, & Strategic Plan.....	229
Authorized Position Detail, Salary Grades.....	244
Glossary.....	252
 FEES AND CHARGES SCHEDULE	256

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.



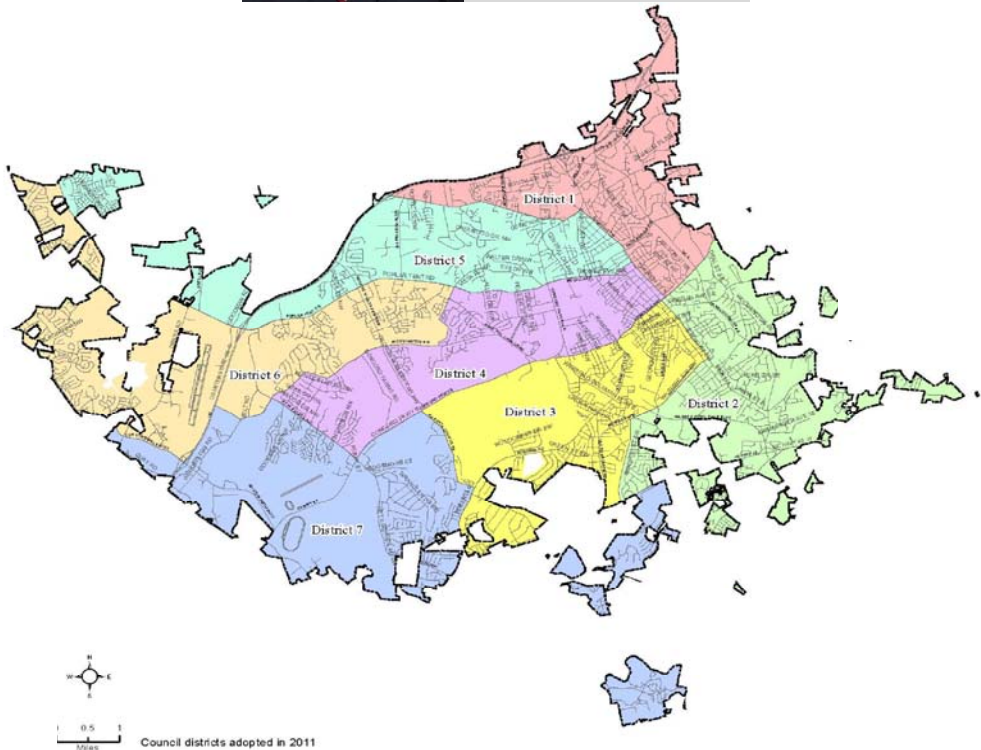
MAYOR
 William C. "Bill" Dusch
 Term Expires: 12/21
 duschb@concordnc.gov



DISTRICT 7
 Mayor Pro-Tem
 John Sweat, Jr.
 Term Expires: 12/23
 sweatj@concordnc.gov



DISTRICT 1
 Andy Langford
 Term Expires: 12/23
 langforda@concordnc.gov



DISTRICT 6
 Jennifer Parsley
 Term Expires: 12/23
 parsley@concordnc.gov



DISTRICT 2
 W. Brian King
 Term Expires: 12/23
 kingb@concordnc.gov



DISTRICT 5
 Terry Crawford
 Term Expires: 12/21
 crawfordt@concordnc.gov



DISTRICT 4
 JC McKenzie
 Term Expires: 12/21
 mckenziejc@concordnc.gov



DISTRICT 3
 Ella Mae Small
 Term Expires: 12/21
 smallm@concordnc.gov



CITIZENS OF CONCORD


**REPRESENTED
BY
MAYOR
AND
CITY COUNCIL**




CITY ATTORNEY
VaLerie Kolczynski
704-920-5115




CITY MANAGER
Lloyd Payne
704-920-5215




**ASSISTANT
CITY MANAGER**
Joshua Smith
704-920-5215



**ASSISTANT
CITY MANAGER**
LeDerick Blackburn
704-920-5215



AVIATION
Dirk Vanderleest
704-920-5912



COMMUNICATIONS
Bethany Ledwell
704-920-5590




CITY CLERK
Kim Deason
704-920-5205




PUBLIC AFFAIRS
Peter Franzese
704-920-5210




**BUILDINGS AND
GROUNDS**
Susan Sessler
704-920-5380




ELECTRIC SYSTEMS
Bob Pate
704-920-5301




**EMERGENCY
MANGEMENT**
Ian Crane
704-920-5211




FIRE
Jake Williams
704-920-5516




FINANCE
Pam Hinson
704-920-5220




**DATA SERVICES
(Contract)**
Charlie Bridges
704-920-5293




ENGINEERING
Sue Hyde
704-920-5401



FLEET SERVICES
Daniel Nuckolls
704-920-5431



HOUSING
Angela Graham
704-920-6100




**PARKS AND
RECREATION**
Bob Dowless
704-920-5610



HUMAN RESOURCES
Chantel Thompson
704-920-5102




**ROCKY RIVER
GOLF CLUB
(Contract)**
704-455-1200



RIDER TRANSIT
L.J. Weslowski
704-920-5878




**SOLID WASTE AND
RECYCLING**
Robin Barham
704-920-5351



POLICE
Gary Gacek
704-920-5007



**PLANNING AND
NEIGH. DEV.**
Steve Osborne
704-920-5132



TRANSPORTATION
Phillip Graham
704-920-5362



WATER RESOURCES
Jeff Corley
704-920-5342

Since 1965, the City of Concord has operated according to the Council-Manager form of government, where a professional City Manager serves at the pleasure of the City Council as chief executive of the organization. The City Manager is responsible for all City personnel, with the exception of the City Attorney, who is also appointed by the City Council. The City Manager provides functional supervision for the Legal Department.



May 29, 2020

The Honorable William C. "Bill" Dusch, Mayor
Members of the City Council
Concord, North Carolina

Dear Mayor Dusch and Members of the City Council:

I am pleased to present to you the Fiscal Year 2020-2021 Annual Budget for your review and consideration. This proposed budget represents the goals and priorities expressed by you at our annual planning session and budget workshop. Staff has worked hard to align your goals with the recommended projects and operational items. Continuous improvement has and will continue to be at the forefront of our decision-making process.

The proposed annual budget was prepared in accordance with North Carolina General Statutes Chapter 159, Article 3, The Local Government Budget and Fiscal Control Act. All funds within the proposed budget are balanced, and all revenues and expenditures are identified for Fiscal Year 2020-2021. I want to offer a special thank you to Assistant City Managers Joshua Smith and LeDerick Blackburn; Finance Director Pam Hinson; Budget staff Lesley Reder, Amanda Newton, and Brandon Edwards; and all Department Directors for their tireless efforts to work through a variety of scenarios to provide the proposed budget documents.

The City-wide budget totals \$268,897,885 for all funds, including utilities and special revenue funds. This is an overall budget increase of 4% over the FY 20 adopted budget.

The recommended General Fund budget for FY 2020-2021 totals \$102,168,959 for City personnel, operations, capital improvements and debt service. This recommendation maintains the tax rate at 48¢ per \$100 of valuation, which is the same tax rate since 2013. As in past years, this proposed tax rate continues restricting the 2¢ budgeted for use in the Transportation Improvement Fund as mandated by City Council.

This year, the recommended budget includes additional City Council mandates of 0.5¢ to the Transportation Improvement fund, 1¢ for Parks & Recreation projects, and 1¢ designated to affordable housing. However, due to the COVID-19 crisis and uncertainty on General Fund revenues, the budget ordinance reflects these mandates funded at half these amounts. If additional General Fund revenues are realized above what are budgeted, these 3 mandates will be funded at the full respective amounts. It is furthermore anticipated that if additional General Fund revenues are not realized, these 3 mandates will be fully funded even if this results in allocating money from the General Fund fund balance. These 3 mandates will enable the City to more quickly reach its goals put forth in the Strategic Plan.

Per the Cabarrus County tax collector's office, the City's updated assessed property values are \$13,935,629,415 an increase of 18% over the previous year. One cent on the property tax rate equates to \$1,393,563 before the City's collection rate is applied. The revenue neutral tax rate, using the formula provided in G.S. 159-11(e), is calculated at 41.65¢ for FY 2020-21.

No rate increases are anticipated for the Water, Stormwater, or Wastewater funds, despite a 2.4% 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.

Per Council's direction, the focus of this budget is maintaining essential services provided to our residents and businesses and funding essential projects as necessary to maintain and improve the quality of life in a growing community. To do this and to continue making basic capital purchases, I am recommending the use of \$10,809,635 from the City's General Capital Reserve Funds and \$4,000,000 from the City's Utility Capital Reserve Fund to pay for one-time expenses and projects. Capital Reserve Funds are used to accumulate funds for projects that are included in the City's capital improvement plan.

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

GENERAL FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)

The General Fund is comprised of five categories: General Government, Public Safety, Public Works, Economic Development, and Culture & Recreation. A detailed description of each of these categories and associated expenditures are contained within the budget documents. I have highlighted some of the major changes recommended in the FY 2020-2021 operations budget below:

GENERAL GOVERNMENT

Governing Body

- Contribution to The Salvation Army, Year 1 of 3: \$50,000

Public Services Administration

- Truck Shed Painting – Ceiling Joists and Metal Doors: \$23,000

City Manager's Office

- 1 New Assistant City Manager
- Centralized Video Production Services: \$15,000
- Neighborhood Matching Grant funds – allow neighborhoods to participate in an annual grant program to make qualified improvements in their community: \$30,000

Human Resources

- Market Study of City Jobs: \$40,000 (goal is to evaluate roughly 25% of City positions each year)

Finance

- 1 Accountant (FTE shifted from Public Housing to the General Fund)
- Software enhancements to automate accounts payable entry: \$10,000

Non-Departmental

- Worker's Comp pool – money set aside to pay for unanticipated claims, which cannot be handled in individual operating budgets
- Clearwater Artist Studios – Install Access Card Reader system: \$15,000
- Clearwater Artist Studios – Rebuild exterior walls, reset windows, correct ponding issue: \$51,000
- 66 Union Street – Provide funding for renovations to support non-profit rental spaces: \$20,000

PUBLIC SAFETY

Police

- 6 New Police Officers
- 1 New SRO for West Cabarrus High School
- 1 New Lieutenant for departmental accreditation
- Education Incentive pay – recruitment and retention tool for officers possessing degrees/credentials: \$10,000
- Mobile Radio Replacements (25): \$83,130
- Year 4 of 4 for Patrol Rifle replacements (29): \$37,903
- Year 1 of 2 for Patrol Rifle Optics (64): \$25,400
- Body Armor Replacements & for New Hires (49): \$30,135

- Year 5 of 5 Body Cameras: \$147,500
- Carpeting Replacement, Phase 1 of 2: \$75,000

Code Enforcement

- Replacement Ford Rangers (2): \$56,000

Radio Shop

- APX 1500 Mobile Radios (2) and 1 APX 4000 Radio: \$8,759

Emergency Communications

- APX 4500 Radios (2) for Event Consoles: \$6,520
- Begin design of Joint Communications Facility: \$125,000 (funded with capital reserves and future project revenues)

Fire

- 18 New Fire positions associated with Engine 12 to begin April 2021
- 3 New Division Chiefs to begin April 2021
- Technology Updates to Improve Communication and Performance: \$59,304
- Station Alerting System Replacement: \$40,000
- Ballistic Gear Sets (8): \$10,000
- Radio Replacements: 1 Portable and 6 Mobile: \$25,560
- Extended Warranty for Fire Safety Trailer: \$16,200

Emergency Management

- Internet Connectivity Plan and Modem for the Mobile Command Unit: \$20,497

PUBLIC WORKS

Transportation

- 1 New Signal Technician
- 1 Executive Assistant
- Street Resurfacing: \$1,560,000
- Radio Replacements (8) Portables and (9) Mobiles: \$50,997
- Portable Solar Light Tower: \$18,000
- Fiber Splicing Trailer: \$30,000
- Portable Speed Display Signs (2): \$6,000

Powell Bill

- Street Resurfacing - \$1,187,339

Solid Waste

- Recycling Processing Contract cost increase: \$374,601
- Household Waste Contract cost increase: \$102,994

ECONOMIC DEVELOPMENT

Planning & Neighborhood Development

- 1 New Urban Planner
- Small Area Plan – Weddington Road Area: \$40,000
- Updates to the Downtown Master Plan: \$35,000
- Funding for Public Art: \$25,000

Economic Development

- Economic Incentives – funds for approved economic development incentives – \$1,045,976

CULTURE & RECREATION

Parks and Recreation

- 1 New Athletic Supervisor
- Additional Facility Contract Staff to assist with reservations: \$31,200
- Merger of Odell Youth Athletic Association: \$148,965

- Landscape Installations and Turf Grass Improvements at Parks: \$20,000
- Greenway and Boardwalk Maintenance: \$220,000
- Maintenance at CT Sherill Building: \$77,275
- Smokestack Maintenance at Logan Multipurpose Center: \$60,400
- New Roof for Logan Multipurpose: \$162,470
- Replacement Lighting at Hartsell Park: \$119,000
- Replacement of Existing Basketball Goals with Automated Goals at Recreation Centers Phase 1 of 2: \$24,448
- Supplies for Teen Room Programming at all 3 Recreation Centers: \$8,400

GENERAL FUND EXPENDITURE HIGHLIGHTS (CAPITAL)

PARKS AND RECREATION

- Northwest/West Park Design: \$867,502
- Caldwell Park Improvements: \$500,000
- Dorton Park Improvements: Greenway connection between YMCA and the Park: \$521,640
- Logan Multipurpose Center Parking Lot Improvements: \$242,000
- Mountain Bike Trail Parking Lot: \$195,000
- Hector H. Henry II Greenway – Riverwalk Phase: \$185,000
- Hartsell Park Improvements – Design: \$85,000
- Design for redevelopment of Academy Recreation Center: \$47,000

FIRE

- Maintenance and repairs for all Fire Stations: \$234,385
- Active Directory Server Replacement: \$91,844
- Fire Station 12 Construction: \$5,950,000
- Replacement of FD113 and Equipment: \$780,000
- New FD125 (Engine 12) and Equipment: \$780,000
- Replacement of FD510: \$100,000

GENERAL CAPITAL PROJECTS

- Rutherford Cemetery expansion (inside and outside fencing): \$78,460
- Union Street Streetscape: \$3,300,000
- Traffic Calming at the Brown Operations Complex: \$171,460

GOLF COURSE

- Range Netting Replacement: \$100,000

TRANSPORTATION

- Pedestrian Improvement Plan for Sidewalks: \$500,000
- Brown Center Expansion Road: \$800,000
- Purchase and upfit of former Cabarrus County facility for Transportation: \$1,167,232
- I-85 Branding Project – Monument Signs: \$200,000

EMERGENCY COMMUNICATIONS

- Replacement DVS Server: \$18,334

SOLID WASTE

- Replacement Rear loader: \$180,000

MUNICIPAL SERVICE DISTRICT

- The recommended tax rate for the MSD is 23¢ per \$100, which is unchanged. The revenue neutral calculation for the MSD is 20.55¢. The City collects these monies and remits the full amount back to the Concord Downtown Development Corporation. It is anticipated this amount to be \$125,707 for FY 2020-2021.

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)

STORMWATER FUND

- Security Enhancements for Shed Access: \$7,500
- Replacement Street Sweeper SW326: \$230,000
- Replacement GIS Server (1/3 cost share with Water & Wastewater): \$20,000

WATER FUND

- Water Operations & Maintenance
 - 1 New Utility Systems Technician
 - Security Enhancements for Shed Access: \$7,500
 - Replacement GIS Server (1/3 cost share with Water & Stormwater): \$20,000
 - Replacement Crew Truck W133: \$75,000
- Coddle Creek Water Treatment Plant
 - Vibration Analysis for Pumps: \$30,000
 - Security Enhancements: \$25,000
- Hillgrove Water Treatment Plant
 - Vibration Analysis for Pumps: \$20,000
 - Security Enhancements: \$25,000

WASTEWATER FUND

- WSACC 2.4% rate increase: \$178,235
- Replacement S410 Loader: \$220,000
- Security Enhancements for Shed Access: \$7,500
- Replacement GIS Server (1/3 cost share with Water & Stormwater): \$20,000

ELECTRIC FUND

- 1 New Trimming Crew Leader
- 1 New Tree Trimmer II
- Tree Trimming Contract decrease: \$215,000
- Capacitor Bank Placement Study: \$35,000
- Articulating Telescopic Device for accessing small spaces: \$218,000
- Increase in Materials Budget from FY 20: \$644,000
- Overhead Construction contract: decrease of \$50,000
- Underground Construction contract: decrease of \$100,000

AVIATION

- AVGAS fuel costs – 25% budget decrease: \$206,565
- JET A fuel costs – 68% budget decrease: \$2,675,691
- Begin resurfacing hangar floors in A & C: \$60,000
- Replacement Foam for Fire Suppression System: \$50,000
- Replacement Servers for Parking Deck: \$35,000
- Replace T-Hanger Door Tracks and Roller Wheels (33): \$29,000

TRANSIT

- TransDev contract: increase of \$134,830

PUBLIC HOUSING

- Shift supervision of 1 Accountant to Finance

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (CAPITAL)

WATER FUND

- Poplar Tent Road 24" Waterline Extension: \$210,000
- Raw Waterline for Coddle Creek Water Treatment Plant: \$3,600,000
- Spring Street 8" Waterline Replacement: \$950,000
- US Highway 601 Pump Station Rehabilitation: \$250,000
- Union Street Streetscape (Water): \$878,000
- NC Highway 73 Water Main Connection to Charlotte Water: \$750,000
- General Services Drive, 12" Parallel Water Line: \$64,000
- Zion Church Road 12" Parallel Water Line: \$100,000
- Coddle Creek Water Treatment Plant, Dewatering Process Improvements: \$100,000
- Poplar Tent Road Widening, Poplar Tent: I-85 to George Liles Parkway: \$200,000
- NC 73 Widening, Poplar Tent Road to US 29: \$400,000

WASTEWATER FUND

- Poplar Tent Road Sewer Extension at Cobblestone Lane: \$360,000
- Cold Water Creek Tributary Outfall to NC Highway 49: \$1,783,000
- Coddle Creek Tributary Outfall to Sunberry Lane: \$798,000
- Union Street Streetscape (Sewer): \$234,000
- Sewer Lining & Manhole Maintenance: \$1,000,000

STORMWATER FUND

- Duval Street Culvert Replacement: \$1,112,000
- Dylan Place Culvert Replacement, Upper & Lower: \$130,000
- Union Street Streetscape (Stormwater): \$436,000

ELECTRIC FUND

- New Delivery #4 & 110kV Interconnect: \$5,000,000
- 100 kV Interconnect Between Delivery #4 and Sub E: \$1,000,000
- Construction of New Electric Substation R on Poplar Tent Road: \$500,000
- Construction of New Electric Substation S on US Highway 601S: \$3,510,000
- Delivery #1 Replacement: \$300,000
- Construction of New Electric Substation T on Concord Parkway South: \$1,000,000
- Construction of New Electric Substation U near Cabarrus Arena: \$1,000,000
- Construction of New Electric Substation V near Weddington Road: \$1,000,000
- Construction of New Electric Operations Center: \$1,500,000
- Union Street Streetscape (Electric): \$1,108,220

PERSONNEL HIGHLIGHTS

Personnel expenditures include salaries, FICA, group insurance, retirement, 401K, longevity pay, merit pay, and other miscellaneous benefits for coworkers. Contract, legal, medical, and other outside professional

services are not included under personnel. They are included under the Operations category. For FY 2020-2021, personnel expenditures account for \$86,591,003 or 31.4% of the total budget.

This year, I am proposing funds for reasonable performance-based merit increases. An overall average increase of 2% is recommended with merit increases to range from 1% to 3%, depending upon performance. A 1.5% market adjustment will be provided to all employees effective July 1, 2020. I am proposing a continuation of our career development program in the coming year to allow staff to enhance their skills sets – benefiting themselves and the City. As employees complete their career development, I am proposing they receive a 1.5% salary increase.

This budget includes funding for 39 FT additional staff positions for FY 2020-2021. The recommended positions are as follows:

General Fund (35 FT)

- City Manager's Office: Assistant City Manager
- Finance: Accountant (moved from Public Housing)
- Police: School Resource Officer for West Cabarrus High School
- Police: 6 Police Officers
- Police: Lieutenant
- Fire: Staffing for Engine 12 in April 2021 – Firefighter (6), Fire Engineer (3), Fire Lieutenant (3), Fire Captain (3), Battalion Chiefs (3)
- Fire: 3 Division Chiefs in April 2021
- Transportation: Executive Assistant in January 2021
- Transportation/Signals: Signal Technician I
- Planning: Urban Planner
- Parks & Recreation: Athletics Supervisor

Other Funds (4 FT)

- Electric/Tree Trimming: Tree Trimming Crew Leader
- Electric/Tree Trimming: Tree Trimmer II
- Water Resources: Utility Systems Technician
- Building & Grounds: Grounds Maintenance Worker

A total of 1,118.20 full-time equivalent positions are recommended for funding.

The City is self-insured for the medical insurance available to employees and their dependents. For FY 2020-2021, the City's PPO plan will be eliminated and replaced with the Basic Plan, which offers reduced premiums for coworkers in exchange for higher deductibles and out-of-pocket maximums. Coworkers have the option of selecting the Basic Plan or an HRA plan, which offers a lower deductible for a higher premium. Both plans are self-funded and administered by Blue Cross/Blue Shield. A small premium increase in employee cost is recommended for the HRA plan.

Wellness efforts are a priority, both for the benefit of our coworkers and to reduce costs. The City of Concord Wellness Center provides a basic level of routine medical services and health screenings to all full-time City of Concord employees, along with retirees, spouses, and dependents enrolled in the insurance plan. 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.

Coworkers are offered an incentive again this year for managing their health. If an employee visits his/her dentist for an annual cleaning appointment, the coworker will qualify for a reduction in dental insurance

premiums. Employees who complete a Health Risk Assessment and certify they do not use tobacco or attended a tobacco cessation program if they do, will receive a reduction in monthly health care premium costs. The Health Risk Assessment includes the completion of a questionnaire and biometric measures. Health care benefits are provided for eligible retirees until they become Medicare eligible. This benefit will cost the City more as the retirement rate for baby boomers continues to increase.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase with FY 2020-2021. The contribution per general employee increased to 10.15%, while contributions for law enforcement officers are 10.90%. 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.

KEY RECOMMENDATIONS AND CHALLENGES FOR THE FUTURE

THE ECONOMY & CHALLENGES OF GROWTH

Before the unprecedented COVID-19 pandemic, the City of Concord was extremely fortunate to have a flourishing economy over several consecutive years. Although we are currently experiencing an economy in crisis, our City continues to look to the future as we position ourselves to be part of North Carolina's efforts to lead the anticipated economic recovery after this health crisis is under control. Staff are working hard each day to develop and redevelop our City into a continued desirable place for businesses and our citizens. We value our partnership with Cabarrus County and Cabarrus Economic Development Corporation as we work closely together to attract and retain quality, high-paying jobs for our residents.

The total effects of COVID-19 are still unknown. A pandemic has been declared across the globe and the financial situation here in Concord is rapidly evolving. Many businesses were forced to temporarily close and unemployment claims are at record numbers. The City continues to fight this pandemic with our resources as we strive to keep our coworkers and citizens safe. Staff has prepared for the worst-case scenario as we estimate revenue losses for the proposed budget year. Anticipated revenue loss in this proposal is projected to be \$7.5 million, the discussion details related to these revenues may be found in this document in the section titled Major Revenue Sources. One-time capital outlay and capital projects will be funded with fund balance and retained earnings reserves for all City operating funds.

With the adoption of the 2030 Land Use Plan, staff, in conjunction with Council, will be aligning our Development Ordinances with the Plan. This will assist and guide us in future development of the City. We continue to examine various expected growth areas across the City and develop small area plans for the type of growth we desire.

Providing excellent customer service has been and will remain a priority for our staff. Additional growth leads to an increase in service demands for City residents. While we focus on providing efficient service, adding personnel to meet these demands must occur. As previously described, I am proposing to add 39 full-time staff members in the FY 2020-2021 budget.

DOWNTOWN DEVELOPMENT

The public process is complete to determine what our downtown streetscape will look like in the future. Staff presented the options to Council and implementation of their approved plan "a new Union StreetScape" will continue in the proposed budget year. Development (new and infill) continues to be strong in Downtown Concord. New businesses and restaurants continue to fill spots as soon as they are vacated. The City has worked hard with Cabarrus County and Lansing Melbourne to develop 30 Market

Street (current surface lot and former Police Department), 26 Union Street (former City Hall), and the Cabarrus County parking deck “wrap”. It is anticipated these projects will move forward in the coming year resulting in 292 housing units with 170 of these being affordable/workforce units. The value of these projects is estimated to be \$50M once completed.

WATER, WASTEWATER, AND STORMWATER NEEDS

Funding is proposed to continue the implementation of our Water, Wastewater, and Stormwater Master Plans. The proposed CIP covers many of these projects for the upcoming year and into the future. The City has been fortunate to have available funds, which have been used for the past couple of years to pay for many of these needed improvements. System development fees will be used in water and wastewater to pay for some of the capital expenses proposed in this budget.

My proposal includes the plan of culvert replacements in the City for our Stormwater fund. The water department will construct a raw waterline at from Coddle Creek. The wastewater fund will begin a major project if this proposal is adopted. The City will be partnering with the land owners to run sewer to the project now called The Grounds (former Phillip Morris site). This project, once complete, will open the way for job-producing development.

ELECTRIC SYSTEMS

Concord entered into a 20-year agreement with NTE effective January 1, 2019 to purchase power. 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. Though early in the contract, NTE’s performance has been exceptional. Our cost of purchasing power has continued to drop resulting in a savings to the City. As you will see in the proposed budget to include future years of CIP, we have a great deal of projects to construct to account for the growth of our City – both retrofitting existing stations, planning to build additional new stations, and constructing an Electric Operations Center. These investments in our electric system will continue our pursuit for reliable public power now and into the future.

TRANSPORTATION

Surface Transportation

This budget maintains the Transportation Improvement Fund created by the City Council to fund transportation projects. Citizen surveys continue to impress upon me the desire for transportation improvements in the City. This year, I am recommending an additional 0.5¢ of the tax rate be allocated to transportation projects (budget ordinance will only reflect half of this due to previously stated reasons). The primary focus of these dedicated monies will be to these transportation funds will now come from 2.5¢ of the property tax rate (once fully funded) and are supplemented by dollars generated from local vehicle license fees.

Staff continue to work closely with NC DOT on projects in our City to reduce traffic and congestion concerns. The City maintains over 261 miles of sidewalk and over 356 miles of roads. With cost increases, we can and should improve the maintenance of these assets. In addition, we have areas across the City where sidewalks could be placed to enhance the aesthetics and walkability of our community.

In FY 20, our current motor vehicle tax was increased to \$30. State Statutes dictate how the tax is used. Currently, the \$30 is broken up accordingly: \$5 goes toward Transit, \$5 go towards sidewalks, and \$20 supplements our costs of resurfacing. Major projects in this proposal include a road expansion at the Brown Operation Center and upfitting the former Cabarrus County Facility for City operations.

Public Transit

Federal funding remains the core of the Rider public transit system. As the lead agency, Concord is the responsible party for Federal transit funds for not only Rider but also for Cabarrus County transit, Rowan County transit, and Salisbury transit. The Public Transit Master Plan was completed this past year and shared with Cabarrus County and its municipal elected/appointed officials as well as the Charlotte Area Transit System (CATS). The Plan details a variety of suggestions for enhancing our current systems (Rider and the County) internally (consolidation) and externally (continued partnership with CATS). Transit staff along with County transit staff will be working together in the coming year to determine which of the recommendations we can feasible accomplish in the near future.

Concord-Padgett Regional Airport

Allegiant Travel Company has announced plans to establish a base of operations at Concord-Padgett Regional Airport. The Las Vegas-based company will invest \$50 million to establish the new base in Concord, creating at least 66 high-wage jobs and housing two airbus aircraft. Due to the COVID-19 crisis, this project has been placed on a temporary hold, but the City still expects this project to begin in this budget year.

PUBLIC SAFETY

The permanent Fire Station #10 is nearing completion. Construction of Fire Station #12 is included in the proposed budget. In addition, Fire, Police, and Communications are exploring property options for a joint training facility, which would be constructed and operated by the City with the possibility of relocating our current Communications Department (currently housed in Fire Station #3) to said facility. Our current 911 center is out of room, and we need additional space to accommodate our growth and subsequent call volumes.

SOLID WASTE

Solid Waste services continue to provide an incredible and comprehensive service to our citizens. As the City grows, so does the number of our pickup locations. While the current crisis has produced a slowdown in residential development, I feel this will increase in the coming year. Contractual costs along with recycling processing fees are reflected as almost a \$500,000 increase. With new collection and processing agreements that took effect July 1, 2019, the upcoming budget must account for about \$900,000 in increased expenses. A solid waste fee was implemented in FY 20 to offset some of the expense that was covered by property tax revenues. No increase to this fee is proposed in FY 21.

AFFORDABLE HOUSING

Affordable housing is an area that needs greater emphasis in our City and was specifically called out in the City's Strategic Plan. In FY 20, the Concord Family Enrichment Association (CFEA) was formed. This non-profit will allow the City to pursue funding opportunities that are not possible under the City's existing Housing Department. An affordable housing study conducted in FY 20 showed a sizable deficit in the number of affordable units within the City. To address this need, I am recommending 1¢ of the tax rate be set aside to fund the building of new affordable housing units and/or the renovation of dilapidated housing for affordable housing purposes. The budget ordinance will reflect half of this amount due to the current revenue impacts from the crisis. The full funding of this initiative will occur during FY 21 when additional General Fund revenues are received beyond what is proposed.

RECREATION AND OPEN SPACE

Hector H. Henry, II Greenway: Riverwalk Phase is anticipated to be complete in the summer of 2020, and the Dorton Park Master Plan is also under development. The Connectivity Study has been completed and adopted by City Council. It continues to drive additional park and recreational opportunities and guide us in how we connect neighborhoods, communities, schools, and other life centers across the City. In the coming year, staff will be focused on site control for the eventual building of greenways and other pedestrian-friendly trails throughout the City. This effort is greater, of course, than what can be accomplished in the coming year and will continue into the future. Staff will be meeting with property owners, neighborhoods, and developers to share the City's interconnected vision with the goal of acquiring as much land as possible through donations to the City. This will allow us to place additional monies into greenway/trail development. Land has been purchased for the construction of a much-needed park in the northwest section of the City. Plans and final design of this park will occur in FY 21. There are many funding needs, and I have proposed that 1¢ of the City's tax rate be dedicated to future recreational needs. Again, the budget ordinance will reflect half of this amount until additional revenues are realized in the General Fund during FY 21.

CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS

Excellent customer service remains at the core of what the City's staff strive for on a daily basis. Citizen communications will continue to be varied and expansive. 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. The City's current website is currently being overhauled to make it more user-friendly and easier to navigate. We expect the update to be complete early in the FY 21 budget year. Our social media outreach will continue to increase in the coming year, as my focus to staff has been on "telling our story" more efficiently and effectively – and of course, more often.

The Journey Through Concord program will continue to be an important tool (internally) for our employees to gain a better, more thorough understanding of the entirety of City operations. Our Concord 101 and Public Safety Academy programs are likewise critical education venues for the public to join us in learning more about City functions and how we operate. The Civic Education program is an important partnership with Cabarrus County Schools and 3rd grade students to better inform them of the services the City provides. Youth Council continues to flourish and provides a great venue for high school students to be engaged in our community and to increase their leadership abilities.

EMPLOYEE COMPENSATION AND BENEFITS

It is my desire to attract and retain the very best employees possible. Our ability to do this is vital to the City's success in addition to the level of customer service we are committed to providing to our citizens. We continue to compete, not only with other governmental entities, but also with the private sector for many of our positions. My proposal last year included increasing our minimum wage to \$15/hour (or \$31,200 annual salary), and City Council's adoption of that proposal continues to aid us in attracting great employees. Much work has gone into our workplace culture with our efforts directed at making the City of Concord a preferred employer – a place where our employees are excited about coming to work each day, find value in the work they perform, and share their experiences with others to encourage them to likewise seek employment on Team Concord. Flexible scheduling, flexible work space, enhancing internal communication, continually seeking feedback throughout the organization, additional training opportunities (including across Departments), and providing additional information to employees about their benefits are just some examples of the initiatives our staff are taking to meet this goal.

EXTERNAL AGENCY FUNDING

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. City funding provided to these agencies allow us to focus on our 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. All non-profits receiving funds from the City must sign an agreement and are accountable for how they spend these public monies.

The recommendations call for allocations to many of the agencies that received City support last year. \$103,000 is recommended from the General Fund. \$91,500 is recommended from Community Development Block Grant monies. \$25,000 is recommended from the utility funds. The individual agency funding recommendations are included within the budget of their associated functional areas as directed by Council.

CONCLUSION

The FY 2020-2021 budget proposal operationalizes the goals of the 2020-2023 Strategic Plan for the City of Concord established by the Mayor and City Council. I, along with staff, have been very deliberate in ensuring we first maintain the basic services to our citizens while looking for ways to build upon and enhance the quality of life for our City. With the current crisis, there is a great deal of uncertainty about how quickly our local economy will "recover" and how this might impact revenues to the City. We are likewise uncertain if the State or Federal government will assist us with these revenue shortfalls. As such, conservative revenue projections are included in this proposed FY 21 budget. I am hopeful our economy will rebound quickly, revenues will be higher than projected, and full funding of the Transportation, Housing, and Parks & Recreation initiatives will occur.

Staff has worked hard to craft this proposed budget, and I am honored to recommend it to you for your consideration and adoption. Concord is resilient. Rest assured, your staff are prepared to meet the future challenges of our City and will do so in the utmost professional manner.

Respectfully submitted,



Lloyd Wm. Payne, Jr., ICMA-CM
City Manager

What's New Or Changed For FY 2020-21

(Including City Council Changes To The City Manager's Recommended Budget)

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

City Council Changes to the City Manager's Recommended Budget:

The City Council made no changes to the City Manager's Recommended Budget. The only change made was to correct an incorrect entry in the Golf Fund.

New Funds and/or Budget Units:

Home and Community Development Block Grant accounts were assigned new expenditure budget unit numbers. To better assist with grant tracking, the Transit Fund was split into two budget units: Transit Farebox/Local Expense and Transit Grant Expense. Similarly, the Section 8 Voucher fund was split into two budget units: HCV Admin and HCV HAP. A new special revenue fund called Affordable Housing Revolving Fund was created as a part of City Council's goal to assist with affordable housing needs across the City.

Planning Year Budgets

The City continues to include a second-year budget for departmental use in forecasting future expenditures. The FY 20-21 process expanded on the concept by extending Planning Year budgets to include estimated cost allocations to better help departments assess future demands on their revenue. This document includes a Planning Year budget for all funds and budget units. Planning Year budgets will be reassessed and refined as the City moves forward with preparations for the FY 21-22 budget year.

Personnel Changes:

A total of 39 FTE in additional staffing is recommended for FY 20-21. Additional detail regarding the new positions can be found below:

City Manager's Office: A new Assistant City Manager will be added in FY 21, which will enhance the support of City departments and allow the City Manager to focus on the City's mission as a whole. The cost of this position and related supplies is \$171,353.

Police: Six new Police Officers, 1 Lieutenant, and 1 School Resource Officer (SRO) for West Cabarrus High will be added with this budget. The City's salary, benefit, and equipment costs for these officers is \$1,111,649. This cost does not include a reimbursement agreement with Cabarrus County for salary/benefits associated with SRO.

Fire: Fire will add 18 new positions associated with the opening of Station 12, as well as 3 new Division Chiefs. The cost of these positions is pro-rated to begin in April 2021. Their salaries, gear, uniforms, and radios for the spring of 2021 will be \$677,724.

Solid Waste/Transportation: Prior to the FY 21 budget, Solid Waste and Transportation shared an Executive Assistant. With Transportation's move to a new facility in 2021, an Executive Assistant will be added in January 2021 to provide a dedicated position for each department. The partial year cost of salary/benefits and supplies for this position will be \$32,687.

Transportation - Signals: One new Signal Technician will be added to more efficiently maintain the City's signal network at a cost of \$72,147.

Planning & Neighborhood Services: One new Urban Planner will assist the City’s Design Manager in fulfilling long-range community planning and land use development. The cost for this position and related equipment is \$67,212.

Parks & Recreation: The level of programming the City provides continues to expand. One new Athletic Supervisor will be added to allow for programming responsibilities to be split into youth/sports camps and adult programming/pool/road races. This position is approved at a salary, benefits, and supplies cost of \$64,443.

Electric Systems: Two positions will be added to Tree Trimming for FY 21: 1 Tree Trimming Crew Leader and 1 Tree Trimmer II. Adding these positions will allow the City to create an additional in-house crew, thereby improving the level of service provided to citizens. The cost of these positions will be offset by a reduction in contract costs. Salaries/benefits and related equipment will be \$241,549.

Water Resources: One new Utilities Systems Technician will assist with the automated metering infrastructure for the Water department. The cost of this position with benefits and a vehicle is \$90,252.

Buildings & Grounds: Starting with FY 21, the City will assume maintenance responsibilities for athletic fields previously maintained by Cabarrus County. Building & Grounds will add 1 Grounds Maintenance Worker to handle the additional workload. The cost of salary, benefits, and related equipment for this position is \$50,232.

Reclassifications: As the City continues to align staffing with the evolving needs of our community, the budget includes funding to reclassify six position types. The estimated cost for these changes is budgeted to be \$173,844.

Budget Unit	Existing Position(s)	Proposed Position(s)	Estimated Cost
Planning & Neighborhood Development	Senior Planner	Design Manager	\$6,796
Fire	Senior Executive Assistant	Fire Administration Manager	\$4,451
Fire	Division Chiefs (3)	Division Chiefs (3) Grade Change	\$44,171
Buildings & Grounds	Summer Part-time Custodian	Part-time Custodian	\$4,290
Buildings & Grounds	Grounds Maintenance Workers (2)	Grounds Maintenance Supervisors (2)	\$16,580
Buildings & Grounds	Part-time Custodians (2)	Full-time Custodians	\$97,556

Changes to the Budget Document:

The FY 20-21 Budget book continues to build on the improvements made in prior years to enhance the user-friendliness of the document. Informational pages have been re-worked to include additional illustrative graphics. Among these changes is an illustration explaining the components of the chart formats used in the document. Page formatting will be adjusted for the online version of the book to assist the reader viewing the material. Other minor structure changes were made to improve the flow of the document.

Guide to the 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 is the City 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, the City Profile, Mayor and Council Strategic Goals, 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.

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.

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.

Market Rate Units (Fund 350): This fund accounts for revenues received to maintain housing stock above quality requirements to serve low-income families for whom conventional housing is unaffordable.

Revolving Housing Fund (Fund 370): This fund accounts for dedicated revenues to serve low-income families for whom conventional housing is unaffordable.

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 FY 21 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 FY 21 Fees and Charges Schedule, and a glossary.

How to Read Budget Informational Charts

On the next page is a guide for how to read and interpret some of the most common charts within this document. These charts help provide guidance on what specific columns reference as well as general information regarding what specific categories mean.

Example of a Fund Summary Table

Use the call-out boxes below to learn more about the data contained in a Fund Summary Table.

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Function	2021-2022 Planning Year
General Government	\$ 15,740,376	\$ 10,519,619	\$ 17,305,544	\$ 16,172,756	\$ 10,354,120	\$ 10,354,120	10.1%	\$ 14,556,433
Public Safety	\$ 46,412,245	\$ 48,457,364	\$ 50,937,906	\$ 48,781,053	\$ 55,677,542	\$ 55,677,542	54.5%	\$ 58,233,478
Public Works	\$ 16,229,195	\$ 17,135,605	\$ 23,329,500	\$ 17,102,704	\$ 22,029,168	\$ 22,029,168	21.6%	\$ 21,963,042
Economic Development	\$ 4,143,680	\$ 6,796,122	\$ 5,339,554	\$ 5,089,104	\$ 5,282,533	\$ 5,282,533	5.2%	\$ 5,037,080
Cultural & Recreational	\$ 7,263,417	\$ 6,214,219	\$ 7,615,411	\$ 6,840,948	\$ 8,825,596	\$ 8,825,596	8.6%	\$ 27,174,379
TOTAL EXPENDITURES	\$ 89,788,913	\$ 89,122,929	\$ 104,527,915	\$ 93,986,565	\$ 102,168,959	\$ 102,168,959	100.0%	\$ 126,964,412

* as amended
**as of June 30, 2020

Recently ended fiscal year budget with amendments.

Actual expenses from recently ended fiscal year budget as of a specific date.

Proposed budget for the upcoming year.

Council adopted budget for the upcoming year.

Function within General Fund. Each function has multiple departments.

Prior year actual data from audit.

Percent of how much each group represents out of the total.

Planned expenditures for the fiscal year after next. These are not adopted by Council.

Example of Budget by Category Table

Use the call-out boxes below to learn more about the data contained in a Budget by Category Table.

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 1,538,535	\$ 1,686,199	\$ 1,941,015	\$ 1,681,926	\$ 2,281,145	\$ 2,281,145	\$ 2,284,608
Operations	\$ 1,487,690	\$ 1,630,746	\$ 2,615,593	\$ 2,376,553	\$ 3,019,907	\$ 3,019,907	\$ 2,952,139
Capital Outlay	\$ 283,574	\$ 144,128	\$ 488,171	\$ 472,746	\$ -	\$ -	\$ 107,135
Debt Service	\$ 203,600	\$ 194,560	\$ 184,600	\$ 184,600	\$ 175,760	\$ 175,760	\$ -
Cost Allocations	\$ 1,742,012	\$ 1,974,838	\$ 2,175,258	\$ 1,993,987	\$ 2,500,173	\$ 2,500,173	\$ 2,561,380
Transfers	\$ 1,891,000	\$ 476,787	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 19,036,165
Total Expenditures	\$ 7,138,411	\$ 6,107,258	\$ 7,404,637	\$ 6,709,812	\$ 8,652,817	\$ 8,652,817	\$ 26,941,427

* as amended
**as of June 30, 2020

Includes salaries, FICA costs, employee insurance, 401k, retirement costs, career development & workers comp.

Includes all items not associated with personnel, capital items, transfers, or debt service. Operations can include things like utilities, dues, phone, supplies, etc.

Includes capital items such as land, vehicles, equipment, etc.

Includes annual debt service payments for capital items.

Includes funds being moved out of a budget unit to cover capital improvement projects, payments to other funds, etc.

Includes costs for internal services like Data Services, Customer Care, Buildings & Grounds, Engineering and more that are allocated out to departments.

Budget Process

The annual budget document outlines policy direction and serves 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 the fall, at which time CIP instructions are explained and distributed to departments. All departments receive their operating budget forms and instructions in December.

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. Departmental requests are submitted to Budget Staff, 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, including departmental performance objectives, thoroughly with the City Manager and Budget Staff during special work sessions. A copy of the proposed budget with recommended changes is 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). The City Manager may authorize any amount of money to be shifted within a budget unit. The City Manager is also authorized to effect interdepartmental transfers within the same fund, not to exceed 10% 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.

FY 2020-21 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	11/1/19	1/8/20												
CIP Informational Meetings, CIPs due	9/23/19	10/18/19												
CIP & Budget software training	9/4/19	1/3/20												
Revenues estimated	12/1/2019	5/15/2020												
Budget Kickoff: Packets distributed to Dept Directors	12/3/19	12/3/19												
Council goals and objectives established at Mayor & City Council Planning Session	2/1/20	2/1/20												
External agency budget requests accepted and hearing before Mayor & City Council	2/3/20	2/28/20; 4/7/20												
Budget Requests, Budget Document Pages, 5-Year Capital/Personnel Estimates due for Internal Service Depts. 1/10/20, for Operating Depts. 1/17/20, fo Enterprise Fund Depts. 1/24/20	12/3/19	1/24/20												
Departmental budget reviews	1/27/20	3/10/20												
Fees & Charges Schedule emailed to Dept Directors; Updates due	3/5/20	3/30/20												
City Council Work Sessions to discuss budget	4/7/20	4/7/20												
City Manager’s recommended budget compiled and presented to Mayor & City Council	1/24/20	5/29/20												
Budget available for public viewing	5/29/20	6/30/20												
Mayor & City Council review budget and performance objectives, budget workshop held	5/29/20	6/11/20												
Public Hearing conducted; budget & Capital Improvement Plan adopted by City Council	6/09/20	6/11/20												
Evaluation of budget process	6/20	8/20												

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
■ All users
■ Mayor & City Council

CITY PROFILE

AS OF JUNE 30, 2020 UNLESS OTHERWISE NOTED

General Demographics

Date of Incorporation: 1796
Date of City Charter: 1798
Land Area: 63.433 square miles
Elevation: 705 feet above sea level
Population: 94,130



Climate

Average January Temperature: High 57°/Low 35°
Average July Temperature: High 93°/Low 70°
Record High: 107° (August 1983)
Record Low: -5° (January 1985)
Annual Precipitation: 60.5 inches



Transportation

Major Highways: Interstate 85, U.S. Routes 29 and 601
Rail: Southern Railway Company
Air: Concord-Padgett Regional Airport and Charlotte Douglas International Airport - approximately 25 miles from the City center
Ground: Concord-Kannapolis Rider bus service, Greyhound and Trailways bus services, and Privately-owned taxicab service



U.S. Census, 2018 ACS Survey

Residents

- **Population by Gender**
 - Male: 49.3% Female: 50.7%
- **Population by Race**
 - White: 63.7% Black: 23.8% Hispanic: 12.2%
 - Asian, AIAN, NHPI, Other, 2 or more Races: 12.4%
- **Age (Estimated)**
 - (Birth-19): 27%
 - (20-34): 17%
 - (35-64): 42%
 - (65+): 14%
- **Median Income:** \$69,929
- **Number of Households**
 - 1990: 11,670
 - 2000: 22,485
 - 2010: 32,130
 - 2017: 33,835
 - 2018: 33,523



Registered Voters

- **July 1, 2020:** 63,678
- **July 1, 2019:** 58,866
- **July 1, 2018:** 59,781
- **July 1, 2017:** 56,852
- **July 1, 2016:** 54,582



For more information on voter registration, go to:
cabarruscounty.us/resources/voter-registration

Economy (Citywide)

Civilian Labor Force: 47,623
Employed Residents: 41,213
Unemployed Residents: 6,410
Unemployment Rate: 12.3%



Taxes

Sales Tax: 7.00%
Property Tax Rate per \$100 Valuation: 48¢
Cabarrus Co. Property Tax Rate per \$100: 74¢



City Bond Ratings - GO/Revenue

Fitch IBCA: AAA/AA
Standard and Poor's: AAA/A+
Moody's: Aa1/Aa2



Fire Protection (ISO Rating: 1)

Stations: 11
Firefighters and Officers*: 249
Administrative Support: 3
*(Operations, Prevention, & Training)



Police Protection

Main Station: 1
District Stations: 4
Sworn Police Officers: 196
Non-Sworn Police Personnel: 21
Code Enforcement: 9



Infrastructure

Miles of Power Lines

- Overhead: 723.47
- Underground: 743.04

Miles of Water Lines: 744.61
Miles of Wastewater Lines: 573.68
Land Miles of City Streets: 712.32

- **Paved (City Maintained):** 353.57
- **Paved (State Maintained):** 91.51
- **Paved (Interstate):** 18.55



Media

Television: Major Networks, Cable
Local Newspaper: Independent Tribune
Social Media:



@ConcordNCgov



City of Concord Government



concordncgov



City of Concord



ConcordNCgov



City of Concord

CITY PROFILE CONTINUED

AS OF JUNE 30, 2020 UNLESS OTHERWISE NOTED

Public Recreation

Acreage: 316

Facilities (City Owned):

- Parks: 8
- Playgrounds: 13
- Gymnasiums: 3
- Basketball Courts: 5
- Tennis/Pickleball Courts: 16
- Playing Fields: 23
- Swimming Pools: 1
- Greenway/Trail Miles: 9.95/5.75



Utilities

Telephone: Windstream Communications

Electric: City of Concord, NTE

Gas: Public Service Company

Water: City of Concord

Wastewater: City of Concord



Housing

Median Home Sales Price: \$260,000

Fair Market Rent of 1BR Apartment: \$865

Fair Market Rent of 2BR Apartment: \$985

Fair Market Rent of 3BR Apartment: \$1,320

Public Housing Units: 174

Housing Choice Voucher Units: 541



Medical Facilities

Hospitals: CMC-Northeast

- 457 Beds



Education

Public Schools in City Limits: 19

Long School Exceptional Children: 1

Parochial and Private: 7

Higher Education

- Rowan-Cabarrus Community College
- Cabarrus College of Health Sciences



Top Taxpayers

1. Mall at Concord Mills
2. Charlotte Motor Speedway
3. Celgard
4. SL 1000 Derita Road
5. GWR Carolinas Property Owner
6. WMCi Charlotte VI
7. Hendrick Motorsports:
8. HMS Holdings
9. Arabica
10. Bootsmead Land



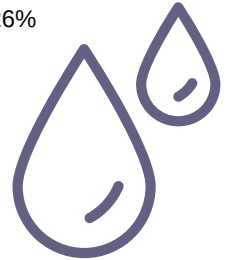
Top Water Customers

1. Town of Harrisburg - S/A: 13.21%
2. City of Kannapolis: 4.58%
3. Perdue Farms Inc: 1.97%
4. Kiser Bros: 1.94%
5. Charlotte Water: 1.09%
6. Carolinas Healthcare System: 1.08%
7. Great Wolf of the Carolinas, LLC: 0.91%
8. Bexley Concord Mills: 0.90%
9. Cabarrus County Schools: 0.62%
10. S&D Coffee and Tea: 0.55%



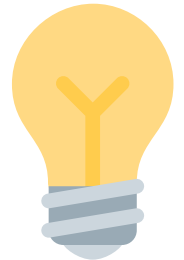
Top Wastewater Customers

1. Perdue Farms Inc: 2.25%
2. Great Wolf of the Carolinas, LLC: 1.26%
3. City of Kannapolis: 1.21%
4. Bexley Concord Mills: 1.10%
5. Gateway Surgery Center: 0.99%
6. B F I: 0.85%
7. Cabarrus County Schools: 0.84%
8. Town of Harrisburg - S/A: 0.80%
9. S&D Coffee and Tea: 0.77%
10. Concord Mills, LLC: 0.65%



Top Electric Customers

1. Celgard, LLC: 3.32%
2. Perdue Farms Inc: 2.39%
3. S&D Coffee and Tea: 2.22%
4. WSACC: 2.16%
5. Legrand: 2.09%
6. Concord Mills, LLC: 2.01%
7. City of Concord: 1.97%
8. DNP IMS America Corporation: 1.95%
9. Cabarrus County Schools: 1.67%
10. Wind Shear Inc: 1.33%



Top Employers

- Atrium Health
- Cabarrus County Schools
- Cabarrus County Government
- City of Concord
- Amazon
- Hendrick Motorsports
- Walmart
- FedEx
- DNP
- Perdue



Want to Learn More about Concord?

Website: concordnc.gov

Strategic Plan: concordnc.gov/strategicplan

Budget-in-Brief for FY 2020-2021: concordnc.gov/budget

HISTORY 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 county 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 96,000 estimated in 2020) 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-Padgett 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."



Strategic Plan 2020–2023

FY 20 & FY 21 Highlights

Strategic Plan

The **City of Concord's Strategic Plan** was adopted by City Council on April 11, 2019. The plan was drafted by the City Manager, presented to the Mayor and City Council at the Annual City Council Planning Session on January 31, 2019, and revised based on City Council feedback. The plan outlines the City of Concord City Council's goals and objectives for FY 2020–2023 and will guide budget development.

The **Strategic Plan** is a planning tool that prioritizes the goals and objectives of the City Council. This plan guides the City and its departments in funding decisions for each year.

Some of the goals and objectives are harder to track than others. Departmental performance measures allow the City to quantify the accomplishments being made. These could be city employee retention numbers or the response times of emergency responders (Police and Fire).

The Strategic Plan is broken into six distinct functional areas: **General Government, Public Safety, Public Works, Transportation, Culture & Recreation, and Economic Development.**

FY 20 Accomplishments*

General Government:

Emphasis on data driven decisions, competitive compensation packages, \$15/hr minimum wage, T.E.A.M meetings, & Stay Interviews.

Public Works:

Funded Master Plans for Water, Sewer, & Stormwater, Spring & Fall litter sweeps, & Solid Waste fee implemented (\$2.24).

Public Safety:

\$51 M in funding for FY 20, began tower relocation to be completed in FY 21, & Identified land for the Joint PD/FD Training Facility.

Recreation & Culture:

Implementation of an internal "Connectivity Committee", adopted the Open Space Connectivity Analysis, & budgeted \$1.7M for the acquisition of land and design of the Northwest park

Transportation:

Council passed a resolution supporting light-rail expansion into Concord & acquired \$875K Airport hangar for additional hangar capacity.

Economic Development:

Partnership with Habitat for Humanity, creation of the Housing non-profit (the Concord Family Enrichment Association), acquisition/development of the former City Hall annex, & economic investment of \$184M and 815 jobs (as of 6/4/20).

FY 21 Budget Highlights

General Government:

Competitive Compensation Plan, HR Market Study (\$40,000), Video production services (\$15,000), & Annual Council Retreat (\$5,000).

Public Works:

Purchase Fiber Splicing Trailer (\$30,000) & Fiber Reel Trailer (\$2,700).

Public Safety:

29 new public safety personnel in order to properly staff for community needs.

Recreation & Culture:

Allocated 0.5¢ of the Ad Valorem tax rate for Park land/ROW needs (\$675,832) & Increase funding for Public Art (\$35,000).

Transportation:

Allocation of an additional 0.25¢ of the Ad Valorem tax rate to the transportation fund (\$337,916).

Economic Development:

New planner position to work on small area plans, fund small area plan for Weddington Rd (\$40,000) and the update of the Master Plan (\$35,000), & allocated 0.5¢ of the Ad Valorem tax rate for Affordable Housing (\$675,832).

**Allocated \$s plan to be funded at Council's recommendation as soon as revenues recover from the COVID-19 crisis.
(Housing 1¢, Parks 1¢, Transportation .5¢)*

FY 21 CIP Projects

General Government:

N/A

Public Works:

Delivery #4
All Water Projects
All Wastewater Projects
All Stormwater Projects

Public Safety:

Fire Station #12
Joint Communications Facility

Recreation & Culture:

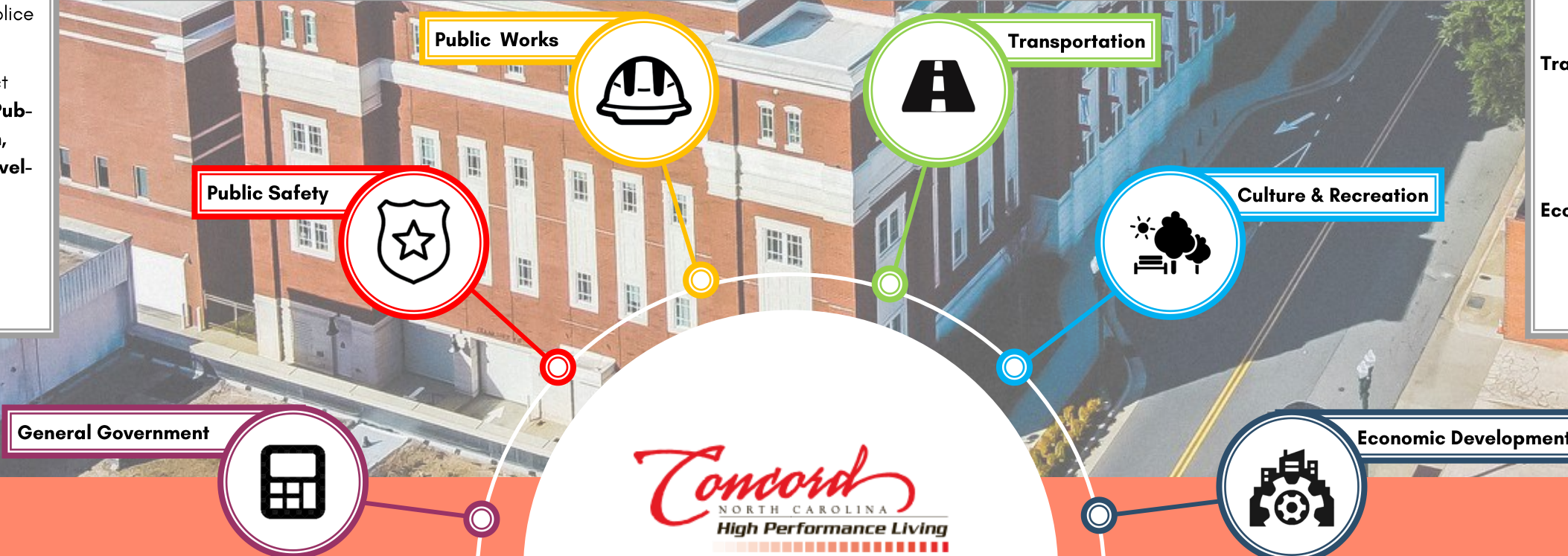
Northwest Park
Caldwell Park Improvements
McEachern Greenway—Hospital Phase and Parking Lot
Development of Academy Rec Center Complex (design)
Hector H. Henry II Greenway Projects

Transportation:

Alfred M Brown Expansion Road
Pedestrian Improvement Sidewalks
I-85 Branding Project

Economic Development:

Union StreetScape



*These represent only some of the major accomplishments of FY 20.

2020-2021 BUDGET ORDINANCE

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this xxth day of June 2020 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND: Revenues totaling \$102,168,959 are hereby approved from the following sources:

Ad Valorem Taxes	\$64,037,876
Sales Taxes	18,042,860
Unrestricted Intergovernmental Revenue	5,793,818
Restricted Intergovernmental Revenue	4,148,308
Licenses, Permits and Fees	2,006,300
Sales & Services Revenue	2,865,018
Other Revenues	643,480
Investment Earnings	4,406
Transfer from Capital Reserves	4,626,893
TOTAL	\$102,168,959

A total of \$102,168,959 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 268,672
Public Services – Admin.	101,584
City Manager’s Office	844,298
Human Resources	799,853
Wellness Center	257,906
Finance	764,793
Tax	391,115
Legal	409,077
Non-Departmental	6,516,822
Police	25,564,211
Code Enforcement	1,064,477
Communications	2,002,978
Radio Shop	512,654
Fire	24,735,443
Fire – Prevention	1,003,607
Fire – Training	586,906
Emergency Management	207,266
Streets & Traffic	9,066,780
Powell Bill	1,742,764
Traffic Signal Division	1,210,096
Traffic Services	606,824
Solid Waste & Recycling	8,665,496
Cemeteries	737,208
Fleet Services (costs are direct billed)	0
Planning & Neighborhood Development	3,516,910
Transportation Planning	348,820
Economic Development	1,416,803
Parks & Recreation	8,652,817
Parks & Recreation - Aquatics	172,779
TOTAL	\$ 102,168,959

SECTION II. SPECIAL REVENUE FUNDS: Revenues totaling \$8,375,119 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, Housing Assistance Voucher Program, Market Rate Units Fund, and Affordable Housing Revolving Fund.

A total of \$8,375,119 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$125,707
Housing Assistance Voucher Program Fund	4,955,934
Community Development Block Grant Fund	682,540
H.O.M.E. Consortium Fund	1,479,335
\$5 Vehicle Tax – Transit Fund	390,000
Market Rate Units Fund	65,771
Affordable Housing Revolving Fund	675,832
TOTAL	\$8,375,119

SECTION III. ELECTRIC FUND: Revenues are hereby approved comprised of \$84,008,625 in operating revenues, \$70,000 in non-operating revenues, and \$2,059,282 in retained earnings appropriated. A total of \$86,137,907 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$3,861,083
Purchased Power	49,271,048
Maintenance - Power Lines	7,878,516
Tree Trimming	1,488,077
Electric Construction	22,035,573
Peak Shaving	115,435
Electric Engineering	1,207,543
Utility Locate Services	280,632
TOTAL	\$86,137,907

SECTION IV. WATER FUND: Revenues are hereby approved comprised of \$25,510,100 in operating revenue, non-operating revenue of \$49,000, and \$5,469,287 in retained earnings appropriated. A total of \$31,028,387 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$ 3,544,285
Coddle Creek Water Plant	9,364,278
Waterlines - Operation & Maintenance	18,119,824
TOTAL	\$ 31,028,387

SECTION V. WASTEWATER FUND: Revenues are hereby approved comprised of operating revenues of \$17,510,000 and non-operating revenues of \$2,000. A total of \$17,512,000 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$ 17,512,000
-------------------------------------	---------------

SECTION VI. STORMWATER FUND: Revenues are hereby approved comprised of \$4,850,375 in operating revenue, \$6,000 in non-operating revenues, and \$199,901 in retained earnings appropriated. A total of \$5,056,276 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$ 5,056,276
-------------------------------------	--------------

SECTION VII. AVIATION FUND: Revenues are hereby approved comprised of \$5,721,921 in operating revenue, \$89,200 in non-operating revenue, \$1,000,000 in restricted intergovernmental revenues, \$29,500 in licenses, \$1,859,057 in retained earnings appropriated, and a transfer of \$816,046 from the General Fund. A total of \$9,515,724 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	\$9,515,724
--------------------	-------------

SECTION VIII. GOLF COURSE FUND: Revenues are hereby approved comprised of \$1,746,145 in operating revenues, \$18,273 in other revenues, and a transfer from the General Fund of \$940,163. A total of \$2,705,061 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	\$2,704,581
-----------------------	-------------

SECTION IX. TRANSIT FUND: Revenues are hereby approved comprised of \$315,215 in operating revenues, restricted intergovernmental revenue of \$3,993,998 transfer of \$390,000 from the \$5 Vehicle Tax – Transit Fund, and a transfer from the General Fund of \$267,520. A total of \$4,966,733 is hereby authorized to be expended from the Transit Fund as follows:

Transit Farebox/Local Expense	\$1,347,560
Transit Grant Expense	3,619,173
TOTAL	\$4,966,733

SECTION X. PUBLIC HOUSING FUND: Revenues are hereby approved comprised of \$480,000 in operating revenues, \$100,000 in other revenue, and HUD contributions of \$852,199. A total of \$1,432,199 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	\$1,432,199
---------------------------	-------------

SECTION XI. DEBT SERVICE (FIRST CONCORD): Revenues are hereby approved comprised of transfers from operating funds in the amount of \$4,199,994. A total of \$4,199,994 is hereby authorized to be expended from First Concord for debt service payments as follows:

2010 LOBS	\$878,800
2014 LOBS	\$3,321,194

SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2020: Funds appropriated in the 2019-2020 budget and encumbered at June 30, 2020, shall be authorized as part of the 2020-2021 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 a 1.5% market adjustment to all employees effective July 1, 2020, as well as merit increase opportunities for co-workers. An overall average merit increase of 2% of salaries is authorized in each fund for FY 21. The range for merit increases will be from 1 to 3%, 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 2020-2021. The adopted tax rate is based on an estimated valuation of \$13,935,629,415 (including motor vehicles) and an estimated 96.0 percent collection rate. The revenue neutral tax rate is calculated at \$0.4165.

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 \$53,295,705 with an estimated 96.0 percent collection rate. The revenue neutral tax rate is calculated at \$0.2055.

Allocation of the 2020-2021 tax rates will be as follows:

GENERAL FUND
MUNICIPAL SERVICE DISTRICT

\$ 0.4800
\$ 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 2020-2021 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 2020-2021 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 2020-2021 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 11th day of June 2020.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA



William C. Dusch, Mayor

ATTEST:



Kim Deason, City Clerk





Valerie Kolczynski, City Attorney

Fund & Budget Unit Structure (FY 2020-2021)

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. HCV Admin – 1500
2. HCV HAP – 1501

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

1. Addl. \$5 Vehicle Tax – 8200

FUND 310 – COMMUNITY DEVELOPMENT BLOCK GRANT FUND

1. Administration – 3113
2. Projects – 3114

FUND 320 – HOME CONSORTIUM FUND

1. Administration – 3211
2. Projects – 3212

FUND 370 – REVOLVING HOUSING FUND

1. Revolving Housing Projects – 3700

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 Water Treatment Plant – 7330
2. Coddle Creek Water Treatment Plant – 7331
3. Waterlines Operations & Maintenance – 7340

FUND 630 – PUBLIC TRANSIT FUND

1. Rider Transit Farebox/Local Expense – 7650
2. Transit Grant Expense – 7690

FUND 640 – WASTEWATER RESOURCES FUND

1. Wastewaterlines Operations & Maintenance – 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

FUND 421 – WASTEWATER CAPITAL PROJECTS

1. Wastewater Projects – 8402

FUND 423 – TRANSPORTATION CAPITAL PROJECTS

1. Streets Projects – 8600

FUND 426 – FIRE CAPITAL PROJECTS

1. Fire Projects – 8670

FUND 429 – WATER CAPITAL PROJECTS

1. Water Projects – 8700

FUND 430 – GENERAL CAPITAL PROJECTS

1. BOC Capital Projects – 8800
2. 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 280 – PARKS & RECREATION CAPITAL RESERVE

1. Parks & Recreation Capital Reserve – 8100

FUND 282 – UTILITY CAPITAL RESERVE

1. Utility Capital Reserve – 8120

FUND 285 – GENERAL CAPITAL RESERVE PROJECTS

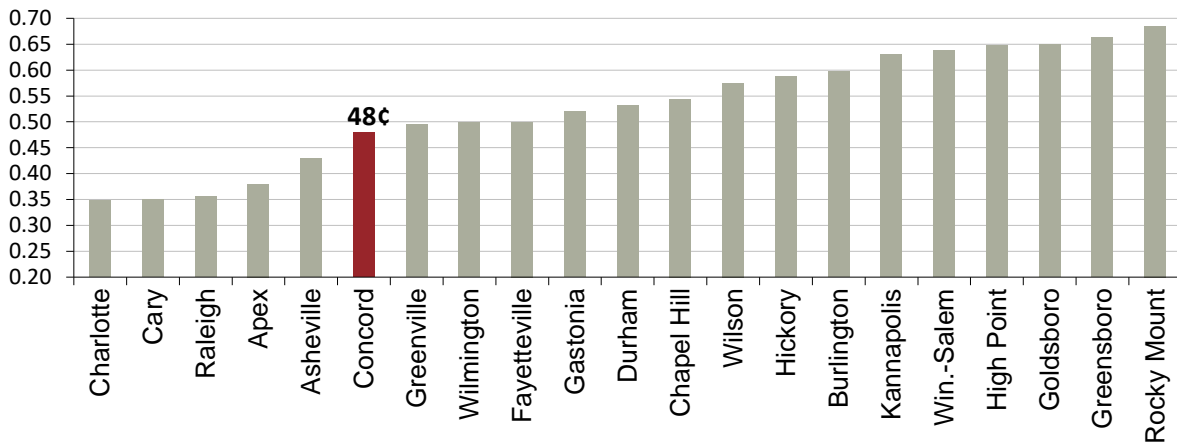
1. Capital Reserve Expenditures – 8150

Major Revenue Sources

General Fund: The current General Fund budget for the 2020-21 fiscal year totals \$102,168,959 compared to the original adopted budget of \$94,483,872 for FY 2019-20. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$3,053,524 (3.25%) when compared to the original adopted current budget. The increase in revenues for the City's General Fund budget proposal is a result of an 18% growth in the City's assessed values. This large increase in the City's assessed values is due to the completion of the revaluation in the county, which is conducted every four years. The City's revenue neutral rate is 41.65¢ per \$100. The City's current tax rate of 48¢ per \$100 will not change in this budget proposal, which should produce around \$63,403,876 in current year ad valorem revenue. Due to the COVID-19 pandemic, the City expects Local Option Sales tax collections to decline 11% when compared to the prior year's budget projections. Sales tax collections are estimated conservatively for FY 2020-21 because these revenues are directly related to economic conditions. The 2020-21 budget includes a decrease in expected revenue from the Local Option sales tax source in the amount of \$2.1 million or 11% when compared to current year budgeted collections. Due to COVID-19, the City has estimated revenues more conservatively than normal. Staff used 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 2020-21 fiscal year.

Property Taxes: The budget is balanced with a property tax rate of 48¢ per \$100 valuation. This rate will yield \$64,037,876 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 96%. This collection rate is projected to result in an increase of \$7.9 million in property tax revenue. Due to the anticipated impacts that COVID-19 will have on the taxpayer's ability to pay their property taxes, the City has lowered the anticipated collection rate from 99% to 96%. The City's updated assessed value used in this budget preparation represents a 19% increase in property values for a total valuation of \$13,935,629,415 (including motor vehicles). One cent on the City's tax rate produces \$1,351,665 in revenue, after the City's estimated collection rate is applied. This rate compares favorably to past City tax rates and is compared to other medium to large size cities in the graph below.

**Property Tax Rates:
NC Full-Service Cities over 40,000 Population
(Cents per \$100 Valuation)**



Sales Taxes: Local sales taxes levied by the 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 \$17,871,747 for fiscal year 2020-21. Due to the negative impact that COVID-19 is expected to have on the economy, this total revenue source is expected to decrease 11% when compared to the current year budgeted collections. Sales tax allocations for municipalities in Cabarrus County are based on proportional property tax levies. The City is projected to receive 21% of the County allocation. The City continues to apply a conservative approach when estimating this revenue source. Although sales tax distributions were increasing around 5% in the current year, the effects of COVID-19 have eliminated any growth the City was projecting for the year-end numbers. It is anticipated that sales tax distributions will continue to decline well into the proposed budget year 2020-21. A conservative estimate ensures the City can react to any changes in revenue distribution methods and economic fluctuations.

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 projected budget for the telecommunications sales tax included in FY 2020-21 is \$318,315, which represents a 10% decrease when compared to FY 2019-20 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 the FY 2020-21 budget proposal is \$499,545, which represents 2% decline in this revenue source when compared to FY 2019-20 estimates. The decline 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% 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 FY 2020-21 to be \$4,553,993, which is a 1% increase when compared to actual estimated collections in FY 2019-20. 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% 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 FY 2020-21 proposed budget of \$206,850 represents a

2% decline when compared to estimated collections for FY 2019-2020. These revenue sources are affected by the weather; thus, a warm winter will cause revenues to be lower than expected. The City estimates these revenue sources conservatively, so the weather should not affect our ability to support our funding proposals. The City also has assumed COVID-19 may result in less electricity use as many business and industrial customers were forced to close during the pandemic.

Powell Bill Street Allocation: In 2015, the amount of this distribution no longer represents a portion of the motor fuel taxes collected. The current law states that Powell Bill revenues will be determined by an appropriation of funds by the General Assembly. There is no set formula that determines the total amount of Powell Bill funds received each year. Of the funds available each year, 25% is distributed to cities based on local street miles and 75% based on population. 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, but legislation passed in 2015 specifies that the funds should be primarily for resurfacing streets. These funds are expected to provide \$2,398,361 for FY 2020-21, which represents 2% growth when compared to current year estimates. This revenue source will increase as the City's population increases and the miles of City streets grow. The State's allocation per street mile has currently remained consistent.

Fund Balance: The City's unassigned General Fund balance was \$53,901,650 as of June 30, 2019. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2020. The City has allocated around \$10 million for one-time expenses related capital projects and capital outlay. These purchases will reduce the general fund unassigned fund balance by an estimated \$10 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 continues to experience a rapidly slowing economy due to COVID-19, our conservative policies and procedures are even more important. The proposed budget for FY 2020-21 does not include an appropriation from fund balance.

The recommended budget does appropriate \$10,809,635 from the General Capital Reserve fund balance for one-time capital expenditures. In FY 2007-08, the City created a General Fund Reserve to begin preparing for future projects and each year the City follows the City Council's Reserve Funds financial policy to determine available resources to allocate to the Capital Reserve Fund. These funds are designated for use based on the City's Capital Improvement Plan that is presented to Council each year. The funds may also be applied to designated capital outlay in the City's operating budget. Although these reserves (approximately \$24 million) 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 will remain at 23¢ per \$100 assessed valuation. The revenue neutral rate has been calculated to be 20.55¢. Also included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the HOME Program, Revolving fund, the Market Rate Units fund, the \$5 Vehicle Tax fund (Transit), and the Section 8 Housing Vouchers program. The special revenue funds total \$8,375,119.

Enterprise Funds: Stormwater, Electric, Water and Wastewater rates and operating charges will generate \$131,879,099 in revenues. Anticipated rate revenues for FY 2019-20 were decreased in response to COVID-19 as customers may have difficulty paying on time. Projections for FY 2020-21 were based on final collection estimates for FY 2019-20.

Stormwater: The Stormwater Fund is comprised of \$4,850,375 in operating revenues, \$6,000 in non-operating revenues and an appropriation of \$199,901 for one-time capital expenses. No fee increases are

proposed for the Stormwater program. Rate revenue for FY 2020-21 is expected to increase 2% when compared to FY 2019-2020 year-end estimates. Increases in rate revenue correlate with anticipated customer base growth in the City. Revenue projections for FY 2020-21 are expected to decrease 10% for the first 6 months due to COVID-19, which we anticipate will impact many customer's ability to pay on time. We expect this revenue to return to normal mid-year as we work with customers to satisfy payment agreements on past due amounts.

Electric Fund: The Electric Fund is comprised of \$84,008,625 in operating revenues and \$70,000 in non-operating revenues, with an appropriation from retained earnings of \$2,059,282 for one-time capital items. Electric revenues are estimated using the City's rate model as well as incorporating the anticipated revenue declines due to COVID-19. 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 2020-21 budget proposal does not project increases in purchase power rate adjustments. FY 2020-21 rate revenue is anticipated to increase 3% when compared to FY 2019-2020 year-end estimates. The FY 2019-20 rate revenue for the last quarter was significantly reduced by an estimated 20% due to COVID-19 causing many of the City's large commercial and industrial customers to close during the pandemic. This growth is due to system expansion as the City anticipates that residential and commercial development in the City continues to increase as the Governor eases restrictions on staying at home during the COVID-19 pandemic. For FY 2020-21 the City is expecting revenue collections to be down 11% for the first quarter but return to normal with moderate growth for the remainder of the year.

Water Fund: The Water Fund is comprised of \$25,510,100 in operating revenue, non-operating revenue of \$49,000, and there will be an appropriation from retained earnings of \$5,469,287 for one-time expenses. There are no water rate increases included in the FY 2020-21 budget. Water revenue was growing at around 6% before the COVID-19 pandemic. The rate revenues for the last quarter of FY 2019-20 were estimated assuming declines of 6%. Actual numbers have indicated that more people staying at home has increased our actual consumption for the residential rate class. Water rate revenues for FY 2020-21 are projected to increase 4% when compared to FY 2019-20 year-end estimates. This increase is a result of anticipated system growth resulting from development. The rate revenue projections for the first quarter of FY 2020-21 are conservative with no growth due to the unknowns associated with COVID-19. The estimates for the remaining months of the projected budget year return to normal with estimated growth of around 3%.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$17,510,000 and non-operating revenue of \$2,000. There is no appropriation from retained earnings. There are no wastewater rate increases in the FY 2020-21 budget. Wastewater revenues are expected to increase 4% based upon current residential and commercial development trends when compared to FY 2019-20 year-end estimates. Similar to the water rate trends, the final quarter for FY 2019-20 was projected to decrease around 6% due to the results of COVID-19, which required many business and industries to close. The revenue projections for the first quarter of FY 2020-21 will be flat with a gradual return to normal that should produce revenue growth of around 3% for the wastewater services.

Public Transit: The Public Transit budget is comprised of \$315,215 in operating revenue, \$2,609,917 in restricted intergovernmental revenue, \$657,520 in transfers, and \$1,384,081 in funding associated with the CARES Act relief package passed by Congress to assist with transit operations that were impacted by COVID-19. Transit ceased collecting fares for operations during the COVID-19 pandemic. The CARES Act will assist the transit operations in the projected budget year. In FY 2020-21, Concord's General Fund contribution to the Transit system is \$267,520, which includes our portion of the CCX service run by Rider.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2020-21 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$2,704,581, which includes a transfer from the General Fund of \$940,163, which is designated towards debt service. A transfer of \$100,000 from the General Capital Reserve Fund will be used for range netting in the Golf project fund.

Aviation: The Aviation budget is comprised of \$5,750,921 in operating revenue, \$1,000,000 in federal grant funding, \$89,700 in non-operating revenue, and a transfer of \$816,046 from the General Fund, which represents payment in lieu of property tax. There is an appropriation from retained earnings for one-time expenses in the amount of \$1,859,057. The COVID-19 pandemic has shut down most operations at the airport. The last quarter of FY 2019-20 saw a 75% decline in revenue. The projections for FY 2020-21 are conservative and will assume that the airport will gradually return to offering flights but will not return to normal operations until the spring of 2021. Revenues are estimated to be below the FY 2019-20 budget by \$2.8 million.

Public Housing: The Public Housing budget is comprised of \$1,432,199 in operating revenues.

Internal Services Fund: The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings & Grounds, and Purchasing – totals \$15,778,604. 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

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Revenues	Revenues	Approved*	Revenues**	Recommended	Approved	Year
By Fund							
General Fund	\$ 95,051,878	\$ 93,182,967	\$ 104,527,915	\$ 92,476,300	\$ 102,168,959	\$ 102,168,959	\$ 104,169,028
Municipal Service District	\$ 93,547	\$ 88,846	\$ 97,904	\$ 97,312	\$ 125,707	\$ 125,707	\$ 128,221
Home Consortium Fund	\$ 1,217,161	\$ 752,358	\$ 1,398,319	\$ 843,027	\$ 1,479,335	\$ 1,479,335	\$ 1,174,014
Community Development							
Block Grant (CDBG) Fund	\$ 532,098	\$ 425,982	\$ 1,212,524	\$ 336,721	\$ 682,540	\$ 682,540	\$ 600,000
\$5 Vehicle Tax for Public Transit	\$ 394,968	\$ 404,377	\$ 390,000	\$ 314,811	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,647,246	\$ 4,896,506	\$ 5,054,703	\$ 4,504,959	\$ 4,955,934	\$ 4,955,934	\$ 4,996,505
Market Rate Units Fund	\$ 57,460	\$ 53,814	\$ 63,567	\$ 57,629	\$ 65,771	\$ 65,771	\$ 67,744
Revolving Housing Fund	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 1,351,665
Stormwater Fund	\$ 5,093,458	\$ 5,442,585	\$ 5,729,664	\$ 5,082,281	\$ 5,056,276	\$ 5,056,276	\$ 5,328,773
Electric Fund	\$ 84,825,940	\$ 88,175,359	\$ 109,013,123	\$ 82,826,470	\$ 86,137,907	\$ 86,137,907	\$ 89,303,485
Water Resources Fund	\$ 24,355,786	\$ 26,450,963	\$ 30,949,633	\$ 27,112,152	\$ 31,028,387	\$ 31,028,387	\$ 27,780,400
Transit Fund	\$ 4,037,132	\$ 3,658,128	\$ 5,353,384	\$ 2,309,829	\$ 4,966,733	\$ 4,966,733	\$ 4,754,130
Wastewater Resources Fund	\$ 17,223,110	\$ 18,232,171	\$ 23,254,751	\$ 20,183,088	\$ 17,512,000	\$ 17,512,000	\$ 18,667,900
Golf Course Fund	\$ 2,744,584	\$ 2,636,449	\$ 2,749,595	\$ 1,284,420	\$ 2,704,581	\$ 2,704,581	\$ 1,764,418
Aviation Fund	\$ 11,148,016	\$ 12,442,059	\$ 15,049,949	\$ 11,982,588	\$ 9,515,724	\$ 9,515,724	\$ 12,063,828
Public Housing	\$ 1,247,075	\$ 1,430,949	\$ 2,046,143	\$ 1,852,719	\$ 1,432,199	\$ 1,432,199	\$ 1,442,199
TOTAL CITY REVENUES	\$ 252,669,459	\$ 258,273,513	\$ 306,891,174	\$ 251,264,306	\$ 268,897,885	\$ 268,897,885	\$ 273,982,310

* as amended **as of June 30, 2020

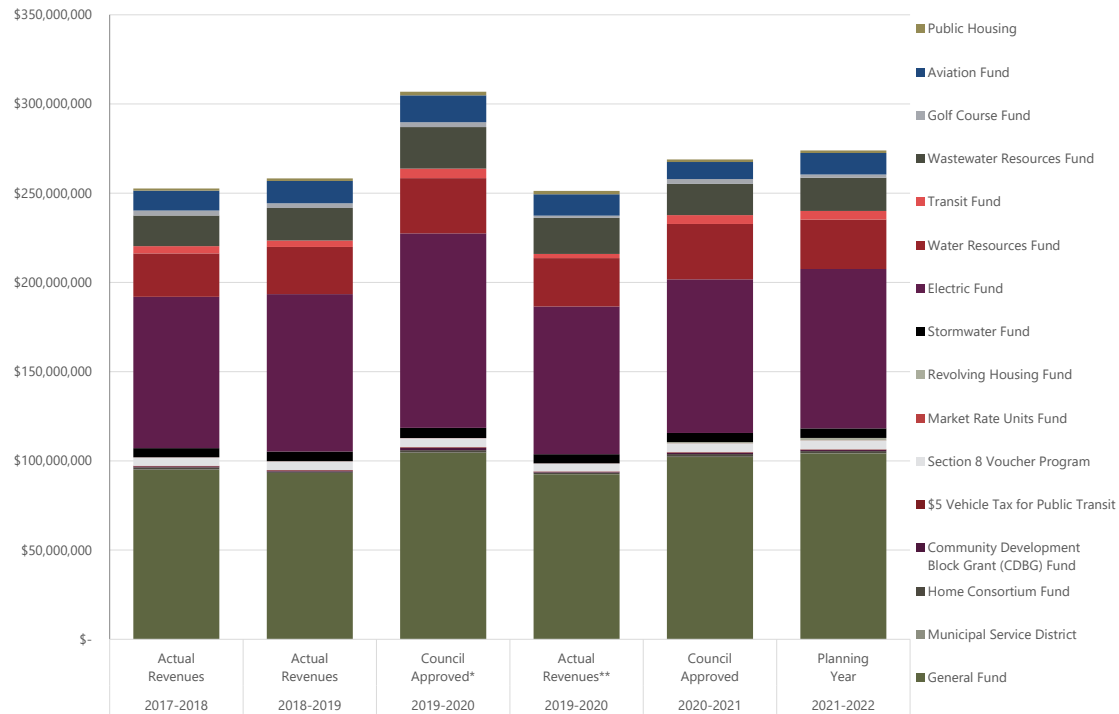
City Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
By Fund							
General Fund	\$ 89,788,913	\$ 89,122,929	\$ 104,527,915	\$ 93,986,565	\$ 102,168,959	\$ 102,168,959	\$ 126,964,412
Municipal Service District	\$ 93,464	\$ 89,028	\$ 97,904	\$ 101,900	\$ 125,707	\$ 125,707	\$ 128,221
Home Consortium Fund	\$ 1,026,176	\$ 1,280,703	\$ 1,398,319	\$ 844,621	\$ 1,479,335	\$ 1,479,335	\$ 1,173,797
Community Development							
Block Grant (CDBG) Fund	\$ 1,020,955	\$ 425,982	\$ 1,212,524	\$ 443,707	\$ 682,540	\$ 682,540	\$ 598,811
\$5 Vehicle Tax for Public Transit	\$ 394,969	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	\$ 390,000
Section 8 Voucher Program	\$ 4,666,320	\$ 4,896,359	\$ 5,054,703	\$ 4,436,074	\$ 4,955,934	\$ 4,955,934	\$ 4,956,552
Market Rate Units Fund	\$ 31,476	\$ 44,911	\$ 63,567	\$ 31,824	\$ 65,771	\$ 65,771	\$ 67,744
Revolving Housing Fund	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 1,351,665
Stormwater Fund	\$ 6,284,500	\$ 6,427,809	\$ 5,729,664	\$ 4,567,737	\$ 5,056,276	\$ 5,056,276	\$ 6,621,837
Electric Fund	\$ 83,085,165	\$ 68,883,578	\$ 109,013,123	\$ 90,913,259	\$ 86,137,907	\$ 86,137,907	\$ 83,253,080
Water Resources Fund	\$ 29,690,155	\$ 27,858,411	\$ 30,949,633	\$ 27,911,260	\$ 31,028,387	\$ 31,028,387	\$ 29,141,930
Transit Fund	\$ 4,626,611	\$ 4,376,956	\$ 5,353,384	\$ 4,018,296	\$ 4,966,733	\$ 4,966,733	\$ 11,557,733
Wastewater Resources Fund	\$ 16,204,438	\$ 17,839,399	\$ 23,254,751	\$ 20,620,795	\$ 17,512,000	\$ 17,512,000	\$ 24,215,800
Golf Course Fund	\$ 2,661,932	\$ 2,679,716	\$ 2,749,595	\$ 2,245,995	\$ 2,704,581	\$ 2,704,581	\$ 1,751,200
Aviation Fund	\$ 12,188,399	\$ 13,849,537	\$ 15,049,949	\$ 11,822,007	\$ 9,515,724	\$ 9,515,724	\$ 11,181,874
Public Housing	\$ 1,777,345	\$ 1,760,110	\$ 2,046,143	\$ 1,258,417	\$ 1,432,199	\$ 1,432,199	\$ 1,389,730
Internal Service Fund***	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CITY EXPENDITURES	\$ 253,540,818	\$ 239,939,805	\$ 306,891,174	\$ 263,418,588	\$ 268,897,885	\$ 268,897,885	\$ 304,744,386

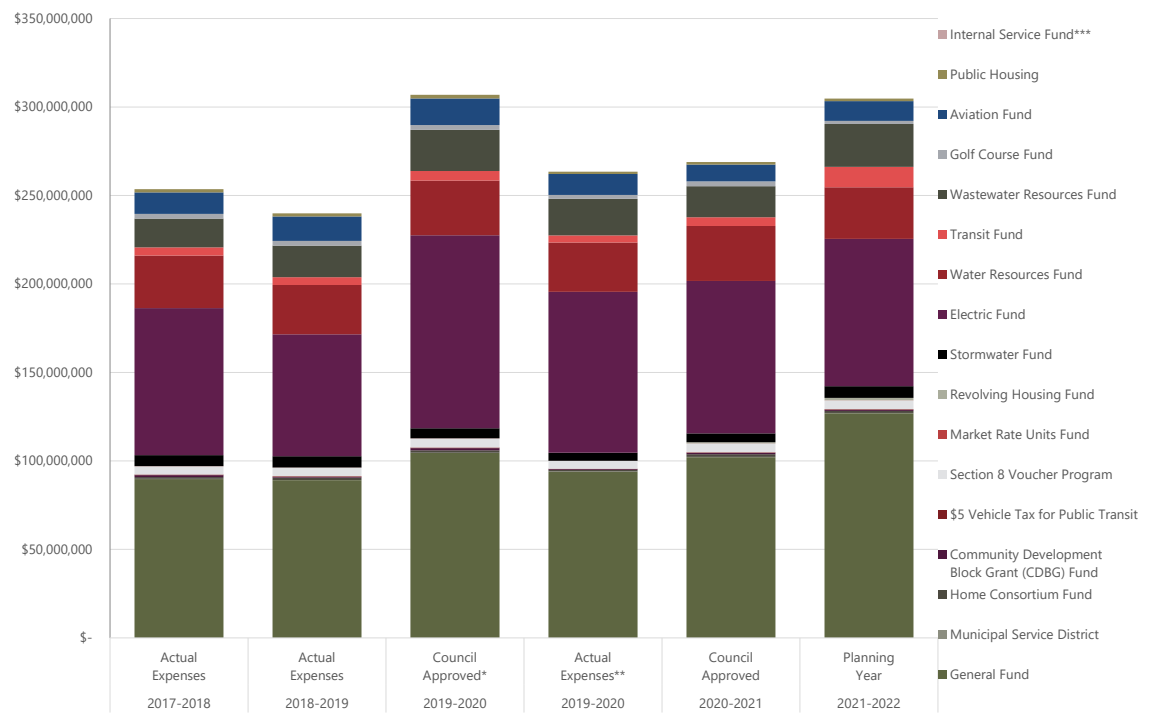
* as amended **as of June 30, 2020

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

City Revenues by Fund



City Expenses by Fund



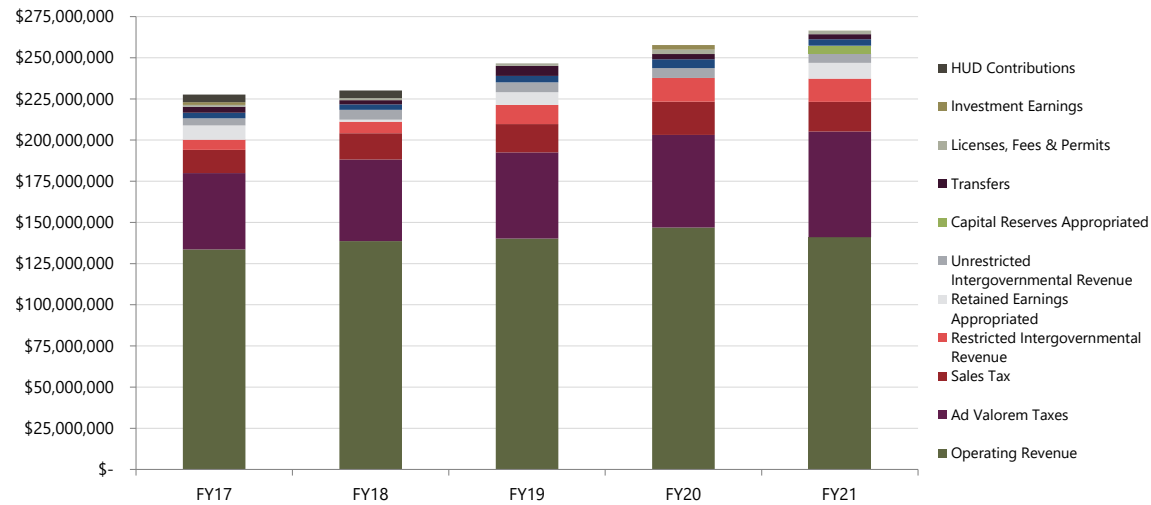
FY 2020-2021 Budget by Fund

Revenues:	General Fund	Special Revenue Funds										Enterprise Funds						All Funds	Percentage by Type		
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing					
Ad Valorem Taxes	\$ 64,037,876	\$ 125,707	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,163,583	23.9%
Sales Tax	\$ 18,042,860	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,042,860	6.7%
Unrestricted Intergovernmental Revenue	\$ 5,793,818	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,793,818	2.2%
Restricted Intergovernmental Revenue	\$ 4,148,308	\$ -	\$ 4,954,315	\$ 1,348,329	\$ 680,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,993,998	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 16,125,490	6.0%	
Licenses, Fees & Permits	\$ 2,006,300	\$ -	\$ -	\$ -	\$ -	\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,500	\$ -	\$ -	\$ -	\$ 2,425,800	0.9%	
Operating Revenue	\$ 814,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,771	\$ -	\$ 4,850,375	\$ 84,008,625	\$ 25,510,100	\$ 315,215	\$ 17,510,000	\$ 1,746,145	\$ 5,721,921	\$ 480,000	\$ -	\$ -	\$ 141,023,032	52.4%	
Other/Non-Operating Revenue	\$ 2,693,618	\$ -	\$ 1,619	\$ 100,000	\$ 2,000	\$ -	\$ -	\$ -	\$ 6,000	\$ 70,000	\$ 49,000	\$ -	\$ 2,000	\$ 18,273	\$ 89,200	\$ 952,199	\$ -	\$ -	\$ 3,983,909	1.5%	
Investment Earnings	\$ 4,406	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,406	0.0%	
Retained Earnings Appropriated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 199,901	\$ 2,059,282	\$ 5,469,287	\$ -	\$ -	\$ -	\$ 1,859,057	\$ -	\$ -	\$ 9,587,527	3.6%		
Capital Reserves Appropriated	\$ 4,626,893	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,626,893	1.7%	
HUD Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfers	\$ -	\$ -	\$ -	\$ 31,006	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ -	\$ -	\$ -	\$ -	\$ 657,520	\$ -	\$ 940,163	\$ 816,046	\$ -	\$ -	\$ 3,120,567	1.2%
TOTAL REVENUE	\$ 102,168,959	\$ 125,707	\$ 4,955,934	\$ 1,479,335	\$ 682,540	\$ 390,000	\$ 65,771	\$ 675,832	\$ 5,056,276	\$ 86,137,907	\$ 31,028,387	\$ 4,966,733	\$ 17,512,000	\$ 2,704,581	\$ 9,515,724	\$ 1,432,199	\$ -	\$ -	\$ 268,897,885	100.0%	

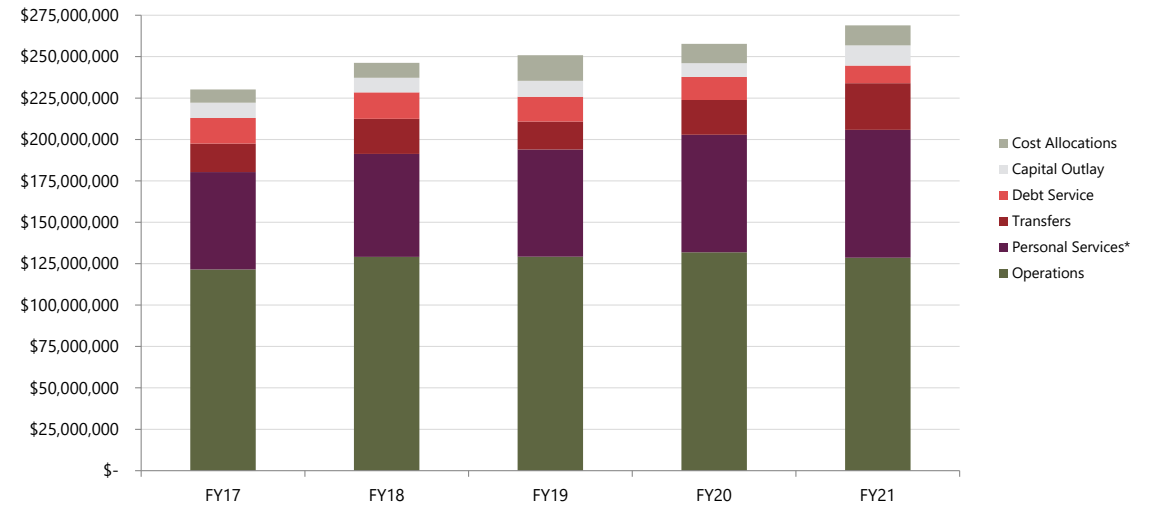
Expenditures:	General Fund	Special Revenue Funds										Enterprise Funds						All Funds	Percentage by Type	
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing				
Personal Services*	\$ 56,194,445	\$ -	\$ 65,660	\$ 93,078	\$ 72,667	\$ -	\$ -	\$ -	\$ 1,604,325	\$ 7,644,060	\$ 5,151,340	\$ 544,616	\$ 2,428,008	\$ -	\$ 3,176,724	\$ 236,382	\$ -	\$ -	\$ 77,211,305	28.7%
Operations	\$ 30,773,386	\$ 125,707	\$ 4,845,283	\$ 1,386,257	\$ 609,873	\$ 390,000	\$ 34,765	\$ -	\$ 724,196	\$ 59,460,512	\$ 10,379,811	\$ 4,368,923	\$ 8,473,852	\$ 1,744,121	\$ 4,119,491	\$ 1,118,612	\$ -	\$ -	\$ 128,554,789	47.8%
Capital Outlay	\$ 4,901,378	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 250,000	\$ 2,698,000	\$ 2,986,000	\$ -	\$ 440,000	\$ -	\$ 155,000	\$ 45,000	\$ -	\$ -	\$ 12,168,210	4.5%
Debt Service	\$ 3,056,330	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,463,696	\$ 2,401,896	\$ -	\$ 1,258,013	\$ 940,163	\$ 1,521,139	\$ -	\$ -	\$ -	\$ 10,641,237	4.0%
Cost Allocations	\$ 826,781	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 799,755	\$ 3,922,384	\$ 3,581,120	\$ 53,194	\$ 2,399,509	\$ -	\$ 543,370	\$ -	\$ -	\$ -	\$ 12,126,113	4.5%
Transfers	\$ 6,416,639	\$ -	\$ 27,991	\$ -	\$ -	\$ -	\$ 31,006	\$ -	\$ 1,678,000	\$ 10,949,255	\$ 6,528,220	\$ -	\$ 2,512,618	\$ 20,297	\$ -	\$ 32,205	\$ -	\$ -	\$ 28,196,231	10.5%
TOTAL EXPENDITURES	\$ 102,168,959	\$ 125,707	\$ 4,955,934	\$ 1,479,335	\$ 682,540	\$ 390,000	\$ 65,771	\$ 675,832	\$ 5,056,276	\$ 86,137,907	\$ 31,028,387	\$ 4,966,733	\$ 17,512,000	\$ 2,704,581	\$ 9,515,724	\$ 1,432,199	\$ -	\$ -	\$ 268,897,885	100.0%

*Note: Personal Service costs for the Internal Service Fund (\$9,545,251) are captured in the Cost Allocations line above

Budgeted Revenues FY17-FY21



Budgeted Expenditures FY17-FY21



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 Balance by Type	2016/17	2017/18	2018/19	2019/20*	2020/21**
General Fund	\$ 65,761,182	\$ 71,024,145	\$ 75,084,183	\$ 65,386,648	\$ 65,387,000
Other Governmental Funds	\$ 55,571,501	\$ 60,719,366	\$ 61,932,393	\$ 62,462,749	\$ 51,653,000
Totals	\$ 121,332,683	\$ 131,743,511	\$ 137,016,576	\$ 127,849,397	\$ 117,040,000

Net Position

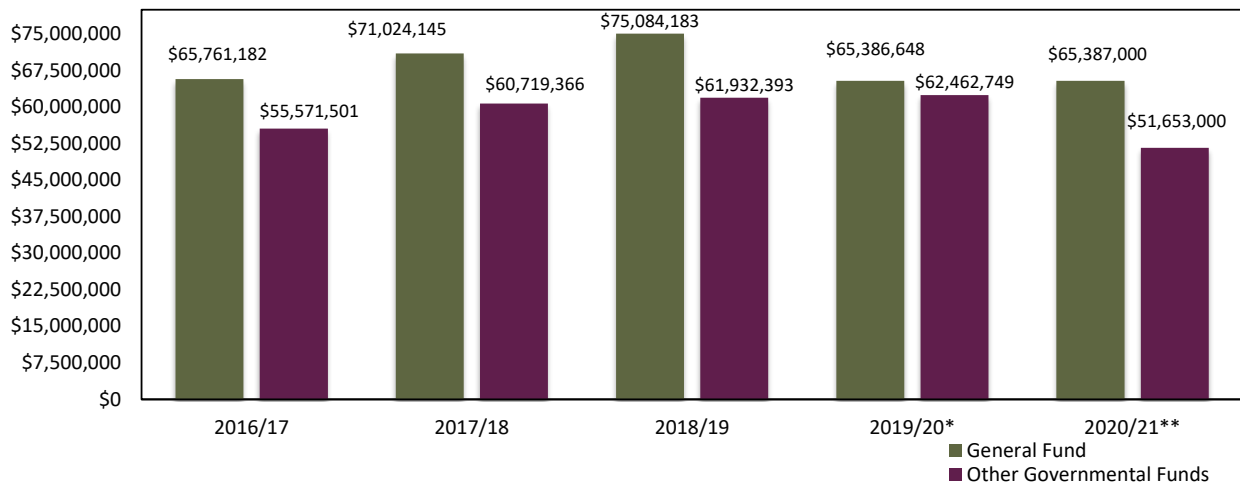
Business Type Activities - Enterprise Funds

Electric Fund	\$ 125,954,387	\$ 126,831,990	\$ 149,569,623	\$ 143,569,625	\$ 141,500,000
Water Fund	\$ 118,564,233	\$ 124,292,183	\$ 133,202,537	\$ 129,026,180	\$ 119,167,930
Wastewater Fund	\$ 84,280,055	\$ 90,323,388	\$ 97,337,850	\$ 94,307,635	\$ 88,807,600
Aviation Fund	\$ 80,838,050	\$ 80,700,744	\$ 84,421,603	\$ 81,250,546	\$ 79,350,500
Stormwater Fund	\$ 53,487,099	\$ 53,624,918	\$ 54,697,867	\$ 54,261,175	\$ 54,060,000
Other Enterprise Funds	\$ 16,206,817	\$ 14,395,513	\$ 12,757,282	\$ 12,558,285	\$ 14,400,000
Totals	\$ 479,330,641	\$ 490,168,736	\$ 531,986,762	\$ 514,973,446	\$ 497,286,030

* unaudited

** estimated

Fund Balance



Personnel Summary

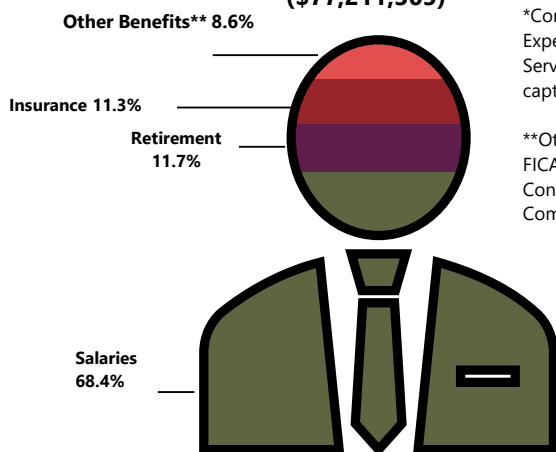
Personnel counts are calculated using the full-time-equivalent (FTE) method for all full-time and permanent part-time city employees (seasonal and temporary positions are not included). The FTE converts the hours worked by a position into a percentage of a full year's number of hours. For most city positions, 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 2016-17 FTE	FY 2017-18 FTE	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE
GENERAL FUND					
General Government					
Public Services Administration	1	1	1	1	1
City Manager's Office	6.5	6.5	6.5	7	8
Human Resources	11	12	13	13	13
Finance	13	13	13	14	15
Tax	3.5	0.75	0.75	0.75	1
Legal	6	6	6	6	6
Non-Departmental	0	0	0	0	0
Public Safety					
Police	202.25	204	206	209	217
Code Enforcement	8	8	9	9	9
Emergency Communications	23.5	25.5	25.5	25.5	25.5
Radio Shop	3.5	4.1	4.1	4.5	4.5
Fire	187	194	200	218	238
Fire Prevention	9.5	9.5	10.2	10.2	10.2
Fire Training	4	4	4	4	4
Emergency Management	2	2	2	1	1
Public Works					
Streets & Traffic	30	34	34.5	35.5	36
Powell Bill (staff part of Streets & Traffic)	0	0	0	0	0
Traffic Signals	6	6	6	7	8
Traffic Services	5	5	5	5	5
Solid Waste & Recycling	31.5	32.5	34.5	36	36.5
Cemeteries	8	8	8	9	9
Fleet Services	14	14	14	14	14
Economic Development					
Planning & Neighborhood Development	16	17	18	18	19
Transportation Planning (contract)	0	0	0	0	0
Economic Development	1	1	1	1	1
Culture & Recreation					
Parks & Recreation	23.43	29.93	31.5	35	36
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0	0
Total FTE General Fund	615.7	637.8	653.6	683.5	717.7
OTHER FUNDS					
Municipal Service District Fund	0	0	0	0	0
HOME Consortium Fund	0.8	0.8	0.8	0.8	1
Transportation Improvement Fund	0	0	0	0	0
CDBG Fund	1.2	1.2	1.2	1.2	1
Addl. \$5 Vehicle Tax (Transit) Fund	0	0	0	0	0

Budget Unit	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
	FTE	FTE	FTE	FTE	FTE
Stormwater Fund					
Stormwater Operations	19.76	21.09	20.58	20.58	20.26
Electric Systems Fund					
Electric Administration	3	3	3	3	3
Purchased Power	0	0	0	0	0
Powerlines Maintenance	17	18	18	18	18
Tree Trimming	7	7	8	8	10
Electric Construction	33	35	37	37	37
Peak Shaving	0	0	0	0	0
Electric Engineering Services	8	8	8	8	8
Utility Locate Services	5	5	5	5	5
Water Resources Fund					
Hillgrove Water Treatment Plant	14.5	14.5	14.5	14.5	14.5
Coddle Creek Water Treatment Plant	15.5	15.5	16.5	16.5	16.5
Waterlines Operations & Maintenance	36.26	35.6	35.09	36.09	37.76
Public Transit Fund					
Rider Transit System	5	6.5	6.5	6.5	6.5
Wastewater Resources Fund					
Wastewaterlines Operations & Maintenance	31.98	31.31	31.83	31.83	31.48
Golf Course Fund					
Golf Course Operations (contract)	0	0	0	0	0
Aviation Fund					
Aviation Operations	40	41.5	43.5	45.5	45.5
Public Housing / Sec. 8 Vouchers Funds					
Public Housing Operations / Vouchers Program	14	13	14	14	13
Internal Services Fund					
Utilities Collections	4.5	5	5	5	4.75
Data Services (contract)	1	1	1	1	1
Billing	10	11.25	14.25	16.25	16.25
Customer Care	26	27	25	25	25
Engineering	24	26	26	26	26
Purchasing	7	7	7	7	7
Buildings & Grounds	42.3	44.6	47.5	49.5	52
Total FTE Other Funds	366.8	378.9	389.3	396.3	400.5
Total FTE All City Funds	982.5	1,016.6	1,042.8	1,079.7	1,118.2

FY 20-21 Summary of Budgeted City-wide Compensation Expenditures*

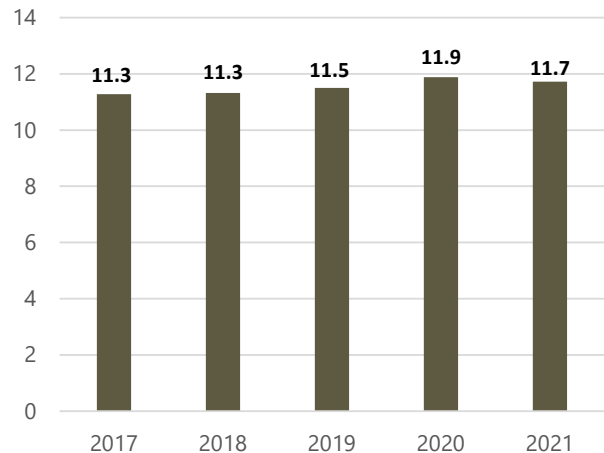
(\$77,211,305)



*Compensation Expenditures for Internal Service Fund Personnel are captured in Cost Allocations

**Other Benefits includes FICA, Overtime, OPEB Contributions and Worker's Compensation

City Employees Per Capita





Customer Service Focus

Concord is committed to creating a culture of customer service and providing the best service possible. Customer service is the responsibility of every coworker; and as such, each time a coworker 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 across the City was formed in September 2007. The group's charge was to establish a shared definition of excellent customer service and 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" – and established a shared set of values known as the 9 Key Principles.

After several years of work, the team added members and adopted a new name – Customer Service Advancement Team. The team successfully expanded the employee recognition program. The *High 5 for Excellent Service* program provides internal and external customers the ability to recognize coworkers for providing excellent service. Other achievements include hosting 3 annual sessions of Journey through Concord - an interactive learning program designed to enhance coworkers' knowledge of city operations; the Service Award Program; and the Jo Atwater Continuous Core Values Award.

The Customer Service Advancement Team is comprised of coworkers from each City department. The members are appointed by the City Manager based on the recommendation from their 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.

Team Members

Jody Lowder, Aviation
Vacant, Buildings & Grounds
Erin Broadway, Communications
Billy Robbins, Electric Systems
Racquel Chestnut, Engineering
Lesley Reder, Finance
Ann Baldwin, Collections/Customer Care
Robert Beamon, Fleet Services
Charles Thompson, Purchasing
Aprill King, Fire
Jason Allen, Fire
Charlotte Thatch, Transit
Elizabeth Rutledge, Housing

Dustin Cress, Transportation
Kim Hardy, Human Resources
Jerry Talley, Wastewater
Rodney Burgess, Parks & Recreation
Leslie Allman, Stormwater
Ytalo Delgado, Police
Angel Hernandez, Police
Luke Ashworth, Water
Maria Brown, Planning & Nbd Development
Melvin Myrick, Solid Waste

Facilitator: Cherie Jzar, City Manager's Office

Performance Measurement Efforts

Concord is deeply committed to providing cost-effective and quality services to citizens. In order to support these efforts, the City monitors its performance using a program commonly referred to as performance measurement. Performance measurement involves the regular collection of quantifiable information regarding the results of City services. It is the measurement of the kind of job we are doing and the effects our efforts are having in our community. In addition to benchmarking, the City uses performance measurement to manage for results, improve productivity, and ensure Strategic Plan Goals are met. Performance information is a tool for use by citizens, 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

Nearly all City departments monitor their performance through a series of at least semi-annual measures. Detailed measures are tied to each department's major service areas and associated performance goals. Measures can be found throughout the document on individual departmental pages in Performance Summary tables.

North Carolina Local Government Performance Measurement Project

In 1999, Concord joined the North Carolina Local Government Performance Measurement Project - coordinated by the UNC School of Government. The Project's measures are standardized so city services can be compared across participating municipalities and best practices identified. The program tracks performance information on the following 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. However, many of the departments participating in the project do include benchmarking measures in their Performance Summary tables. Additional Project information can be obtained by contacting the Budget Department or the UNC School of Government.

Since 2001, the City has maintained an aggressive effort to incorporate the use of performance measures in all departments. Nearly all 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.

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	Proposed Usage:	FY 17/18 Budget	FY 18/19 Budget	FY 19/20 Budget	FY 20/21 Budget
General Fund					
Big Brothers, Big Sisters of Cabarrus County	One-to-One Mentoring	-	4,000	5,500	5,500
Boys & Girls Club of Cabarrus County	Youth Athletic Programs	7,500	7,500	9,000	9,000
Cabarrus Arts Council, Inc	Arts Programing	42,780	42,780	42,500	37,000
Cabarrus Events Association	Band Awards & Off-Sets	5,000	5,000	6,000	6,000
Cabarrus Victims Assistance Network (CVAN)	Shelter & Support Services	10,000	10,000	10,000	10,000
Conflict Resolution Center - Teen Court	Salary Off-Sets & Supplies	4,000	4,000	8,500	8,500
El Puente Hispano	ESL Program	-	-	-	2,000
Habitat for Humanity - Cabarrus County	Critical Home Repair Program	6,500	6,500	9,500	12,000
Historic Cabarrus, Inc	Educational & Program Outreach	9,000	9,000	10,500	10,500
Special Olympics - Cabarrus County	Spring Games	2,000	2,000	-	2,500
Sub-total		<u>\$86,780</u>	<u>\$90,780</u>	<u>\$101,500</u>	<u>\$103,000</u>
Utility Funds					
Cabarrus Cooperative Christian Ministries	Utility Bill Assistance	15,000	22,000	24,000	25,000
Sub-total		<u>\$15,000</u>	<u>\$22,000</u>	<u>\$24,000</u>	<u>\$25,000</u>
Community Development Block Grant					
Academic Learning Center	Teacher Stipends	-	4,000	4,500	4,000
Cabarrus Cooperative Christian Ministries	Case Manager Positions	8,000	8,000	9,000	8,500
Cabarrus Meals on Wheels	Kitchen Manager Salary Off-Set	5,000	5,000	8,000	9,000
Coltrane LIFE Center	Adult Day-Care Off-Set	5,000	5,000	5,000	6,500
Conflict Resolution Center - Teen Court	Salary Off-Sets & Supplies	-	-	-	5,000
El Puente Hispano	After-School/Homework Help Program	-	-	7,000	10,500
Habitat for Humanity - Cabarrus County	Habitat Homeownership Program	-	-	-	6,000
Hope Haven ~ Sustaning Grant	Operational Costs (food, toiletries,...)	10,000	9,700	10,000	8,000
Multicultural Community Student Union	Operational Costs (rent, utilities,...)	4,000	4,000	-	6,500
Opportunity House	Operational Costs (salaries, utilities,...)	3,000	3,800	4,000	6,500
Prosperity Unlimited, Inc	Operational Costs (office space, marketing,..)	8,500	8,500	9,000	8,500
Salvation Army	Emergency shelter Expenses	7,000	9,600	12,500	12,500
Sub-total		<u>\$50,500</u>	<u>\$57,600</u>	<u>\$69,000</u>	<u>\$91,500</u>
<u>TOTAL FOR ALL FUNDS</u>		<u>\$152,280</u>	<u>\$170,380</u>	<u>\$194,500</u>	<u>\$219,500</u>

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

	2017-2018 Actual Revenues	2018-2019 Actual Revenues	2019-2020 Council Approved*	2019-2020 Actual Revenues**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Source	2021-2022 Planning Year
Fund 100								
Ad Valorem Taxes	\$ 54,905,158	\$ 55,584,923	\$ 56,313,601	\$ 56,666,260	\$ 64,037,876	\$ 64,037,876	62.68%	\$ 65,580,090
Sales Taxes	\$ 18,602,265	\$ 20,168,719	\$ 17,714,704	\$ 17,714,703	\$ 18,042,860	\$ 18,042,860	17.66%	\$ 21,138,973
Licenses Unrestricted	\$ 1,379,948	\$ 1,133,515	\$ 1,776,522	\$ 1,965,229	\$ 2,006,300	\$ 2,006,300	1.96%	\$ 2,250,000
Intergovernmental Revenue Restricted	\$ 5,777,700	\$ 6,034,055	\$ 5,915,343	\$ 5,913,198	\$ 5,793,818	\$ 5,793,818	5.67%	\$ 6,245,807
Intergovernmental Revenue Operating Revenues	\$ 4,182,903	\$ 4,033,736	\$ 4,145,051	\$ 4,183,912	\$ 4,148,308	\$ 4,148,308	4.06%	\$ 4,094,235
Operating Revenues	\$ -	\$ 37,063	\$ 845,465	\$ 799,098	\$ 814,880	\$ 814,880	0.80%	\$ 830,880
Other General Revenue	\$ 6,482,348	\$ 3,644,547	\$ 3,640,807	\$ 3,774,151	\$ 2,693,618	\$ 2,693,618	2.64%	\$ 2,904,013
Investment Earnings	\$ 371,556	\$ 2,546,409	\$ 1,120,349	\$ 983,564	\$ 4,406	\$ 4,406	0.00%	\$ 1,125,030
Fund Balance Appropriated	\$ -	\$ -	\$ 12,579,888	\$ -	\$ -	\$ -	0.00%	\$ -
Transfers	\$ 3,350,000	\$ -	\$ 476,185	\$ 476,185	\$ 4,626,893	\$ 4,626,893	4.53%	\$ -
TOTAL REVENUES	\$ 95,051,878	\$ 93,182,967	\$ 104,527,915	\$ 92,476,300	\$ 102,168,959	\$ 102,168,959	100.0%	\$ 104,169,028

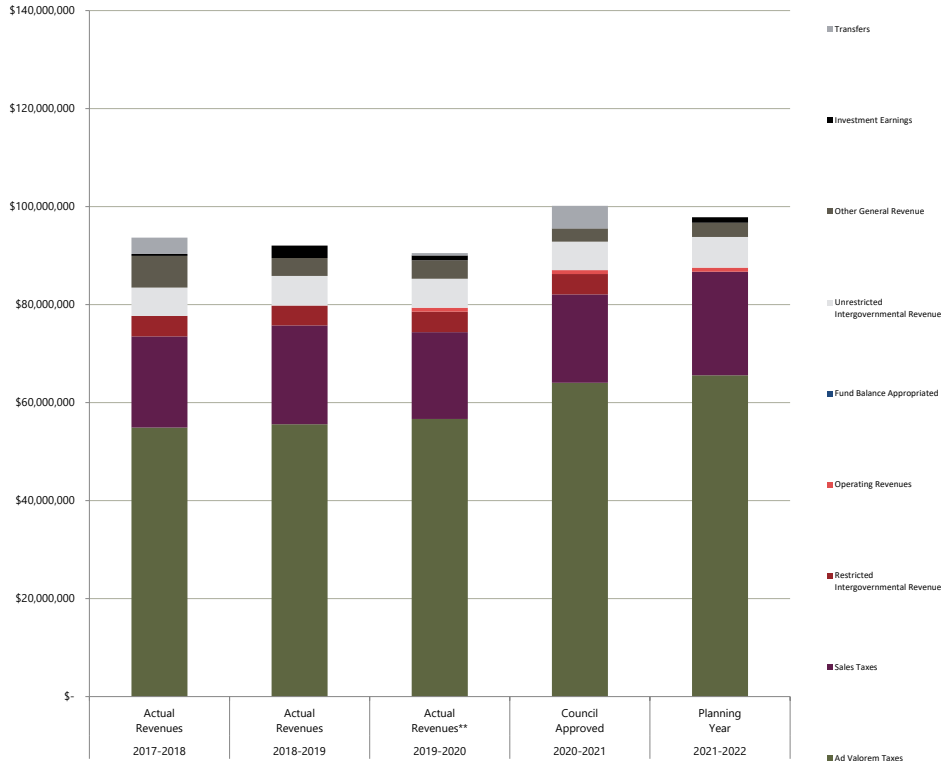
* as amended
**as of June 30, 2020

General Fund Expenditures

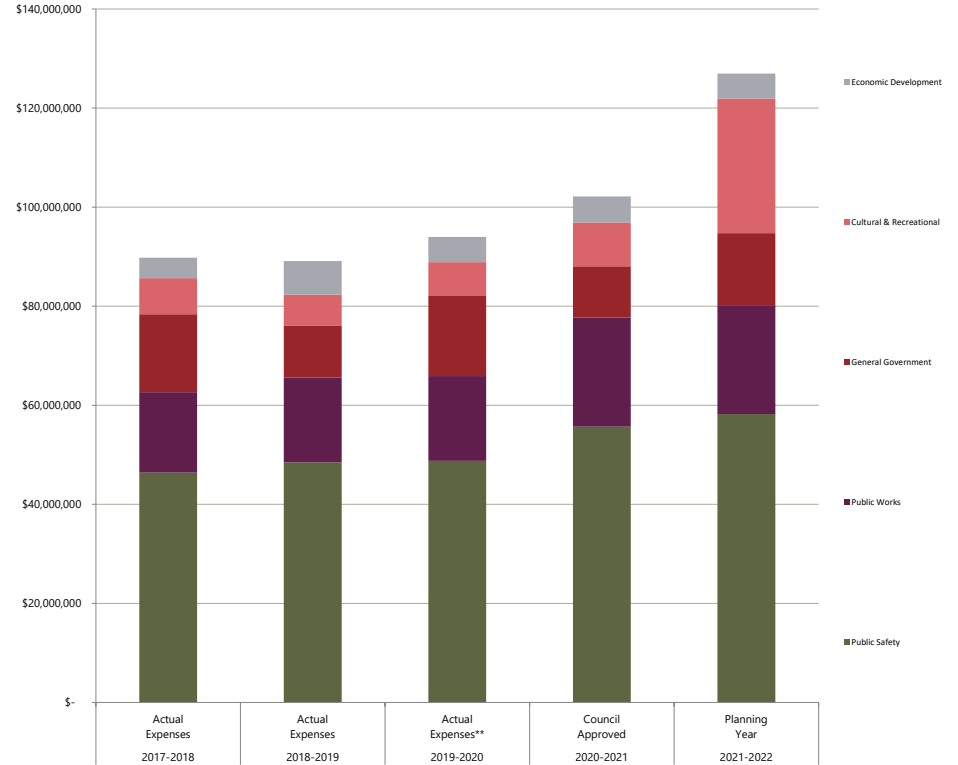
	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Function	2021-2022 Planning Year
Functional Area								
General Government	\$ 15,740,376	\$ 10,519,619	\$ 17,305,544	\$ 16,172,756	\$ 10,354,120	\$ 10,354,120	10.1%	\$ 14,556,433
Public Safety	\$ 46,412,245	\$ 48,457,364	\$ 50,937,906	\$ 48,781,053	\$ 55,677,542	\$ 55,677,542	54.5%	\$ 58,233,478
Public Works	\$ 16,229,195	\$ 17,135,605	\$ 23,329,500	\$ 17,102,704	\$ 22,029,168	\$ 22,029,168	21.6%	\$ 21,963,042
Economic Development	\$ 4,143,680	\$ 6,796,122	\$ 5,339,554	\$ 5,089,104	\$ 5,282,533	\$ 5,282,533	5.2%	\$ 5,037,080
Cultural & Recreational	\$ 7,263,417	\$ 6,214,219	\$ 7,615,411	\$ 6,840,948	\$ 8,825,596	\$ 8,825,596	8.6%	\$ 27,174,379
TOTAL EXPENDITURES	\$ 89,788,913	\$ 89,122,929	\$ 104,527,915	\$ 93,986,565	\$ 102,168,959	\$ 102,168,959	100.0%	\$ 126,964,412

* as amended
**as of June 30, 2020

Revenue Trend



Expenditure Budget Trend (By Function)



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: 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: Public Services Administration serves as the coordination and planning body for the City's eight infrastructure and development departments. For additional information, contact LeDerick Blackburn, Assistant City Manager at (704) 920-5206 or blackl@concordnc.gov.

City Manager's Office: The City Manager's Office is 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: Human Resources coordinates employment, personnel actions, benefit plans, wellness programs, risk management, and professional development of City employees. For additional information, contact Chantel Thompson, Director of Human Resources, at (704) 920-5101 or thompsc@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 Chantel Thompson, Director of Human Resources, at (704) 920-5101 or thompsc@concordnc.gov.

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

Legal: Legal 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.

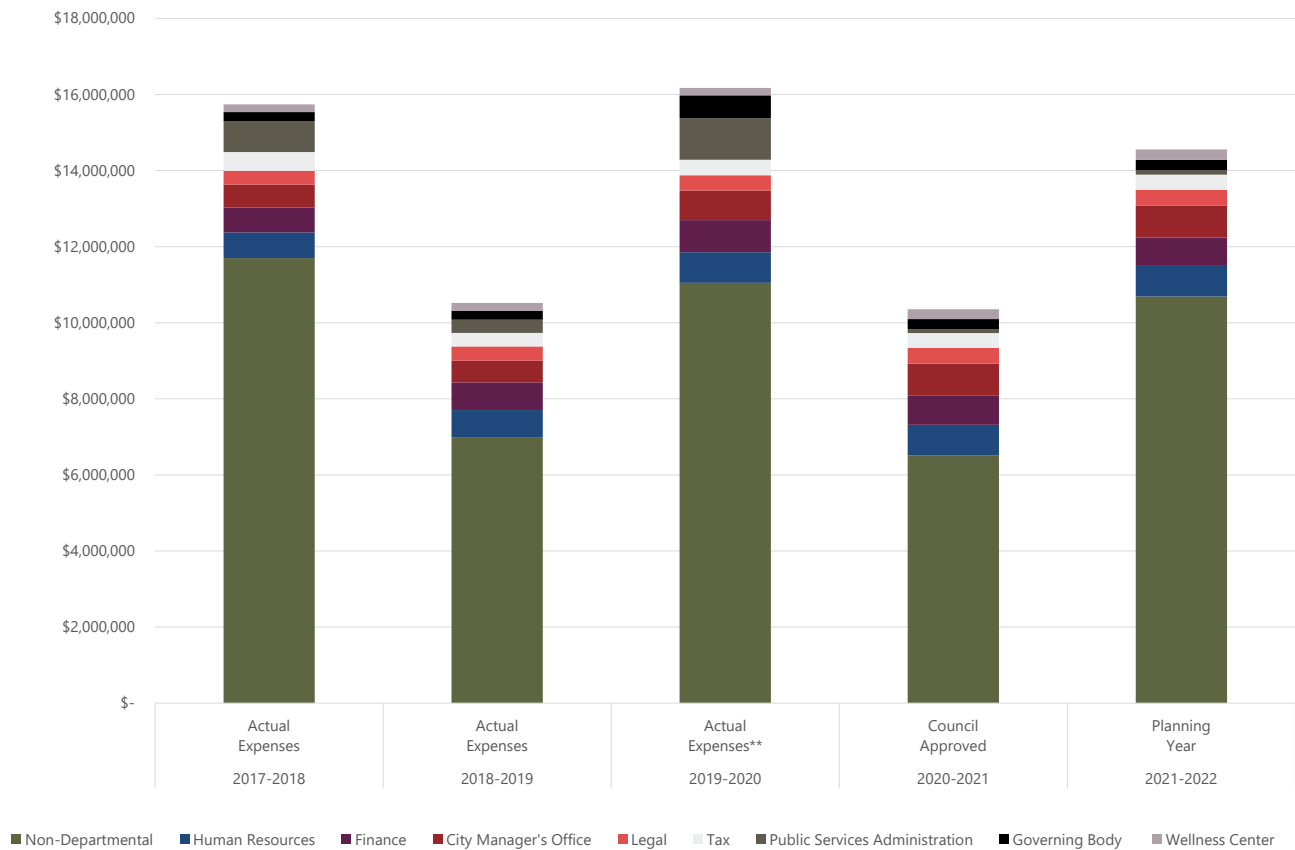
Non-Departmental: Non-Departmental accounts for expenditures which are unable or not required to be designated to a specific department. For additional information, contact Pam Hinson, Director of Finance, at (704) 920-5221 or hinsonp@concordnc.gov.

General Government Expenditures

Budget Unit (General Fund)	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Budget Unit	2021-2022 Planning Year
Governing Body	\$ 234,759	\$ 229,858	\$ 592,321	\$ 601,436	\$ 268,672	\$ 268,672	2.6%	\$ 276,129
Public Services Administration	\$ 818,775	\$ 349,358	\$ 1,090,630	\$ 1,091,245	\$ 101,584	\$ 101,584	1.0%	\$ 117,437
City Manager's Office	\$ 603,787	\$ 567,908	\$ 760,117	\$ 775,547	\$ 844,298	\$ 844,298	8.2%	\$ 839,900
Human Resources	\$ 671,693	\$ 711,105	\$ 805,955	\$ 801,352	\$ 799,853	\$ 799,853	7.7%	\$ 800,573
Wellness Center	\$ 202,222	\$ 209,032	\$ 225,229	\$ 194,907	\$ 257,906	\$ 257,906	2.5%	\$ 270,129
Finance	\$ 655,955	\$ 729,291	\$ 847,037	\$ 843,834	\$ 764,793	\$ 764,793	7.4%	\$ 750,853
Tax	\$ 492,605	\$ 353,337	\$ 406,357	\$ 408,387	\$ 391,115	\$ 391,115	3.8%	\$ 395,097
Legal	\$ 359,880	\$ 377,078	\$ 410,324	\$ 405,916	\$ 409,077	\$ 409,077	4.0%	\$ 415,495
Non-Departmental	\$ 11,700,700	\$ 6,992,652	\$ 12,167,574	\$ 11,050,132	\$ 6,516,822	\$ 6,516,822	62.9%	\$ 10,690,820
Total Expenditures	\$ 15,740,376	\$ 10,519,619	\$ 17,305,544	\$ 16,172,756	\$ 10,354,120	\$ 10,354,120	100.0%	\$ 14,556,433

* as amended
**as of June 30, 2020

Expenditure Budget Trend



Governing Body

Mission Statement

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.

Major Services 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 plans to provide all services and retain financial stability of the City

Organizational Chart Locator

Fund: 100 General Fund

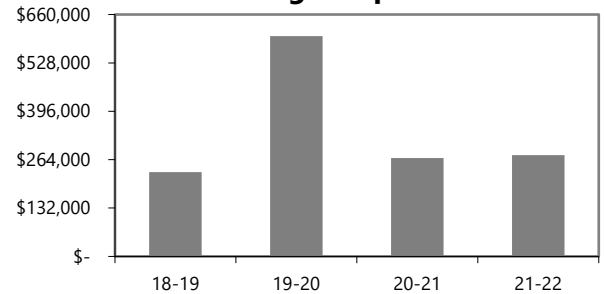
Functional Area: General Government

Budget Unit: **4110 Governing Body**

Personnel Summary

Fiscal Year	FTE
17-18	8
18-19	8
19-20	8
20-21	8
21-22 Planning	8

Budget Expenditure Trend



Major Accomplishments & Performance Goals

- Continue maintaining a healthy fund balance and capital reserves account while meeting necessary expenses on a pay-as-you-go basis.
- Funding and support for goals and objectives of the City of Concord Strategic Plan 2020-2023 in the areas of General Government, Public Works, Public Safety, Recreation and Culture, Economic Development, and Transportation.

Budget by Category

Budget Unit #: 4110	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 179,936	\$ 186,798	\$ 174,475	\$ 174,791	\$ 183,307	\$ 183,307	\$ 183,307
Operations	\$ 217,135	\$ 191,060	\$ 463,127	\$ 448,445	\$ 289,535	\$ 289,535	\$ 307,455
Debt Service	\$ 136,472	\$ 136,848	\$ 136,492	\$ 136,492	\$ 136,870	\$ 136,870	\$ 136,603
Transfers	\$ -	\$ 7,700	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
Cost Allocations	\$ (298,784)	\$ (292,548)	\$ (281,773)	\$ (258,292)	\$ (341,040)	\$ (341,040)	\$ (351,236)
Total Expenditures	\$ 234,759	\$ 229,858	\$ 592,321	\$ 601,436	\$ 268,672	\$ 268,672	\$ 276,129

* as amended

**as of June 30, 2020

Public Service Administration

Mission Statement

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.

Major Services Provided

- Support and direction for City utility, infrastructure, and development services departments

Organizational Chart Locator

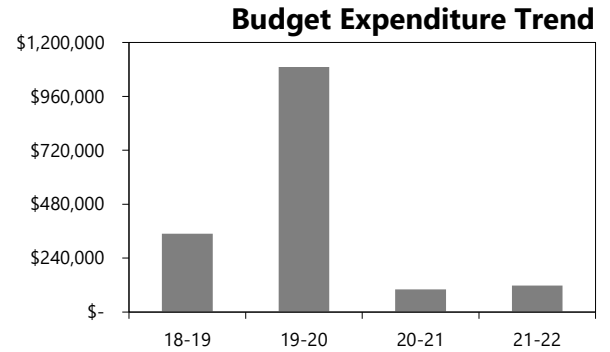
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4115 Public Services Administration**

Personnel Summary

Fiscal Year	FTE
17-18	1
18-19	1
19-20	1
20-21	1
21-22 Planning	1



FY 19-20 Major Accomplishments

- Conducted maintenance on Brown Operations Center (BOC) Server UPS.
- Installed additional BOC security cameras.
- Completed Upper Laydown Yard site work and construction of new campus BMP pond.
- Renovated the employee workspace.
- Installed safety bollards in front of the Administration building.

FY 20-21 Budget Highlights

- Continue phased maintenance on BOC buildings/equipment sheds.
- Continue BOC Ready Room AV upgrades/installation of Blue Jeans software/hardware.
- Replace HVAC units in BOC Ready Room.
- Replace TMC gate controls.
- Purchase additional BOC employee PC kiosks.
- Construct entrance roundabout, pave the road to the Transportation Management Center, and expand employee parking.

FY 21-22 Planning Year Goals

- Complete roof restoration work on Fleet Building.
- Complete painting of shed ceiling joists and metal doors.
- Continue maintenance on BOC equipment sheds and mechanicals.

Steps/Programs to Enhance Performance

- Provide more lunch and learn opportunities for BOC staff.
- Continue performance of roof maintenance on shed mezzanine areas.
- Encourage Department Heads to carry out succession planning activities that have been identified.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Support & Direction	To provide quality customer service to City departments, citizens, and the development community a timely manner in order to expedite the delivery of infrastructure and planning services.	% of performance objectives achieved by infrastructure/development departments	Effectiveness	N/A	100%	80%	100%	100%
Support & Direction	To promote safety in the workplace for planning and infrastructure co-workers in order to maintain a safe working environment.	Total number of recordable injuries for infrastructure/development coworkers	Effectiveness	18	0	8	15	0

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4115							
Personnel Services	\$ 130,011	\$ 154,535	\$ 166,433	\$ 160,910	\$ 172,095	\$ 172,095	\$ 172,095
Operations	\$ 694,627	\$ 329,279	\$ 349,104	\$ 321,330	\$ 337,197	\$ 337,197	\$ 367,186
Capital Outlay	\$ -	\$ -	\$ 197,000	\$ 152,000	\$ -	\$ -	\$ -
Debt Service	\$ 385,203	\$ 310,181	\$ 1,039,622	\$ 1,025,241	\$ 149,343	\$ 149,343	\$ 149,392
Cost Allocation	\$ (1,041,066)	\$ (444,637)	\$ (1,119,529)	\$ (1,026,236)	\$ (557,051)	\$ (557,051)	\$ (571,236)
Transfers	\$ 650,000	\$ -	\$ 458,000	\$ 458,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 818,775	\$ 349,358	\$ 1,090,630	\$ 1,091,245	\$ 101,584	\$ 101,584	\$ 117,437

* as amended

**as of June 30, 2020

City Manager's Office

Mission Statement

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.

Major Services 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 outreach opportunities such as Concord 101, Civic Education, and *Partnerships for Stronger Neighborhoods*
- Coordinate the City's Customer Service Initiative

Organizational Chart Locator

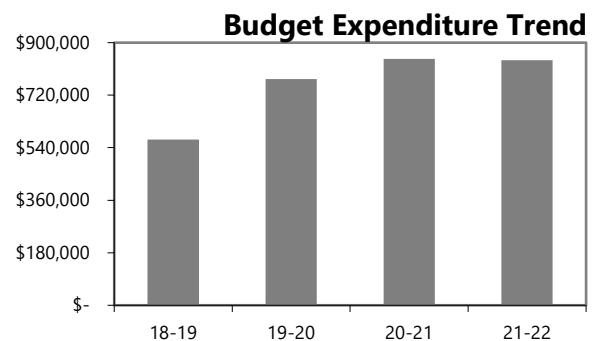
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4120 City Manager's Office**

Personnel Summary

Fiscal Year	FTE
17-18	6.5
18-19	6.5
19-20	7
20-21	8
21-22 Planning	8



FY 19-20 Major Accomplishments

- Focused on citizen and coworker engagement including the addition of the Communications Specialist to staff.
- Enhanced support of the Customer Service Advancement Team in an effort to continue working towards our Customer Service Vision and Statement of Desired Culture.
- Implemented Local Government Workplaces Initiative coworker engagement process.

FY 20-21 Budget Highlights

- Addition of a third Assistant City Manager position.
- Funding for contracted video production services made available to City departments.

FY 21-22 Planning Year Goals

- Conduct biennial Citizen Satisfaction Survey.

Steps/Programs 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 help service 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Assistance to Mayor & City Council	To provide thorough information to Mayor and City Council in order to facilitate informed decision-making concerning the City.	% of Council Members rating overall satisfaction with Admin as "very" or "somewhat" satisfied	Effectiveness	100%	100%	100%	100%	100%
Coordination of City Depts	To provide timely and accurate information to City departments for effective use of City resources.	% of City staff rating overall satisfaction with Admin as "very" or "somewhat" satisfied	Effectiveness	96%	100%	97%	100%	100%
		% of citizens rating overall satisfaction with City services positive or neutral	Effectiveness	N/A	95%	95%	95%	100%
Customer Service	To provide promotion, leadership, and monitoring for the City's commitment to provide excellent and continuously improving customer service.	% of citizens rating overall satisfaction with quality of customer service received pos/neutral	Effectiveness	New	New	98%	95%	N/A
		% of new hires completing Journey Through Concord training within 1 year	Effectiveness	New	New	5%	100%	N/A
Public Affairs	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.	% of active recognized neighborhood organizations engaged in programs & activities	Effectiveness	100%	100%	100%	100%	100%
		% of budgeted Neighborhood Matching Grant (NMG) funding awarded	Effectiveness	100%	100%	100%	100%	100%
		NMG grantee funding leveraged by awarded City funds	Efficiency	255%	200%	355%	200%	200%
		% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	Effectiveness	N/A	100%	95%	100%	95%
		% of Concord 101 participants rating overall satisfaction with the program as "very" or "somewhat"	Effectiveness	100%	100%	100%	100%	98%
		Growth in CityLink Newsletter subscriptions	Effectiveness	2.20%	100%	48%	100%	50%
Records	To provide accurate notification of public meetings, prepare and maintain all Statutes and Ordinances, and compile and disseminate City Council minutes in a timely manner.	% of draft regular meeting minutes ready for adoption by next month	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 4120	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 890,732	\$ 790,378	\$ 880,127	\$ 859,544	\$ 1,084,592	\$ 1,084,592	\$ 1,084,592
Operations	\$ 279,257	\$ 308,603	\$ 349,806	\$ 335,038	\$ 355,835	\$ 355,835	\$ 345,658
Debt Service	\$ 139,539	\$ 139,923	\$ 139,559	\$ 139,559	\$ 139,946	\$ 139,946	\$ 139,673
Cost Allocations	\$ (705,741)	\$ (670,996)	\$ (609,375)	\$ (558,594)	\$ (736,075)	\$ (736,075)	\$ (730,023)
Total Expenditures	\$ 603,787	\$ 567,908	\$ 760,117	\$ 775,547	\$ 844,298	\$ 844,298	\$ 839,900

* as amended

**as of June 30, 2020

Human Resources

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

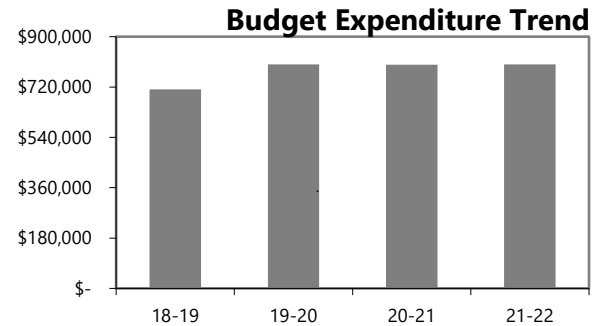
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4125 Human Resources**

Personnel Summary

Fiscal Year	FTE
17-18	12
18-19	13
19-20	13
20-21	13
21-22 Planning	13



FY 19-20 Major Accomplishments

- Received the "Best in HR" award from the Charlotte Business Journal.
- Received the "Training and Career Development" award from NC-IPMA HR.
- Successfully completed a campaign to educate employees and retirees on the shift from PPO to HRA by providing a year's advance notice and classes to explain the change.
- Tested and implemented a strategic, incremental launch of the City's new electronic document routing system.
- Launched a new Incident Review Board.
- Successfully updated all HR trainings to virtual or on-demand formats.
- Held completely virtual open enrollment.

FY 20-21 Budget Highlights

- Continue the audit of policies and practices from the lens of employment law compliancy and best practice methodology.
- Begin HR Market Study (Phase 1 of 4).

FY 21-22 Planning Year Goals

- Implement an HRIS system to eliminate data duplication and create a centralized database to streamline applicant tracking, onboarding, and performance management data.
- Implement an Electronic Document Storage system to improve efficiency with employee records management.

Steps/Programs to Enhance Performance

- Continue to prioritize continuous learning through formal HR-related training and internal cross-training.
- Continue to encourage coworkers, retirees, and covered dependents to select cost effective insurance plans.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Federal & State Employment Law Compliance	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.	# of HR related trainings attended by staff	Workload	68	48	81	48	20
Employee Relations	To encourage and provide a thorough and streamlined grievance process in order to review issues fairly and expediently	% of grievances resolved at department level	Effectiveness	57%	80%	33%	<85%	80%
Recruitment/Retention	To provide strong position descriptions to attract qualified employee in order to ensure appropriate staffing levels	Average # of days from open to fill for full-time job vacancies	Effectiveness	81	<70	68	<70	70
		Turnover Rate	Effectiveness	9.72%	<10%	9.3%	<10%	10.2%
Worker's Compensation	To ensure a thorough review and correct processing of related claims	# of worker's compensation injuries	Workload	60	<100	57	<100	<100
Safety & Training	To promote safe practices and awareness Citywide for the benefit of employee health and safety and insurance	# of departments receiving Dept. of Labor Safety Award	Effectiveness	37	26	17	26	26
		% of employees receiving OSHA required annual training courses	Effectiveness	91%	90%	39%*	90%	90%

*OSHA Training was canceled due to COVID-19 restrictions.

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 911,092	\$ 1,010,968	\$ 1,128,513	\$ 1,064,738	\$ 1,219,165	\$ 1,219,165	\$ 1,219,165
Operations	\$ 422,312	\$ 359,667	\$ 418,534	\$ 403,679	\$ 485,185	\$ 485,185	\$ 487,133
Capital Outlay	\$ -	\$ 25,656	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 147,206	\$ 147,611	\$ 147,227	\$ 147,227	\$ 147,635	\$ 147,635	\$ 147,347
Cost Allocations	\$ (808,917)	\$ (832,797)	\$ (888,319)	\$ (814,292)	\$ (1,052,132)	\$ (1,052,132)	\$ (1,053,072)
Total Expenditures	\$ 671,693	\$ 711,105	\$ 805,955	\$ 801,352	\$ 799,853	\$ 799,853	\$ 800,573

* as amended

**as of June 30, 2020

Wellness Center

Mission Statement

To create an environment dedicated to improving the health and wellness of our coworkers by diagnosing and treating illness/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.

Major Services Provided

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

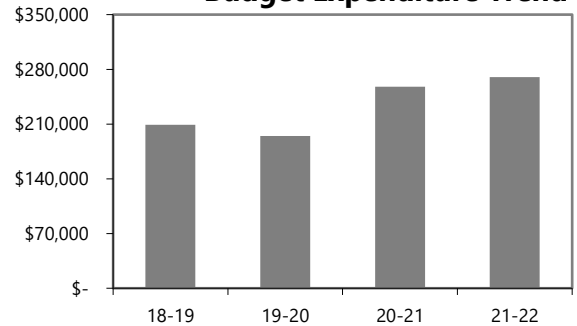
Organizational Chart Locator

Fund: 100 General Fund
 Functional Area: General Fund
 Budget Unit: **4126 Wellness Center**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Placed as one of the Healthiest Employers in the region by Charlotte Business Journal for the third consecutive year.
- Provided enhanced wellness-related Career Development classes Citywide.
- Launched a dental wellness incentive in addition to the medical incentive.
- On-Site Mobile Mammography Unit Visit for Coworkers.
- Hosted seminars and training in Nutrition, Mindfulness, Time Management, Stress, Know Your Numbers, Get Fit Sessions and interpersonal relationships in business—with record numbers of coworker attendance.
- Hosted Fall Health & Wellness Fair, Open Enrollment Fair, and Informational Sessions for all City employees.
- Held 4th annual Flu Clinic resulting in 115 flu vaccinations being administered on one day.
- Successfully updated wellness career development training to a virtual or on-demand format.

FY 20-21 Budget Highlights

- Continue to seek to enhance services offered by contract providers.

FY 21-22 Planning Year Goals

- Continue and add additional wellness trainings and seminars.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Education	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.	Number of risk-reduction or patient education programs (smoking cessation, weight management)	Workload	77	20	82	20	20
Customer Service	To enhance the level of customer service provided to coworkers by providing cost saving alternatives.	Number of Patient Visits	Workload	3,179	2,000	2,230	2,000	2,000

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Operations	\$ 323,039	\$ 333,917	\$ 388,337	\$ 344,423	\$ 408,032	\$ 408,032	\$ 427,369
Cost Allocations	\$ (120,817)	\$ (124,885)	\$ (163,108)	\$ (149,516)	\$ (150,126)	\$ (150,126)	\$ (157,240)
Total Expenditures	\$ 202,222	\$ 209,032	\$ 225,229	\$ 194,907	\$ 257,906	\$ 257,906	\$ 270,129

* as amended

**as of June 30, 2020

Finance

Mission Statement

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.

Major Services Provided

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

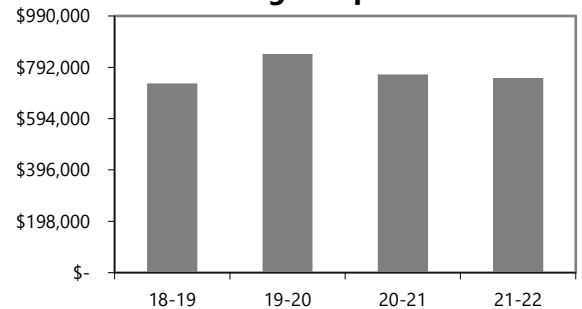
Organizational Chart Locator

Fund: 100 General Fund
Functional Area: General Fund
Budget Unit: **4130 Finance**

Personnel Summary

Fiscal Year	FTE
17-18	13
18-19	13
19-20	14
20-21	15
21-22 Planning	15

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Implementation of the First Tryon Debt Model.
- Implementation of electronic travel/training request/reimbursement process.
- Completed a review of Fringe Benefits and Docuware update.
- Hired an additional Budget Analyst, developed a General Fund Expenditure forecast, and completed bi-annual budget process.
- RFP for audit services.
- Refunded the 2009B Revenue Bonds and Debt Issuance for a Hangar at Concord-Padgett Regional Airport.

FY 20-21 Budget Highlights

- Productivity enhancements to Docuware to reduce duplication of data entry by creating an import of payable data into FinancePlus.
- Create an import for customer service refund check requests from Northstar to FinancePlus to reduce the duplication of data entry.
- Implement DebtBook to aid in managing current debt balances, create audit schedules, and enhance efficiency in external reporting.
- Refine the General Fund Expenditure Forecast and expand expenditure forecasting to enterprise funds.
- Incorporate City Council's Strategic Plan initiatives into the annual budget development process.
- Expand community outreach/education efforts internally and externally through user-friendly document enhancements and the completion of the City's first popular annual financial report.
- RFP for banking services.
- Transfer Accountant from Public Housing to Finance.

FY 21-22 Planning Year Goals

- Align the annual budget to the City Council's Strategic Plan 2020-2023's goals and objectives.
- Practice good stewardship and accountability in managing the City of Concord's financial resources.
- With upcoming retirements, explore the possibility of realigning Finance duties to increase efficiency.
- Issue debt associated with upcoming Capital Projects.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Accounting & Grants	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.	Receipt of GFOA Certificate of Excellence in Financial Reporting	Effectiveness	Yes	Yes	Yes	Yes	Yes
		% of journal entries made as corrections	Effectiveness	2.01%	<5%	2.06%	< 5%	8%
		% of external reporting deadlines met	Effectiveness	100%	100%	100%	100%	100%
Payroll	To provide accurate and timely payments to City employees in order to comply with the City's compensation plan.	Payroll accuracy rate	Effectiveness	99.7%	99%	99.7%	99%	99%
Accounts Payable	To provide accurate and timely issuance of payments to vendors in order to maximize the City's cash flow position.	% of vendors paid on-time	Effectiveness	94%	95%	93%	95%	95%
		% of payments made electronically	Efficiency	52%	55%	42%	55%	55%
Budgeting & Performance Management	To provide timely and accurate budget and performance information to the Mayor/City Council, management directors, external agencies, and the general public to maintain effective use of City resources.	Receipt of GFOA Distinguished Budget Presentation Award	Effectiveness	Yes	Yes	Yes	Yes	Yes

Budget by Category

	2017-2018 Actual	2018-2019 Actual	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4130	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 1,087,335	\$ 1,101,198	\$ 1,282,636	\$ 1,211,191	\$ 1,360,787	\$ 1,360,787	\$ 1,360,787
Operations	\$ 140,052	\$ 160,285	\$ 178,223	\$ 174,986	\$ 160,272	\$ 160,272	\$ 165,566
Capital Outlay	\$ 11,008	\$ 83,687	\$ 41,458	\$ 41,457	\$ 38,000	\$ 38,000	\$ -
Debt Service	\$ 202,409	\$ 202,966	\$ 202,438	\$ 202,438	\$ 202,999	\$ 202,999	\$ 202,603
Cost Allocations	\$ (784,849)	\$ (818,845)	\$ (857,718)	\$ (786,238)	\$ (997,265)	\$ (997,265)	\$ (978,103)
Total Expenditures	\$ 655,955	\$ 729,291	\$ 847,037	\$ 843,834	\$ 764,793	\$ 764,793	\$ 750,853

* as amended

**as of June 30, 2020

Tax

Mission Statement

The Tax Division exists to provide accurate and timely vehicle, heavy equipment, and beer/wine 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.

Major Services Provided

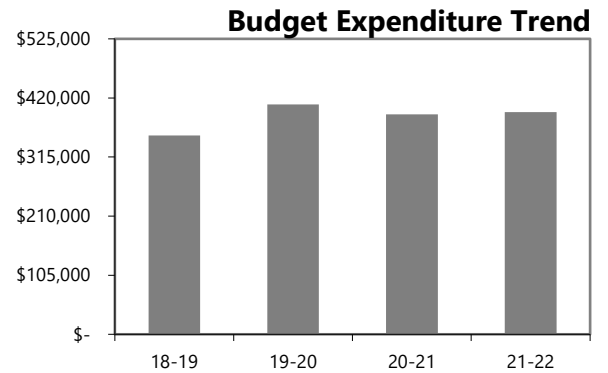
- Bill and Collect: Beer/Wine License Tax, Vehicle Rental Tax, Heavy Equipment Tax
- Cemetery Record Maintenance

Organizational Chart Locator

Fund: 100 General Fund
Functional Area: General Fund
Budget Unit: **4140 Tax**

Personnel Summary

Fiscal Year	FTE
17-18	.75
18-19	.75
19-20	.75
20-21	1
21-22 Planning	1



FY 19-20 Major Accomplishments

- Partnered with Technologies Edge, GIS, and the Cemetery division to update cemetery maps and select new software that will help improve efficiencies and accuracy of records.
- Conducted Rental Vehicle Tax audit.
- Collected \$400 in Beer & Wine License Revenue.

FY 20-21 Budget Highlights

- New cemetery software training, installation, and implementation.
- Conduct Beer & Wine License Audit and educate businesses on the requirement to obtain a license.

FY 21-22 Planning Year Goals

- Implement the results of the Beer & Wine License Audit and educate businesses on the requirement to obtain a license.

Steps/Programs to Enhance Performance

- Cross training all coworkers on new Cemetery contract process.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Billing & Processing of Tax Bills	To provide low cost Tax Division services in order to maximize use of resources required to service the City's taxpayers.	% of Beer/Wine License fees collected	Efficiency	N/A	95%	98%	95%	N/A
Revenue Collection	To provide accurate and timely reporting of revenue collections to management team.	Timely reporting of Tax revenue – by the Agenda deadline	Efficiency	100%	100%	100%	100%	N/A

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4140							
Personnel Services	\$ 51,306	\$ 77,439	\$ 56,668	\$ 81,783	\$ 88,346	\$ 88,346	\$ 88,346
Operations	\$ 407,715	\$ 247,960	\$ 321,081	\$ 298,592	\$ 269,279	\$ 269,279	\$ 273,296
CIP Projects	\$ -	\$ -	\$ -	\$ -	\$ 5,150	\$ 5,150	\$ 5,150
Debt Service	\$ 21,467	\$ 21,527	\$ 21,471	\$ 21,471	\$ 21,530	\$ 21,530	\$ 21,488
Cost Allocations	\$ 12,117	\$ 6,411	\$ 7,137	\$ 6,541	\$ 6,810	\$ 6,810	\$ 6,817
Total Expenditures	\$ 492,605	\$ 353,337	\$ 406,357	\$ 408,387	\$ 391,115	\$ 391,115	\$ 395,097

* as amended

**as of June 30, 2020

Legal

Mission Statement

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.

Major Services 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
- 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/recent court decisions to 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

Organizational Chart Locator

Fund: 100 General Fund

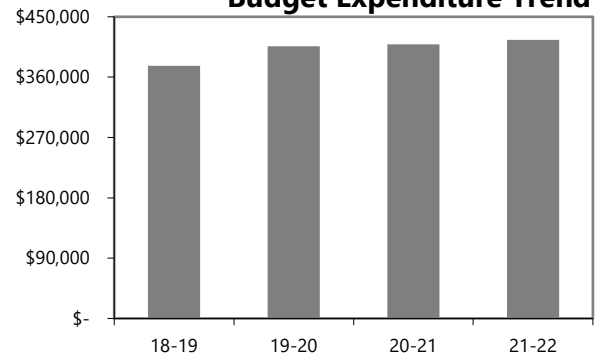
Functional Area: General Government

Budget Unit: **4150 Legal**

Personnel Summary

Fiscal Year	FTE
17-18	6
18-19	6
19-20	6
20-21	6
21-22 Planning	6

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Represented City in litigation matters, including capacity fee lawsuits, code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts, and bankruptcies.
- Reviewed approximately 14 annexation applications.
- Greenway acquisitions, including Carolina Thread Trail by the Mills at Rocky River, access connection at the Pointe at Riverwalk, and connection behind Stonebridge Townhomes.
- Contract Negotiation and Drafting.
- Assisted with drafting/routing 99 standard contracts.
- Research/assembling of responses to 12 subpoenas and 45 public records requests.
- Approximately 52 title searches for code enforcement, subdivision, and utility projects; negotiated and acquired approximately 68 properties for City utilities and infrastructures.
- Reviewed approximately 476 contracts in an average of 1.2 days.
- Property matters including acquisition for northeast subset sidewalks; cemetery lot transfers; encroachment agreements and general easement acquisition for utility departments.
- Drafted various code amendments and new code sections.
- Reviewed and drafted of various City policy and technical documents including Emergency Management Drone operation FAA compliance.

FY 20-21 Budget Highlights

- Represent City in litigation matters.
- Review annexation applications.
- Greenway acquisitions.
- Contract Negotiation and Drafting.
- Assist with drafting/routing standard contracts.
- Research/assemble of responses to subpoenas and public records requests.
- Review and draft City policies and technical documents.

FY 21-22 Planning Year Goals

- Continue to represent the City in litigation matters, including capacity fee lawsuits, code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts, and bankruptcies.
- Draft and negotiate contracts.
- Research and assemble responses to subpoenas and public records requests.
- Title search for code enforcement, subdivision, and utility projects; negotiate and acquire properties for City utilities and infrastructures.
- Draft code amendments and new code sections.
- Review and draft various City policy and technical documents.

Steps/Programs to Enhance Performance

- Staff to attend continuing education classes.
- Keep City staff, elected officials, and appointed officers informed and trained on legal procedures and 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 to changes in GIS to shorten and make them more user-friendly.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Real Property	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.	# of title searches	Workload	140	215	50	215	N/A
Contracts	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.	Avg. days turnaround time to review written contracts	Effectiveness	1	1	1	1	3
Education	To train staff, elected officials, and appointed officers in proper legal procedures and changing laws in order to reduce or eliminate potential liability to ensure compliance with all applicable local, state, and federal laws/regulations	% of state mandated training completed by Attorney's and staff	Effectiveness	100%	100%	100%	100%	100%
Advise Policy Makers	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.	Create, maintain, & update a bank of legal bulletins on the City's intranet	Effectiveness	Yes	Yes	Yes	Yes	Yes
	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 & development of the City.							

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 4150	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 600,286	\$ 619,420	\$ 662,875	\$ 650,599	\$ 689,543	\$ 689,543	\$ 689,643
Operations	\$ 69,453	\$ 66,120	\$ 105,826	\$ 73,350	\$ 133,739	\$ 133,739	\$ 149,081
Debt Service	\$ 125,739	\$ 126,085	\$ 125,757	\$ 125,757	\$ 126,105	\$ 126,105	\$ 125,859
Cost Allocations	\$ (435,598)	\$ (434,547)	\$ (484,134)	\$ (443,790)	\$ (540,310)	\$ (540,310)	\$ (549,088)
Total Expenditures	\$ 359,880	\$ 377,078	\$ 410,324	\$ 405,916	\$ 409,077	\$ 409,077	\$ 415,495

* as amended

**as of June 30, 2020

Non-Departmental

Mission Statement

The Non-Departmental budget unit includes expenses which are unable to or not required to be assigned to a specific General Fund City department.

Major Services Provided

N/A

Organizational Chart Locator

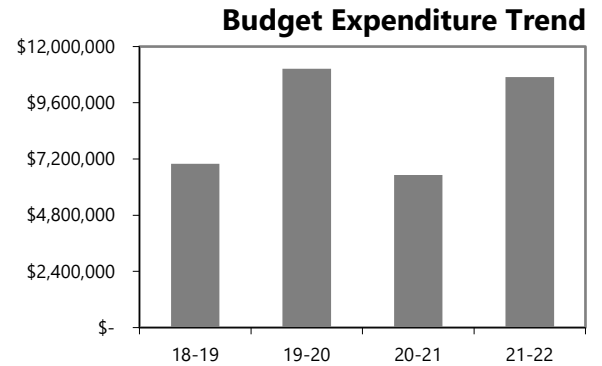
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4190 Non-Departmental**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



Budget by Category

Budget Unit #:	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4190							
Personnel Services	\$ 22,785	\$ 14,255	\$ 13,669	\$ 13,669	\$ (43,990)	\$ (43,990)	\$ 2,575,870
Operations	\$ 2,370,501	\$ 1,286,645	\$ 1,270,641	\$ 1,250,542	\$ 1,657,841	\$ 1,657,841	\$ 1,574,580
Capital Outlay	\$ -	\$ 296,423	\$ 55,000	\$ 53,156	\$ 66,000	\$ 66,000	\$ -
Debt Service	\$ 223,960	\$ 214,016	\$ 203,060	\$ 203,060	\$ 193,336	\$ 193,336	\$ -
Grant Expenditures	\$ 182,686	\$ 144,701	\$ 276,635	\$ 250,411	\$ -	\$ -	\$ -
Cost Allocations	\$ 1,075,977	\$ 1,288,770	\$ 1,531,584	\$ 1,403,952	\$ 1,726,131	\$ 1,726,131	\$ 1,775,423
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 217,943	\$ 217,943	\$ 300,000
Transfers	\$ 7,824,791	\$ 3,747,842	\$ 8,816,985	\$ 7,875,342	\$ 2,699,561	\$ 2,699,561	\$ 4,464,947
Total Expenditures	\$ 11,700,700	\$ 6,992,652	\$ 12,167,574	\$ 11,050,132	\$ 6,516,822	\$ 6,516,822	\$ 10,690,820

* as amended

**as of June 30, 2020

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

Emergency Communications: Emergency Communications 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 Bethany Ledwell, Director of Emergency Communications, at (704) 920-5590 or via email at ledwellb@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 residents and businesses of the City of Concord. Additional information regarding the Fire, Prevention, or Training Divisions may be obtained by contacting Jake Williams, Fire Chief, at (704) 920-5536 or via email at williamsj@concordnc.gov.

Fire Prevention: Fire Prevention Division provides fire code enforcement and investigations for the citizens of and businesses within the City of Concord.

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

Emergency Management: Emergency Management 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 Ian Crane, Emergency Management Coordinator, at (704) 920-5211 or via email at cranei@concordnc.gov.

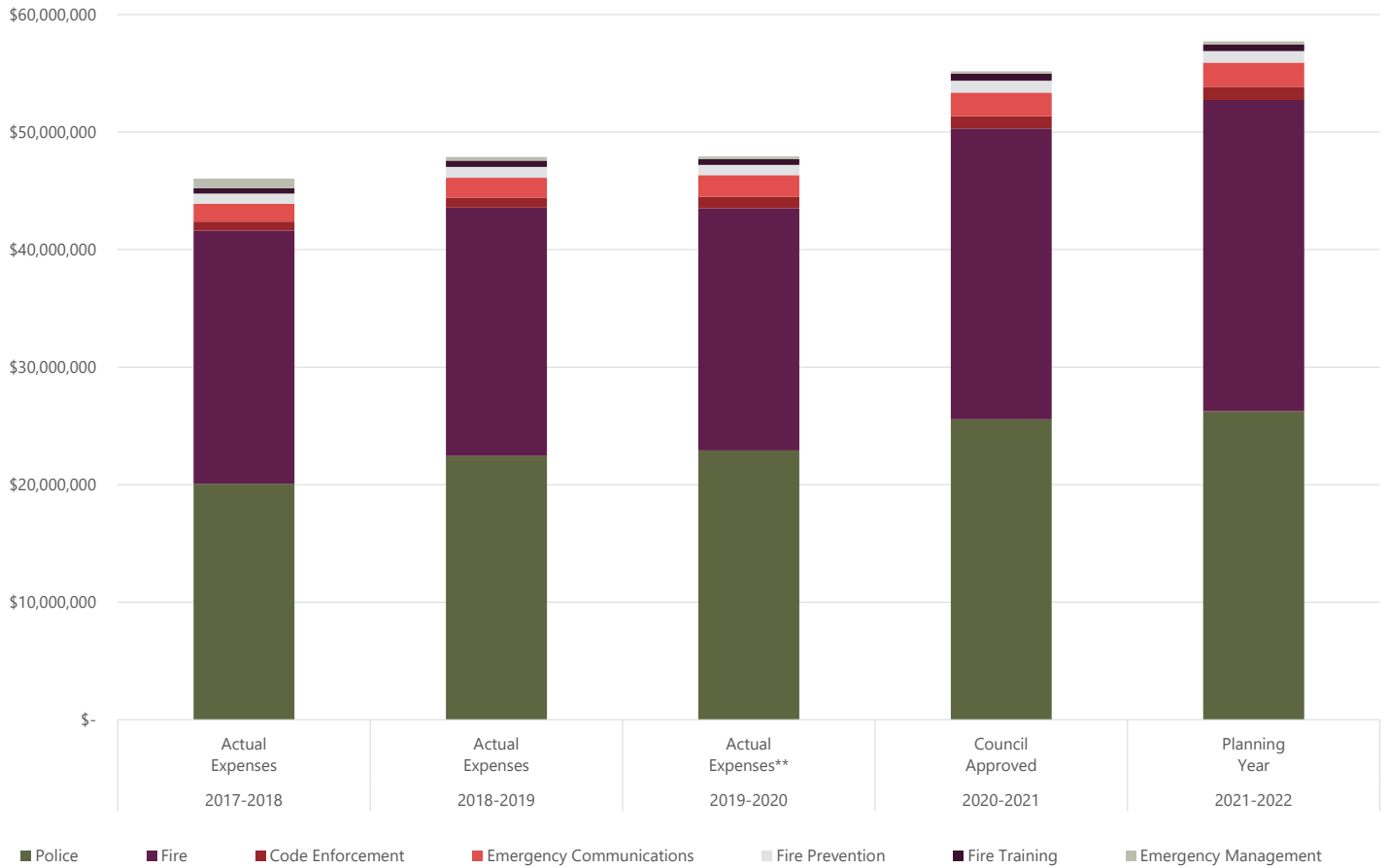
Public Safety Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit (General Fund)								
Police	\$ 20,079,425	\$ 22,443,303	\$ 23,645,524	\$ 22,909,284	\$ 25,564,211	\$ 25,564,211	45.9%	\$ 26,256,604
Code Enforcement	\$ 771,913	\$ 849,152	\$ 1,060,337	\$ 981,588	\$ 1,064,477	\$ 1,064,477	1.9%	\$ 1,127,457
Emergency Communications	\$ 1,511,854	\$ 1,679,171	\$ 1,925,759	\$ 1,845,985	\$ 2,002,978	\$ 2,002,978	3.6%	\$ 2,058,463
Radio Shop	\$ 366,315	\$ 576,918	\$ 884,427	\$ 851,995	\$ 512,654	\$ 512,654	0.9%	\$ 505,003
Fire	\$ 21,538,769	\$ 21,140,642	\$ 21,669,989	\$ 20,603,594	\$ 24,735,443	\$ 24,735,443	44.4%	\$ 26,474,698
Fire Prevention	\$ 865,103	\$ 929,636	\$ 976,710	\$ 870,433	\$ 1,003,607	\$ 1,003,607	1.8%	\$ 972,934
Fire Training	\$ 460,165	\$ 525,792	\$ 544,439	\$ 488,131	\$ 586,906	\$ 586,906	1.1%	\$ 581,240
Emergency Management	\$ 818,701	\$ 312,750	\$ 230,721	\$ 230,043	\$ 207,266	\$ 207,266	0.4%	\$ 257,079
Total Expenditures	\$ 46,412,245	\$ 48,457,364	\$ 50,937,906	\$ 48,781,053	\$ 55,677,542	\$ 55,677,542	100.0%	\$ 58,233,478

* as amended

** as of June 30, 2020

Expenditure Trend



Police

Vision Statement

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

Mission Statement

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.

Core Values

Competence | Courage | Integrity | Leadership | Respect | Restraint

Major Services Provided

- Evidence-based community policing, including: geographically assigned patrol; criminal and forensic investigations; community outreach and education; airport security and customer service; tactical and strategic planning; and community engagement.

Organizational Chart Locator

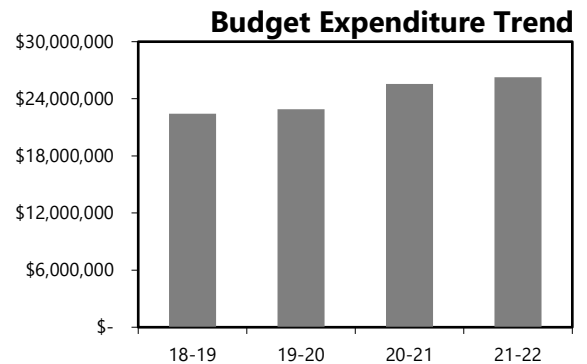
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4310 Police**

Personnel Summary

Fiscal Year	FTE
17-18	204
18-19	206
19-20	209
20-21	217
21-22 Planning	225



FY 19-20 Major Accomplishments

- Transitioned all in-car video cameras to one platform (Axon Fleet).
- Added two School Resource Officers to staff the new Performance Learning Center and Beverly Hills Elementary.
- Upgraded portable and mobile radios as part of the city transition for continuity of operations.
- Continued transition to patrol rifles from shotguns.

FY 20-21 Budget Highlights

- Increase Patrol Staffing by 6 police officers and add a new School Resource Officer for West Cabarrus High School.
- Pursue CALEA Accreditation and add a Lieutenant position to manage this process.
- Complete phase 1 of 2 replacing carpet at Headquarters.
- Utilize grant funds to purchase COVID-19 supplies.

FY 21-22 Planning Year Goals

- Increase Patrol Staffing by 8 police officers. (Year 2 of a 4-year plan.)
- Purchase Meridian Vehicle Barriers to increase safety of outdoor events in the city.

Steps/Programs to Enhance Performance

- Continue utilization of data performance indicators at the city, district, and team levels.
- Continue evidence-based community policing philosophy with emphasis on community partnerships, problem-solving, transparency and accountability, and customer service.
- Continue bicycle and foot patrols.
- Expanding training beyond the classroom environment to provide staff with more relevant hands-on experiences.
- Continue to host Youth Police Academy and Crime & Safety Sessions.
- Continue to use social media to enhance community engagement.
- Maintain and grow CPD Cadet Program to enhance youth engagement and increase future applicant pools.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Evidence-based community policing services (COPS)	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.	Number of dispatched calls per officer *	Workload	1,230	<1,000	1,366	850	807
		Number of incoming calls per 1,000 population	Workload	1,080	<2,500	1,030	1,100	<2,500
		Average monthly staffing level	Workload	94%	95%	97%	95%	95%
		Part I Crimes per 1,000 population **	Effectiveness	19	<30	17	<30	55
		% of Part I cleared of those reported	Effectiveness	39%	40%	35%	40%	40%
		# of crashes at top 5 intersections	Effectiveness	198	160	168	200	<150
		Average response time to high-priority calls in minutes	Effectiveness	5:06	<5.0	4:36	<5.0	5
		Bicycle Patrol Hours	Effectiveness	1,408	2,500	543	1,000	>2,000
		Foot Patrol Hours	Effectiveness	8,025	8,000	8,033	8,200	>7,000

*In the past, we used the number of sworn officers to calculate this metric. However, given our scenario of positions that are allocated to contracted services (Airport, SRO's, Park, Center City, etc.), this did not accurately reflect the workload of our patrol officers. This year, we used the number of patrol officers and patrol sergeant's to more accurately reflect the officer's workload.

**Using NIBRS, previous Part 1 Crimes are now called Group A. However, Group A offenses include many more crimes than Part 1 crimes contained. For this measure, we are measuring Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny Theft, Motor Vehicle Theft, and Arson.

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4310							
Personnel Services	\$ 14,582,611	\$ 15,952,974	\$ 16,980,578	\$ 16,422,860	\$ 18,095,017	\$ 18,095,017	\$ 18,614,822
Operations	\$ 3,005,686	\$ 3,951,647	\$ 3,699,911	\$ 3,634,397	\$ 4,190,593	\$ 4,190,593	\$ 4,431,132
Capital Outlay	\$ 697,159	\$ 716,471	\$ 1,163,111	\$ 1,163,110	\$ 1,456,000	\$ 1,456,000	\$ 1,396,500
Debt Service	\$ 893,537	\$ 864,081	\$ 826,407	\$ 826,407	\$ 789,201	\$ 789,201	\$ 771,183
CARES Act Expenditures	\$ -	\$ -	\$ 34,597	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 900,432	\$ 958,130	\$ 940,920	\$ 862,510	\$ 1,033,400	\$ 1,033,400	\$ 1,042,967
Total Expenditures	\$ 20,079,425	\$ 22,443,303	\$ 23,645,524	\$ 22,909,284	\$ 25,564,211	\$ 25,564,211	\$ 26,256,604

* amended

** as of June 30, 2020

Code Enforcement

Mission Statement

The Code Enforcement Division of the Concord Police Department exists to maximize the quality of life for the citizens of the City and its visitors by protecting property and the natural, historic, and economic environment. Code Enforcement combats crime and the fear of crime while upholding the law fairly, firmly, and respectfully. This is accomplished with teamwork, building community partnerships, solving problems, and being accountable to those we serve. We will do this with integrity, common sense, sound judgment, and respect for cultural diversity and high ethical standards.

Major Services Provided

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

Organizational Chart Locator

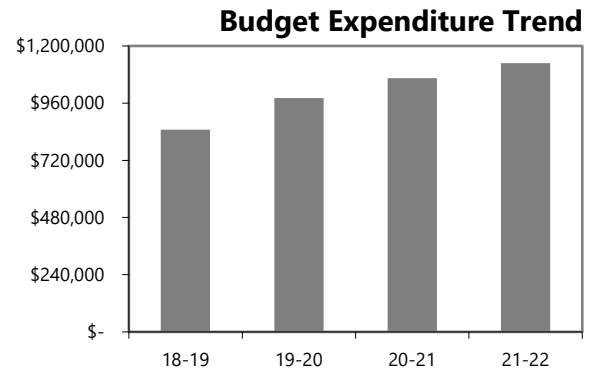
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4312 Code Enforcement**

Personnel Summary

Fiscal Year	FTE
17-18	8
18-19	9
19-20	9
20-21	9
21-22 Planning	10



FY 19-20 Major Accomplishments

- Moved division to second floor of police headquarters allowing manager, senior officer, and code staff their own workspace locations and conference area.
- Restructured the division to Code Manager, Code Supervisor, Senior Officer, and Code Officer to increase the efficiency of the division and prepare officers for future leadership positions.
- Increased the training, certifications, and networking of code officers to stay in line with best practices in the profession.
- Updated and created deliverables that code officers can use to gain compliance for violations. (e.g. Door Hangers, Flyers, etc.)

FY 20-21 Budget Highlights

- Restructure contractor bidding process to expedite property violation abatements.
- Develop and new City ordinance in reference to vacant houses.
- Revise towing agreement that is approaching 25 years old to better address the needs of the department.

FY 21-22 Planning Year Goals

- Add a new position of Administrative Assistant that will allow Code Officers to spend more time in the field and increase productivity.

Steps/Programs to Enhance Performance

- Continued improvement in consistency and efficiency of daily operations while being able to track stats and work trends.
- Review processes to continue improvement or determine if they are as efficient and effective as allowed by law.
- Code Enforcement will continue to focus on the division's statistics to direct where an emphasis of enforcement is needed the most and use targeted enforcement or education and compliance efforts in those areas, placing a greater emphasis on minimum housing standards.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Code Enforcement	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.	# of targeted enforcement sweeps conducted by Code Enforcement	Workload	19	16	37	45	6
		Average number of cases per Code Enforcement Officer per Year	Workload	521	650	455	550	N/A
		Average number of new cases per day per officer	Workload	2.5	3.5	2.05	3	N/A

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4312							
Personnel Services	\$ 617,445	\$ 648,937	\$ 699,998	\$ 646,511	\$ 755,694	\$ 755,694	\$ 807,467
Operations	\$ 154,468	\$ 152,199	\$ 334,315	\$ 309,053	\$ 252,496	\$ 252,496	\$ 263,708
Capital Outlay	\$ -	\$ 48,016	\$ 26,024	\$ 26,024	\$ 56,000	\$ 56,000	\$ 56,000
Cost Allocations	\$ -	\$ -	\$ -	\$ -	\$ 287	\$ 287	\$ 282
Total Expenditures	\$ 771,913	\$ 849,152	\$ 1,060,337	\$ 981,588	\$ 1,064,477	\$ 1,064,477	\$ 1,127,457

* as amended

** as of June 30, 2020

Emergency Communications

Mission Statement

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.

Major Services Provided

- Call-taking
- Dispatching
- Alarm Billing

Organizational Chart Locator

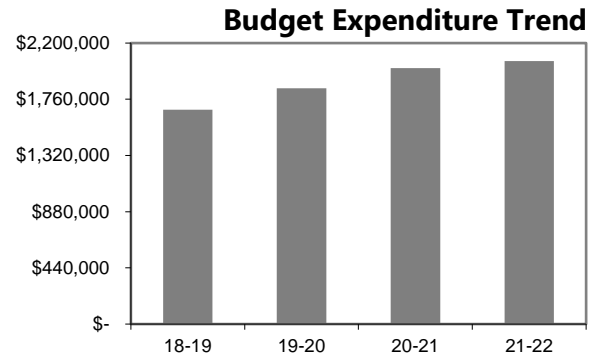
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4315 Emergency Communications**

Personnel Summary

Fiscal Year	FTE
17-18	25.5
18-19	25.5
19-20	25.5
20-21	25.5
21-22 Planning	26.5



FY 19-20 Major Accomplishments

- Completed replacement of departmental portable radios in preparation for end-of-support on current models.
- Completed computer replacements for updated operating system.
- Added MCC7500 radio to final console allowing each console the capability to handling call-taking and dispatch.
- Completed installation of Astro AVL service and One Solution MCT server.
- Completed the transition of Alarm Billing from third party vendor to internal process.
- Completed implementation of Priority Dispatch procedures for allocating law enforcement resources.
- 96% Career Development participation among eligible co-workers.

FY 20-21 Budget Highlights

- Replace DVS Analytics recording server, reducing from three separate servers to one combined server.
- Implement teambuilding activities.
- Add base radios to special event consoles to aid in better service delivery during major events and natural disasters.
- Complete the transition of Alarm Billing from third party vendor to internal process.

FY 21-22 Planning Year Goals

- Addition of Training Coordinator/Quality Assurance Analyst position.
- Replace CAD server.
- Co-locate Radio Shop and Emergency Communications Center.

Steps/Programs 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 districting as implemented within the department.
- 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.
- Continued focus on co-worker career development.
- Continue monitoring industry trends as Emergency Communications field moves into a Next Generation 911, ESI Net, and First NET environment.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Call Taking	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.	Avg. # of seconds from ring to answer	Effectiveness	4.36	<5	4.1	<5	<5
		% of initial call-taking entry for emergency calls within 30 seconds	Effectiveness	96.7%	>90%	98.5%	>90%	>90%
		Avg. # of calls answered per Telecommunicator	Workload	4,261	<8,000	4,192	<6,000	<8,000
		Avg. # of calls dispatched per Telecommunicator	Workload	6,557	<8,000	6,230	<8,000	<8,000
Dispatching	To provide the closest resources available to all emergency situations by tracking all personnel activity in order to reduce response time.	% of emergency calls dispatched within 60 seconds	Effectiveness	89.67%	>90%	94.21%	>90%	>90%
		Cost per call for service*	Efficiency	\$10.84	<\$12	\$11.90	<\$12	<\$12

*Changed from cost per call answered to cost per call for service.

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4315							
Personnel Services	\$ 1,351,790	\$ 1,456,504	\$ 1,534,368	\$ 1,493,039	\$ 1,656,891	\$ 1,656,891	\$ 1,726,233
Operations	\$ 118,081	\$ 137,899	\$ 143,596	\$ 118,929	\$ 165,059	\$ 165,059	\$ 168,174
Capital Outlay	\$ -	\$ 40,577	\$ 82,460	\$ 82,460	\$ 18,334	\$ 18,334	\$ -
Cost Allocations	\$ 41,983	\$ 44,191	\$ 165,335	\$ 151,557	\$ 162,694	\$ 162,694	\$ 164,056
Total Expenditures	\$ 1,511,854	\$ 1,679,171	\$ 1,925,759	\$ 1,845,985	\$ 2,002,978	\$ 2,002,978	\$ 2,058,463

* as amended

** as of June 30, 2020

Radio Shop

Mission Statement

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.

Major Services Provided

- Telephone System
- Radio System
- Vehicle Electronics/Lighting
- Network Data Infrastructure

Organizational Chart Locator

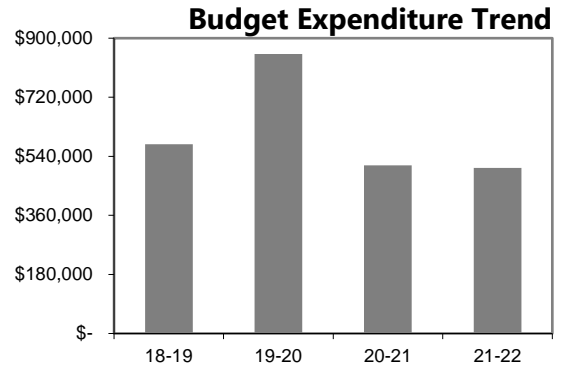
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4330 Radio Shop**

Personnel Summary

Fiscal Year	FTE
17-18	4.1
18-19	4.1
19-20	4.5
20-21	4.5
21-22 Planning	4.5



FY 19-20 Major Accomplishments

- Relocation of the Weddington Road Tower.
- Reclassification of a Communication Technician position from part-time to full-time.
- Purchased Edge Availability Controller to complete the Microwave Backhaul project.
- Completed four motorcycle builds for Police Department.
- Completed installation for police conversion to AXON in-car cameras.
- 100% career development participation of eligible co-workers.

FY 20-21 Budget Highlights

- Implementation of Edge Availability.
- Network installation for new Fire Station #10 and completed departmental radio replacement for end-of-support radios.
- Mitel telephone upgrade to include replacement of 5200 series telephones still in operation.
- Worked with Technologies Edge staff on network connectivity for numerous City facilities.

FY 21-22 Planning Year Goals

- Radio Shop relocation.
- Network installation Fire Station #12 and the Public Safety Joint Training Facility.

Steps/Programs 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 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.
- Enhance our current radio infrastructure to create a more robust system to ensure adequate radio signal strength to cover the expanding west side of the city to benefit both public safety and public works personnel.
- Continued focus on co-worker career development and team building.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Telephone System	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.	Total annual telephone system downtime (in minutes)	Effectiveness	0	<5	0	0	<5
Radio System	To oversee preventative maintenance service to the countywide radio system and microwave backbone in order to minimize down time or disruption to users.	# of field radios maintained/ total count of radios	Workload	1,021	N/A	1,085	N/A	900
		% of field radios receiving annual performance maintenance	Effectiveness	10%	90%	43%	90%	90%
Vehicle Systems	To provide timely installations of radios, emergency lighting, and other related equipment in the City fleet in order to have new vehicles ready to provide service to citizens.	% of installations within the last three months not needing corrections or repairs	Effectiveness	80%	>95%	96%	>95%	>95%
		# of vehicle installations	Workload	140	N/A	216	N/A	>40

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4330							
Personnel Services	\$ 176,557	\$ 259,290	\$ 304,659	\$ 298,456	\$ 337,181	\$ 337,181	\$ 337,346
Operations	\$ 99,663	\$ 205,306	\$ 523,262	\$ 497,033	\$ 121,511	\$ 121,511	\$ 114,927
Capital Outlay	\$ 28,998	\$ 53,240	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 61,097	\$ 59,082	\$ 56,506	\$ 56,506	\$ 53,962	\$ 53,962	\$ 52,730
Total Expenditures	\$ 366,315	\$ 576,918	\$ 884,427	\$ 851,995	\$ 512,654	\$ 512,654	\$ 505,003

* as amended

** as of June 30, 2020

Fire

Mission Statement

The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all residents and businesses in 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.

Major Services Provided

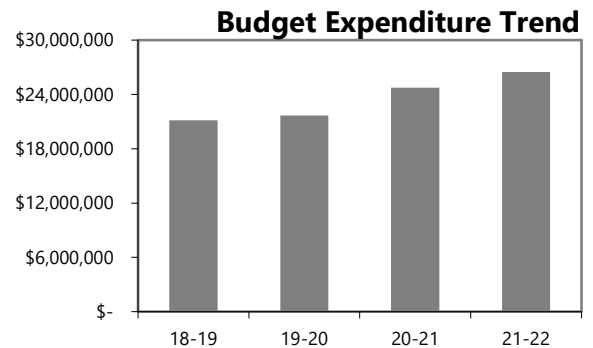
- Fire, Rescue, and Medical Assistance Response
- Special Operations
 - Hazardous Materials
 - Urban Search and Rescue
 - Aircraft Rescue-Firefighting Protection

Organizational Chart Locator

Fund: 100 General Fund
 Functional Area: Public Safety
 Budget Unit: **4340 Fire**

Personnel Summary

Fiscal Year	FTE
17-18	194
18-19	200
19-20	217
20-21	238
21-22 Planning	256



FY 19-20 Major Accomplishments

- Identified property for joint Fire/Police training academy and formed a joint planning team in the spring of 2020.
- Secured property for Fire Station 12 and identified two possible locations for Fire Station 13.
- Implemented Engine 11 into service delivery model in February 2020.
- Implemented new management practices for performance measurements and benchmarking goals.
- Initiated a Strategic Planning Committee to conduct a full analysis of department.
- Created and published a new comprehensive electronic administrative manual for all department operations and procedures.

FY 19-20 COVID-19 Adjustments

- Implemented enhanced Personal Protective Equipment (PPE) policies for safety of employees.
- Procured PPE and needed supplies to ensure essential operations were not disrupted.
- Adjusted response matrix and dispatch matrix consistent with best practices to aid in risk reduction of exposures.
- Implemented virtual technology systems for staff meetings and communications with personnel.
- Started working on long-term planning for improvements in PPE standards, operational and administrative practices, and other system wide management practices to ensure essential duties can be fulfilled into the future.

FY 20-21 Budget Highlights

- Completion of Fire Station 10 in 2020.
- Begin construction for Fire Station 12 (October 2021 estimated completion).
- Proposed technology upgrade to enhance technology utilization into deployment models, communications, and management.
- Proposed FTE increase to meet service delivery demands, improve performance and efficiency.

FY 21-22 Planning Year Goals

- Implement Ladder 10 to increase ISO distribution credit and improve service delivery and associated performance measures.
- Publish comprehensive strategic plan and master plan initiated in 2020.
- Continue to evaluate and analyze management practices, workload (input/output), deployment models, and performance measures to meet the needs of the citizens, shareholders, and customers of the City of Concord.

Steps/Programs to Enhance Performance

- Complete the comprehensive strategic plan and master plan for the department.
- Implement technology proposals to aid in performance measurements and improve communications to all department employees.
- Implement personnel expansions to allow increases in efficiency and address and improve operational safety and bring supervisor to subordinate ratios into nationally recommended span of control.
- Focus on personnel development and mentorship to plan for future growth and development of employees.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Fire, Rescue, & Medical Assistance	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.	Percentage of fires confined to area(s) involved on arrival	Effectiveness	88%	85%	87%	90%	90%
		Transmit an "all clear" within 10 minutes	Effectiveness	90%	80%	77%	90%	90%
		Transmittal of "under control" within 15 minutes	Effectiveness	84%	90%	83%	90%	90%
Special Operations	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.	Average travel time to priority 1 calls (in minutes)	Efficiency	>4	<4	>4	<4	<4
		% of first unit arrivals within 4 mins (supp.)	Efficiency	72%	85%	85%	90%	90%
		% of first unit arrivals within 4 mins (EMS)	Efficiency	68%	85%	67%	90%	90%
		% for full assignment arrival within 8 mins	Efficiency	88%	85%	99%	95%	95%
		% of turnouts of less than 60 seconds (7 am – 9:59pm) (0700-2200)	Efficiency	86%	90%	87%	90%	90%
		% of turnouts of less than 90 seconds (10 pm – 6:59am) (2201-0659)	Efficiency	85%	90%	82%	90%	90%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 13,538,417	\$ 14,528,906	\$ 15,929,234	\$ 15,341,421	\$ 17,294,971	\$ 17,294,971	\$ 18,137,032
Operations	\$ 2,515,968	\$ 2,849,154	\$ 3,161,754	\$ 2,783,876	\$ 3,469,982	\$ 3,469,982	\$ 3,481,509
Capital Outlay	\$ 800,219	\$ 1,599,553	\$ 890,826	\$ 888,862	\$ 2,223,529	\$ 2,223,529	\$ 2,762,500
Debt Service	\$ 3,250,275	\$ 524,125	\$ 503,306	\$ 503,305	\$ 483,105	\$ 483,105	\$ 815,656
Cost Allocations	\$ 967,646	\$ 1,008,226	\$ 1,184,869	\$ 1,086,130	\$ 1,263,856	\$ 1,263,856	\$ 1,278,001
Transfers	\$ 466,244	\$ 630,678	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 21,538,769	\$ 21,140,642	\$ 21,669,989	\$ 20,603,594	\$ 24,735,443	\$ 24,735,443	\$ 26,474,698

* as amended

** as of June 30, 2020

Fire Prevention

Mission Statement

The Fire Prevention division of the Fire Department and is charged with regulating and inspecting construction of new buildings and inspection of existing buildings for compliance with the State of North Carolina Building Codes. Furthermore, State laws mandate fire origin and cause be determined to protect the public from crimes, hazardous materials releases and improperly designed equipment and/or appliances.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

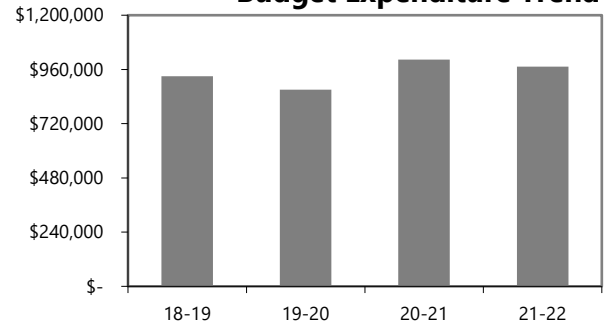
Functional Area: Public Safety

Budget Unit: **4341 Fire Prevention**

Personnel Summary

Fiscal Year	FTE
17-18	9.5
18-19	10.2
19-20	10.2
20-21	10.2
21-22 Planning	10.2

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Purchased and implemented the Bullex Attack Digital Fire Extinguisher Trainer in the training programs offered.
- Continued the fire education outreach program in the elementary schools in an effort to educate 100% of Kindergarten through 5th grade.
- Implemented a fire education pilot program for 4th grade curriculum at Patriots Elementary.
- Expanded fire education outreach to older demographics in an effort to reach the most vulnerable population to accidental fires and household accidents.
- Received grant from Cannon Foundation for \$12,957 for the purchase of inflatable fire safety education props.

FY 19-20 COVID-19 Adjustments

- Met with over 300 occupancies to ensure compliance with Executive Order and Fire Code standards.
- Worked with large retail business on ingress/egress plans due to social distancing practices and compliance with Fire Code.
- Verified all restaurants have occupancy placards in compliance with Fire Code standards to aid in determining 50% occupancy load for Phase 2 of Executive Order.
- Assisted businesses with site visits who have requested guidance on “dos and don’ts” in relation to Fire Code and Life Safety Standards.
- Implemented new fire safety education messages through social media and other electronic forums due to social distancing restrictions.

FY 20-21 Budget Highlights

- Propose expanding the simulated Digital Fire Extinguishing system with additional mobile screens.
- Expand fire education delivery based on pilot program implemented for 4th graders in FY 20.

FY 21-22 Planning Year Goals

- Formal analysis of division workflow, inspector distribution, and associated efficiency and effectiveness of allocated FTEs.
- Continue to take a disciplined approach to reach targeted demographics for fire education and prevention materials.

Steps/Programs to Enhance Performance

- Participate in the departments comprehensive strategic planning and master planning processes to identify more efficient and effective methods for division roles and responsibilities.
- Continue to evaluate performance measurements, workload analysis, and impacts of City growth and development in regards to occupancy / inspector ratios and fire prevention and education programs delivered in the City of Concord.
- Explore opportunities to partner with NGOs to expand fire education delivery within the City of Concord.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Fire Inspections	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.	% of fire code violations cleared within 90 days	Effectiveness	97%	95%	63%	95%	95%
		% of level three occupancies inspected per year	Effectiveness	100%	100%	95%	100%	100%
		% of level two occupancies inspected per year	Effectiveness	100%	100%	96%	100%	100%
		% of level one occupancies inspected per three years	Effectiveness	98%	100%	85%	100%	100%
		% of fire code violations cleared within 90 days in City Facilities	Effectiveness	NEW	75%	NEW**	80%	N/A
		% of plan reviews completed on time	Effectiveness	83%	95%	92%	95%	95%
Life Safety Education	To provide educational programs to the community that stress total life safety in order to aid in the prevention of accidents and injuries.	# of people reached by Fire Education activities	Effectiveness	1,025,269*	40,000	104,701	+100,000	Population
Fire Investigations	To provide educational programs to the community that stress total life safety in order to aid the prevention of accidents and injuries.	% of fires with cause being determined	Effectiveness	77%	80%	77%	80%	N/A
		% of fires where juveniles are involved in ignition	Effectiveness	0%	<2.5%	0%	<2.5%	<2.5%
		% of residential fires where the dwelling has no working smoke alarms	Effectiveness	17%	0%	11%	0%	0%

*Includes social media views when previous years had not. **COVID-19 has pushed tracking this measure back to FY 21.

Budget by Category

Budget Unit #: 4341	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 824,059	\$ 842,176	\$ 889,287	\$ 804,918	\$ 906,928	\$ 906,928	\$ 906,928
Operations	\$ 41,044	\$ 55,160	\$ 49,466	\$ 32,508	\$ 96,679	\$ 96,679	\$ 66,006
Capital Outlay	\$ -	\$ 32,300	\$ 37,957	\$ 33,007	\$ -	\$ -	\$ -
Total Expenditures	\$ 865,103	\$ 929,636	\$ 976,710	\$ 870,433	\$ 1,003,607	\$ 1,003,607	\$ 972,934

* as amended

** as of June 30, 2020

Fire Training & Safety

Mission Statement

The Fire Training & Safety Division is charged with the responsibility of providing all initial recruit training and certification; Fire, Rescue and EMS continuing education training and re-certification, specialty training such as collapse/trench rescue training, Confined Space, Haz-Mat, Technical Rescue, Emergency Vehicle Driving, Driver operator training, Incident Command training and Emergency Medical Technician.

Major Services Provided

- Manage Department Safety Program
- Manage, Deliver and Facilitate the Departments Training, Recruitment and Developmental Programs (Continuing Education, Recruit Training Program, Specialized Training, Licensing and Vital Records)

Organizational Chart Locator

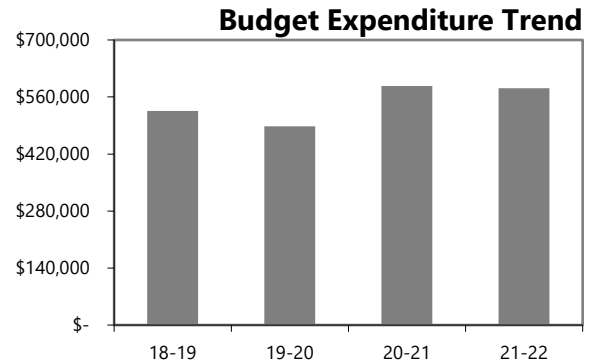
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4342 Fire Training & Safety**

Personnel Summary

Fiscal Year	FTE
17-18	4
18-19	4
19-20	4
20-21	4
21-22 Planning	4



FY 19-20 Major Accomplishments

- Hosted officer development training courses and specialty rescue certifications (Haz-Mat, Confined Space, and Water Rescue).
- Delivered and facilitated over 980 hours of training for Recruit Class 30.
- Implemented new training programs to meet ISO training standards.
- Facilitated 5 promotional assessment centers.

FY 19-20 COVID-19 Adjustments

- Implemented Personal Protective Equipment (PPE) enhancements for Recruit Training Program and adjusted classroom setting to comply with Executive Order and Social Distancing recommendations.
- Implemented the Concord Fire Department's COVID-19 Safety Policy.
- Began exploring options on long-term planning and delivery of training courses/classes in consideration of social distancing, number of firefighters in one classroom/training session, hands on delivery methods, and other related items.

FY 20-21 Budget Highlights

- Implement new job specific evaluations focused on the twenty-two (22) critical fireground tasks identified through the National Institute of Standards and Technology (NIST) analysis.
- Utilize new technology (E-Books) for in-house training courses.

FY 21-22 Planning Year Goals

- Work with the Police department on planning of the Public Safety Training Facility.

Steps/Programs 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.
- Design, implement, and deliver Officer Candidate and Driver Operator Candidate training programs.
- Deliver more company evolutions to improve deficiencies through the NIST critical fireground tasks analysis.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Safety	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.	% of department members scoring at or above 48 VO2 Max	Effectiveness	55%	90%	N/A*	90%	N/A
		Departmental average static plank time (seconds)	Effectiveness	149	120	N/A*	120	N/A
		# of work-related injuries per 100 Firefighters	Effectiveness	6.77	10	3.86	7	7
		# of vehicle and equipment accidents	Effectiveness	11	10	10	7	7
Training	To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.	% of personnel meeting ISO required training	Effectiveness	97%	95%	100%	95%	60%
		% of companies meeting ISO standardized company evolutions	Effectiveness	100%	95%	100%	95%	25%

*Performance measures labeled with N/A are usually tested in the Spring; however, due to COVID-19 these tests were canceled and rescheduled for Oct./Nov.

Budget by Category

Budget Unit #: 4342	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 357,817	\$ 407,040	\$ 420,309	\$ 385,353	\$ 425,810	\$ 425,810	\$ 425,810
Operations	\$ 102,348	\$ 118,752	\$ 124,130	\$ 102,778	\$ 161,096	\$ 161,096	\$ 155,430
Total Expenditures	\$ 460,165	\$ 525,792	\$ 544,439	\$ 488,131	\$ 586,906	\$ 586,906	\$ 581,240

* as amended

** as of June 30, 2020

Emergency Management

Mission Statement

The mission of the Emergency Management Division is to lead the planning and coordination of homeland security and emergency management efforts to ensure that the City of Concord is prepared to prevent, protect against, respond to, mitigate, and recover from risks and hazards that affect our community.

Major Services Provided

- Emergency Management function for the City, including preparedness, response, recovery, and mitigation
- Coordination of joint Public Safety response during large scale incidents and planned events
- Environmental response, inspection, and follow-up
- Emergency Management Education
- Risk Assessments for critical infrastructure facilities

Organizational Chart Locator

Fund: 100 General Fund

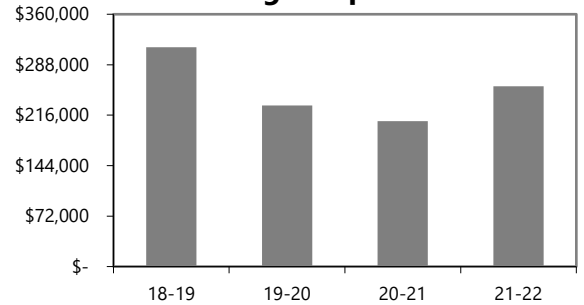
Functional Area: Public Safety

Budget Unit: **4343 Emergency Management**

Personnel Summary

Fiscal Year	FTE
17-18	2
18-19	2
19-20	1
20-21	1
21-22 Planning	2

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Supplied bleeding control kits to City facilities and promote annual training City-wide.
- Contracted with outside instructors to hold joint Public Safety training classes.
- Upgraded outdated handheld radios (5) to provide to personnel during large events or training.
- Secured and distributed PPE to City departments during the COVID-19 Pandemic.
- Compiled emergency expenses related to COVID-19 to be filed for reimbursement through FEMA and NCEM.

FY 20-21 Budget Highlights

- Add additional UAS to our current fleet to assist all City Departments with their individual needs.
- Upgrade mobile radios (2) in the Mobile Command Unit as part of the City's radio replaced schedule.
- Add additional bleeding control kits to City facilities and continue to promote annual training.
- Contract with outside instructors to continue annual "active violence training" for City staff.

FY 21-22 Planning Year Goals

- Continue to add additional pilots to the City's UAS program from a variety of City departments.
- Continue to educate City staff and the public on the importance of emergency preparedness.
- Add an Emergency Management Planner to the Division to assist with emergency exercises, annual plan reviews, and public education to accommodate a growing population in the City.
- Maintain positive relations with State and Federal agencies by attending seminars, workshops, and other training opportunities.

Steps/Programs to Enhance Performance

- Increase awareness to the public on community preparedness, resiliency, and emergency management.
- Ensure that the City of Concord's overall emergency management objectives are addressed.
- Ensure a common operating picture during emergencies to facilitate informed decision making and response.
- Coordinate and integrate all activities necessary to build, sustain, and improve the City's capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.
- Establish a standardized planning system that delineates the structure, plans, processes, and personnel needed to execute the City's preparedness planning activities.

- Establish and ensure compliance with a multi-year exercise program based on the Homeland Security Exercise and Evaluation Program (HSEEP) requirements and National Incident Management System (NIMS).

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Emergency Management	To promote public protective actions and domestic preparedness through a comprehensive & 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.	% of emergency plans updated based on the plan updates schedule	Effectiveness	New	100%	100%	100%	100%
		Number of emergency drills at City facilities	Workload	New	3	2*	3	100%
		% of responsible parties billed within a 20 day window of Hazmat incident	Efficiency	New	75%	100%	75%	75%
		% of required emergency exercises completed based on the required exercise schedule	Effectiveness	New	100%	100%	100%	100%
		Conduct 2 emergency training sessions for City employees	Effectiveness	New	100%	100%	100%	100%
		% of annual risk assessments conducted on required critical infrastructures within City limits	Efficiency	New	100%	50%*	100%	100%

*Due to COVID-19 some performance metrics were not able to be accomplished; therefore, the performance measures were negatively affected.

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 203,886	\$ 219,582	\$ 133,714	\$ 125,116	\$ 115,118	\$ 115,118	\$ 183,460
Operations	\$ 30,547	\$ 76,369	\$ 83,736	\$ 92,250	\$ 82,592	\$ 82,592	\$ 64,071
Capital	\$ 578,135	\$ 2,006	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 6,133	\$ 6,150	\$ 6,134	\$ 6,134	\$ 6,151	\$ 6,151	\$ 6,139
Cost Allocations	\$ -	\$ 8,643	\$ 7,137	\$ 6,543	\$ 3,405	\$ 3,405	\$ 3,409
Total Expenditures	\$ 818,701	\$ 312,750	\$ 230,721	\$ 230,043	\$ 207,266	\$ 207,266	\$ 257,079

* as amended

** as of June 30, 2020

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: Streets & Traffic is responsible for the management of traffic and transportation engineering, project inspection, preventive maintenance, and repair of city streets with curb and gutter, sidewalks, and bridges. Additional information regarding Streets & Traffic may be obtained by contacting Phillip Graham, Transportation Director, at (704) 920-5338 or via email at grahamp@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 Phillip Graham, Transportation Director, at (704) 920-5338 or via email at grahamp@concordnc.gov.

Traffic Signals: Traffic Signals is responsible for installation, maintenance, and operation of traffic control control signals, intersection control beacons, and school zone flashers owned by the City of Concord. Additional information regarding Traffic Signals may be obtained by contacting Phillip Graham, Transportation Director, at (704) 920-5338 or via email at grahamp@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 Phillip Graham, Transportation Director, at (704) 920-5338 or via email at grahamp@concordnc.gov.

Solid Waste & Recycling: Solid Waste & Recycling provides a high level of solid waste removal services 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 Robin Barham, Director of Solid Waste & Recycling, at (704) 920-5351 or via email at barhamr@concordnc.gov.

Cemeteries: The Cemeteries division of Buildings & Grounds Maintenance 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 1,000 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.

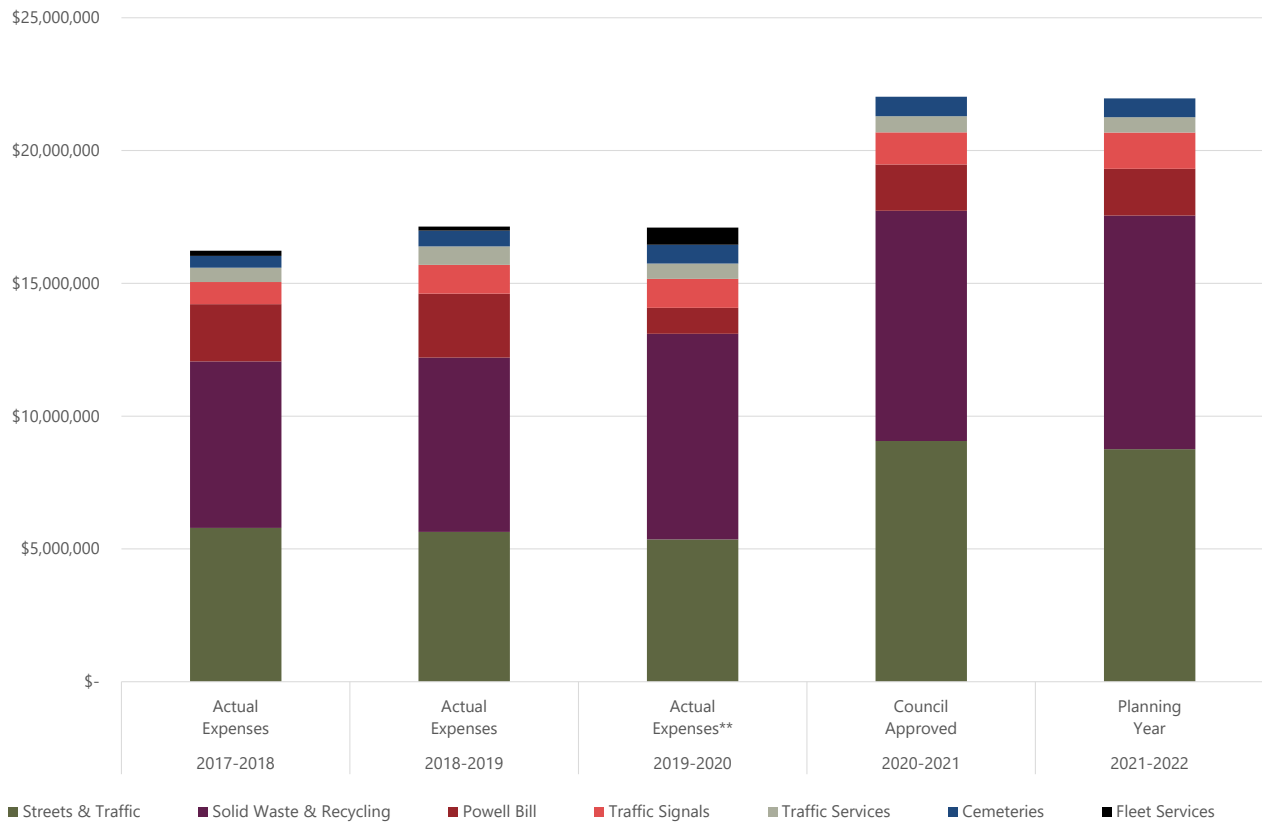
Public Works Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit (General Fund)								
Streets & Traffic	\$ 5,790,757	\$ 5,639,867	\$ 7,828,977	\$ 5,356,623	\$ 9,066,780	\$ 9,066,780	41.2%	\$ 8,756,131
Powell Bill	\$ 2,155,789	\$ 2,407,995	\$ 4,760,654	\$ 977,136	\$ 1,742,764	\$ 1,742,764	7.9%	\$ 1,757,765
Traffic Signals	\$ 838,048	\$ 1,085,784	\$ 1,167,798	\$ 1,087,146	\$ 1,210,096	\$ 1,210,096	5.5%	\$ 1,370,715
Traffic Services	\$ 538,061	\$ 694,196	\$ 628,619	\$ 579,828	\$ 606,824	\$ 606,824	2.8%	\$ 576,570
Solid Waste & Recycling	\$ 6,267,472	\$ 6,561,881	\$ 8,188,696	\$ 7,746,778	\$ 8,665,496	\$ 8,665,496	39.3%	\$ 8,797,679
Cemeteries	\$ 445,813	\$ 596,508	\$ 828,588	\$ 705,562	\$ 737,208	\$ 737,208	3.3%	\$ 704,182
Fleet Services	\$ 193,255	\$ 149,374	\$ (73,832)	\$ 649,631	\$ -	\$ -	0.0%	\$ -
Total Expenditures	\$ 16,229,195	\$ 17,135,605	\$ 23,329,500	\$ 17,102,704	\$ 22,029,168	\$ 22,029,168	100.0%	\$ 21,963,042

* as amended

**as of June 30, 2020

Expenditure Trend



Streets and Traffic

Mission Statement

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.

Major Services 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

Organizational Chart Locator

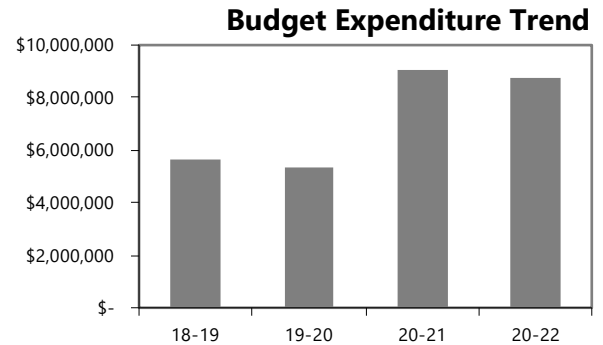
Fund: 100 General Fund

Functional Area: Public Works

Budget Unit: **4510 Streets and Traffic**

Personnel Summary

Fiscal Year	FTE
17-18	34
18-19	34.5
19-20	35.5
20-21	36
21-22 Planning	36



FY 19-20 Major Accomplishments

- Provided \$1.5 million to repave/preserve additional streets annually to improve the City's average pavement rating.
- Provided 65% funding to match 35% Powell Bill funding for replacing STR 109 Single Axle Dump Truck, STR 112 Tandem Axle Dump Truck, and STR 434 Asphalt Patch Truck.
- Let contract for the rehabilitation of Virginia St. from Corban Ave to Hillcrest Ave. and to add sidewalks.
- Completed design & ROW for round-about at the intersection of Spring St. and Chestnut Dr. in order to let contract.
- Completed design of Old Charlotte Sidewalk Extension and obtaining R/W in order to let contract.
- Completed construction of Miramar St. Sidewalk and the NE Subset Sidewalk CMAQ Project.
- Let contracts for Union St., S Sidewalk ext. and downtown signal replacements.
- Added Assistant Street Superintendent (1 FTE).
- Completed Pavement Evaluation and Maintenance Budget Optimization.

FY 20-21 Budget Highlights

- Provide 75% funding to match 25% Powell Bill funding to replace STR-416 Crew Truck, STR-109 Single Axle Dump Truck, and STR-075 Motor Grader.
- Continue funding additional street preservation annually, improving the average pavement rating.
- Complete construction of round-about at intersection of Spring St. and Chestnut Dr.
- Change current Executive Assistant 50/50 split with Solid Waste Department to 100% Transportation Department.
- Continue to participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.

FY 21-22 Planning Year Goals

- Continue funding additional street preservation annually, improving the average pavement rating.
- Continue to participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.
- Fund the design of the Lincoln St. bridge for replacement in 2023.
- Provide 20% funding to match 80% funding for US 601 additional turn lane and sidewalk between Flowes Store and Zion Church.
- Continue to participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.

Steps/Programs 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 Streets and Traffic Division.
- Continue use of asset-resource management software to evaluate performance and maximize effectiveness and efficiency of non-Powell Bill operations.
- Continue to participate in UNC School of Government's Benchmarking Project.
- Utilize data from consulting firm for Pavement Evaluation and Maintenance Budget Optimization to increase the effectiveness of current maintenance practices and ensure the best value is obtained for every dollar spent.
- Continue to work on Sidewalk Inventory and Prioritization Project to identify key connections and gaps in the network in order to budget and plan projects in order to create a more complete pedestrian network throughout the City.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 19 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Roadway Maintenance & Construction	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.	Average response / analysis time (in days) for traffic safety and speeding complaints	Efficiency	24	30	25	30	30
Infrastructure Inspection & Quality Assurance	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.	% of repairs to utility cuts and other non-pothole repair customer requests completed within 24-hrs. of being logged	Efficiency	75%	95%	97%	90%	95%
Traffic Engineering, Technical & Customer Services	To investigate traffic inquires, 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.	% of customer inquiries responded to within 24-hrs	Efficiency	95%	95%	98%	95%	97%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 4510	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,255,030	\$ 1,460,802	\$ 1,811,323	\$ 1,600,992	\$ 2,491,702	\$ 2,491,702	\$ 2,521,127
Operations	\$ 1,622,215	\$ 1,240,030	\$ 2,980,344	\$ 757,724	\$ 2,234,593	\$ 2,234,593	\$ 2,195,109
Capital Outlay	\$ 297,328	\$ 152,931	\$ 229,400	\$ 229,400	\$ 482,400	\$ 482,400	\$ 38,250
Debt Service	\$ 183,240	\$ 175,104	\$ 166,140	\$ 166,140	\$ 158,184	\$ 158,184	\$ -
Cost Allocations	\$ 293,737	\$ 444,000	\$ 472,824	\$ 433,422	\$ 658,655	\$ 658,655	\$ 651,645
Transfers	\$ 2,139,207	\$ 2,167,000	\$ 2,168,946	\$ 2,168,945	\$ 3,041,246	\$ 3,041,246	\$ 3,350,000
Total Expenditures	\$ 5,790,757	\$ 5,639,867	\$ 7,828,977	\$ 5,356,623	\$ 9,066,780	\$ 9,066,780	\$ 8,756,131

* as amended

**as of June 30, 2020

Powell Bill

Mission Statement

Powell Bill funds are used to maintain and enhance the City of Concord’s 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.

Major Services Provided

- 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

Organizational Chart Locator

Fund: 100 General Fund

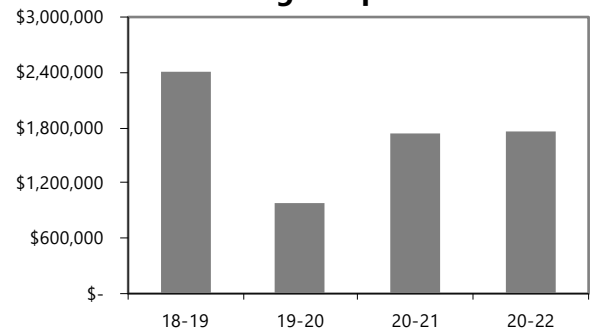
Functional Area: Public Works

Budget Unit: **4511 Powell Bill**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Provided 35% funding to match to replace STR-434 Patch Truck and STR-112 Tandem Axle Dump Truck.
- Provided 100% funding to replace snow plow, material spreader, and brine tank for replacement Single Axle Dump Truck.
- 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 regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- Provided 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, installation of raised pavement markers, and thermoplastic pavement markings on City streets.

FY 20-21 Budget Highlights

- Provide 25% funding match to replace STR-109 Single Axle Dump Truck, STR-416 Crew Truck, and STR-075 Motor Grader.
- Provide 100% funding to replace snow plow, material spreader, and brine tank for replacement Single Axle Dump Truck.
- 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 regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations.
- 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, installation of raised pavement markers, and thermoplastic pavement markings on City streets.

FY 21-22 Planning Year Goals

- 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.
- 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, installation of raised pavement markers, and thermoplastic pavement markings on City streets.

Steps/Programs to Enhance Performance

- 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.
- Use asset-resource management software to evaluate and maximize effectiveness and efficiency of Powell Bill operations.
- Participate in the UNC School 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Roadway Maintenance & Construction	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 at a safe, acceptable, and cost effective level of service.	Cost of asphalt maintenance per lane mile	Efficiency	\$1,949	\$3,400	\$3,300	\$3,400	\$2,400
		% of reported pot holes repaired within 24-hours	Efficiency	95%	95%	98%	95%	95%
		% of lane miles rated 85% or better	Effectiveness	35%	45%	30%*	35%	68%
		% of lane miles rated below 45%	Effectiveness	1.5%	1%	13%*	10%	1%
		Average Pavement Rating % of Entire System (street-lane-miles)	Effectiveness	75.45%	85%	69%*	70%	85%
Bridge Maintenance & Upkeep	Provide regular bridge maintenance on City bridges for the traveling public in order to keep this infrastructure in acceptable condition.	% of City bridges rated "not deficient" on a bi-annual basis	Effectiveness	100%	100%	100%	100%	100%
Right-of-Way Operations	Provide maintenance of City street rights-of-way for citizens and the traveling public in order to provide clean, visually appealing, and safe roadways.	% of mowing routes rated monthly at satisfactory or better during growing season	Effectiveness	100%	100%	100%	100%	100%

*Methods were changed midway through FY 20 for PCR score.

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4511	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 651,234	\$ 488,597	\$ 536,000	\$ 478,048	\$ 6,000	\$ 6,000	\$ 6,000
Operations	\$ 1,080,103	\$ 1,811,706	\$ 4,041,154	\$ 320,679	\$ 1,525,964	\$ 1,525,964	\$ 1,739,015
Capital Outlay	\$ 424,452	\$ 107,692	\$ 183,500	\$ 178,409	\$ 210,800	\$ 210,800	\$ 12,750
Total Expenditures	\$ 2,155,789	\$ 2,407,995	\$ 4,760,654	\$ 977,136	\$ 1,742,764	\$ 1,742,764	\$ 1,757,765

* as amended

**as of June 30, 2020

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 Statement

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.

Major Services Provided

- Maintenance of 141 Traffic Control Signals, 6 Intersection Control Beacons, 22 School Zone Flashers, and 106 Intersection Pedestrian Signals
- Maintain and operate 76 PTZ Traffic Cameras and 89 Security Cameras
- Signal diagnostic and optimization services
- Maintenance of 102 miles and expansion of the City's fiber optic network
- Emergency response and resolution of service area signal problems

Organizational Chart Locator

Fund: 100 General Fund

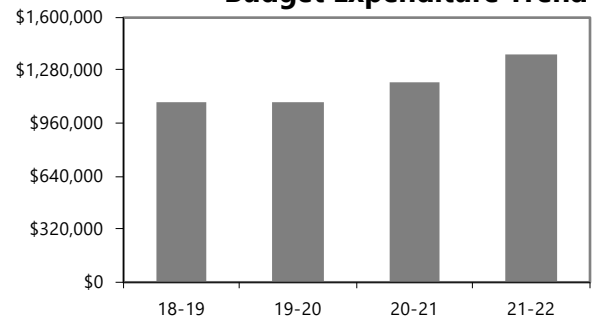
Functional Area: Public Works

Budget Unit: **4513 Traffic Signals**

Personnel Summary

Fiscal Year	FTE
17-18	6
18-19	6
19-20	7
20-21	8
21-22 Planning	8

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Maintained 141 Traffic Signals throughout Concord.
- Continued construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Added a Traffic Management Center Operator to efficiently meet the requirements of the Schedule D municipal agreement with NCDOT and to operate and troubleshoot the City's extensive traffic and surveillance camera system. This position is also the dedicated person to implement pre-planned signal timing plans as well as assist in timing plan design.
- Secured additional funding for the Signals Maintenance and Construction contract in order to have available funding in line with current estimates for emergency signals construction.
- Completed construction of ITS Message Board at exit 49 as part of the \$1.25 million TSCP Grant for ITS infrastructure.
- Continued funding to supplement NCDOT reimbursements for regular and routine City and NCDOT area signals maintenance.
- Continued Flashing Yellow Arrow (FYA) Upgrade Program in coordination with NCDOT at designated signals in the Service Area.
- Completed construction and successfully migrated all Signal system operations to the new TMC building.
- Let contract for Downtown Pedestrian Signal Upgrade project.

FY 20-21 Budget Highlights

- Add new Signal Technician to help manage ever growing signal system maintenance responsibilities.
- Continue maintenance of 141 Traffic Signals throughout Concord and anticipate the addition of approximately 9 more, which are currently planned or under construction.
- Continue construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Secure complete funding for the Signals Maintenance and Construction contract in order to have available funding in line with current estimates for emergency signals construction.
- 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 Service Area.
- Complete design and construction of Downtown Signal Replacement project.

FY 21-22 Planning Year Goals

- Secure additional funding for the Signals Maintenance and Construction contract in order to have available funding in line with current estimates for emergency signals construction.
- 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 service area.

Steps/Programs 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.
- Plan for additional staff and equipment required for maintenance of projected Traffic Signal growth due to planned City, NCDOT and development projects from 141 current Traffic Signals to an estimated 170 in the next 5 years and 200 in the next 10 years.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Signal, Beacon, & Flasher Maintenance	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.	% on-site response to malfunctioning signals made within 2-hrs or less	Efficiency	100%	100%	100%	100%	100%
		% of repairs to indication failures in 24-hrs or less	Efficiency	100%	100%	100%	100%	100%
Signal Optimization	Provide regular, scheduled maintenance service on non-coordinated system signals to the traveling public in order to meet or exceed NCDOT Schedule C standards.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	Effectiveness	100%	100%	100%	100%	100%
	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.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	Effectiveness	33%	66%	48%	66%	100%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4513	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 426,319	\$ 459,343	\$ 526,793	\$ 482,646	\$ 634,976	\$ 634,976	\$ 634,976
Operations	\$ 393,049	\$ 391,434	\$ 431,885	\$ 397,136	\$ 524,689	\$ 524,689	\$ 515,288
Capital Outlay	\$ -	\$ 212,702	\$ 188,049	\$ 188,049	\$ 30,000	\$ 30,000	\$ 200,000
Cost Allocations	\$ 18,680	\$ 22,305	\$ 21,071	\$ 19,315	\$ 20,431	\$ 20,431	\$ 20,451
Total Expenditures	\$ 838,048	\$ 1,085,784	\$ 1,167,798	\$ 1,087,146	\$ 1,210,096	\$ 1,210,096	\$ 1,370,715

*as amended

**as of June 30, 2020

Traffic Services

Mission Statement

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.

Major Services 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

Organizational Chart Locator

Fund: 100 General Fund

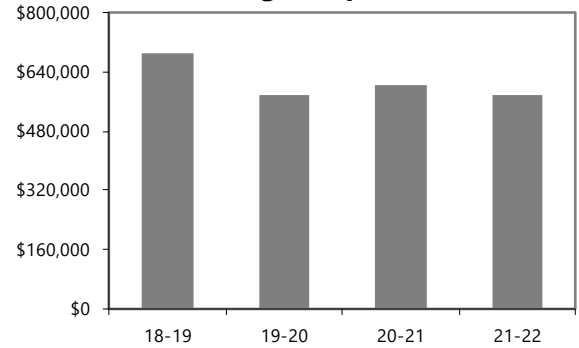
Functional Area: Public Works

Budget Unit: **4514 Traffic Services**

Personnel Summary

Fiscal Year	FTE
17-18	5
18-19	5
19-20	5
20-21	5
21-22 Planning	5

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Supported traffic and pedestrian control associated with special events and activities.
- Emphasized maintaining current level of service within approved funding allocation(s). Approximately 96 new signs installed, 140 repaired, and 177 replaced along with approximately 151 signs fabricated in-house. Continued Regulatory and Warning Sign maintenance programs.
- Continued Raised Pavement Marker Program on major City streets to provide positive guidance for drivers during low-light and inclement weather conditions.
- Installed decals on 59 City vehicles and 36 pieces of equipment in addition to re-applying decals to numerous vehicles where age or damage necessitated.
- Purchased striping equipment to add in-house capabilities to perform pavement marking maintenance reducing reliance on outside contractors for safety critical elements and began implementing striping activities.
- Secured 1 R2 and 1 R1 Trimble GPS Units to greatly increase the accuracy of sign and infrastructure tracking throughout the City.

FY 20-21 Budget Highlights

- Support traffic and pedestrian control associated with special events and activities.
- Provide emphasis on maintaining current level of service within approved funding allocation(s). Continue Regulatory and Warning Sign maintenance programs.
- Continue Raised Pavement Marker Program on major City streets to provide positive guidance for drivers during low-light and inclement weather conditions.
- Continue the decal striping of City of Concord vehicles.

FY 21-22 Planning Year Goals

- Continue support of traffic and pedestrian control associated with special events and activities.
- Continue Regulatory and Warning Sign maintenance programs. Provide emphasis on maintaining current level of service 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.

Steps/Programs 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.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of monthly budget and work plan review meetings.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Traffic Control Signage & Pavement Markings	Maintain and provide traffic control signs and pavement markings for the traveling public in order to promote safety and the orderly movement of traffic.	% of STOP sign knock downs responded to within 1 hour	Effectiveness	100%	100%	100%	100%	100%
		% of in-field work orders for regulatory or warning sign replacements made within 72 hours	Effectiveness	100%	100%	100%	100%	95%
		% of programmed sign replacements made within one week of scheduling	Effectiveness	100%	100%	100%	100%	100%
		% of identified pavement marking issues mitigated within 1 year.	Effectiveness	New	New	New	100%	New
Traffic Services Technical Assistance	Provide technical assistance to internal customers in order to support their work operations where temporary traffic control set-ups or pavement markings are warranted.	% of on-call assistance for utility emergency or incident operations made within 2 hours	Effectiveness	100%	100%	100%	100%	100%
Custom Signs & Decals	Provide custom sign and decal services to internal customers and Recognized Neighborhoods in order to support emergency vehicle identification and recognition goals.	% of custom sign requests completed within 2 weeks for internal customers	Effectiveness	100%	100%	100%	100%	100%
Custom Signs & Decals	Provide signing of Zoning Public Hearing Notices for Concord Development Services Department in order to meet time posting requirements under the NC General Statutes.	% of rezoning/special use notice postings made accurately within the legal time requirement	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4514							
Personnel Services	\$ 365,061	\$ 366,401	\$ 402,298	\$ 386,176	\$ 361,031	\$ 361,031	\$ 361,031
Operations	\$ 116,245	\$ 187,707	\$ 188,873	\$ 157,678	\$ 210,767	\$ 210,767	\$ 191,496
Capital Outlay	\$ 27,791	\$ 102,726	\$ 19,775	\$ 19,775	\$ 18,000	\$ 18,000	\$ 7,000
Cost Allocations	\$ 28,964	\$ 37,362	\$ 17,673	\$ 16,199	\$ 17,026	\$ 17,026	\$ 17,043
Total Expenditures	\$ 538,061	\$ 694,196	\$ 628,619	\$ 579,828	\$ 606,824	\$ 606,824	\$ 576,570

*as amended

**as of June 30, 2020

Solid Waste & Recycling

Mission Statement

The Solid Waste & Recycling (SWR) department exists to provide residential garbage, recycling, yard waste collection and disposal. SWR also 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.

Major Services 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

Organizational Chart Locator

Fund: 100 General Fund

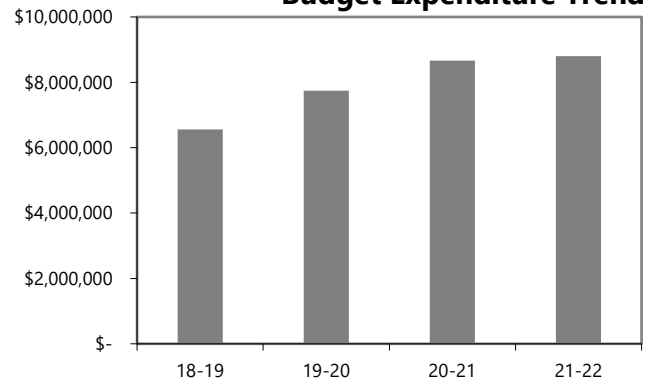
Functional Area: Public Works

Budget Unit: **4520 Solid Waste & Recycling**

Personnel Summary

Fiscal Year	FTE
17-18	32.5
18-19	34.5
19-20	36
20-21	36.5
21-22 Planning	36.5

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Added one new Compliance Inspector and reclassified the existing Project Manager to Deputy Director.
- Moved City's Environmental Educator to Solid Waste (shared with Water) to expand education and outreach efforts.
- Continued to promote the CARTology app by launching a new waste sorting game within the app.
- Updated the departmental Debris Plan and participated in the yearly tabletop exercise with other affected departments.
- Added an additional one-person vacuum truck to the fleet to expedite loose leaf collection.
- Updated the violation cart hangers for compliance. This will streamline the violation process and improve records/data collection.
- Successfully promoted the NC Recycle Right campaign locally and in partnership with Cabarrus County jurisdictions. Worked in partnership with Cabarrus County jurisdictions to develop educational videos about recycling that will be released in summer 2020.

FY 20-21 Budget Highlights

- Addition of 0.5 FTE by dedicating the shared Executive Assistant position fully to Solid Waste.
- Use of Solid Waste vehicles as an advertising space for the CARTology app and other departmental initiatives.
- Revise and distribute the Solid Waste Resource Guide to all City residents.
- Integration of the Solid Waste Cart Shed with technology to improve communication and records associated with cart management.
- Use of data by Compliance staff to analyze and target areas for residential education regarding proper waste set-out.
- Continued efforts to promote environmental initiatives leading to reduction, reuse, and recycling.

FY 21-22 Planning Year Goals

- Complete RFID scanning of all carts deployed across the City to maintain accurate inventory and track set-out rates.
- Address litter collection across the City by developing partnerships aimed at reducing waste and aiding in clean-up.

Steps/Programs to Enhance Performance

- Monitor the new solid waste collection routes for efficiency and effectiveness as designed.
- Continue development of City Works and Mobile 311 to monitor weekly Yard Waste & Bulky Waste Collection Performance.
- Look for opportunities to address the roadside litter issue that exists across the City.
- Conduct a customer satisfaction survey that will target recycling participation and other service areas in the City of Concord.
- Promote recycling participation using CARTology, website enhancements, social media, direct mail, City Circular articles, and other practical outreach measures to grow recycling participation and collect "clean" annual tons of recyclables.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Residential Garbage/ Bulky/ Recycling Collection	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.	All contractor (garbage, bulky, recycling) complaints per 1,000 collection points	Effectiveness	124	80	88	80	50
		Tons per 1,000 population	Workload	331	300	330	300	N/A
		% of customers participating in curbside recycling program	Effectiveness	51%	65%	70%	67%	70%
		Avg. pounds of recyclables collected per household in curbside recycling program	Effectiveness	263	300	362	320	400
Commercial Cardboard/ Office Paper/ Commingled Recycling Collection	To provide attractive commercial recycling programs to businesses in order to promote waste reduction and to provide cost reduction opportunities in the business community.	Tons of corrugated cardboard collected per customer	Workload	4.8	4.5	4.96	4.5	N/A
		Net Cost per ton corrugated cardboard collection	Efficiency	\$121	\$100	\$142	\$125	\$80
		# of commercial corrugated cardboard recycling customers	Workload	282	290	278	285	N/A
		Cost per Ton of Contracted Commercial Cardboard Collection	Efficiency	\$164	\$160	\$157	\$160	\$148
Yard Waste Collection	To provide yard waste collection to City residents in order to keep neighborhoods clean and attractive.	All Complaints per 10,000 collection points (city)	Effectiveness	57	60	88	60	50
		Pounds per collection point (non-seasonal yard waste)	Workload	532	475	489	475	N/A
		Tons collected per collection FTE	Efficiency	314	320	348	320	350

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 4520	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 1,749,173	\$ 1,918,273	\$ 2,323,731	\$ 2,155,005	\$ 2,500,159	\$ 2,500,159	\$ 2,500,159
Operations	\$ 3,710,679	\$ 4,103,756	\$ 5,408,266	\$ 5,150,172	\$ 5,730,655	\$ 5,730,655	\$ 5,922,880
Capital Outlay	\$ 645,985	\$ 340,597	\$ 275,542	\$ 275,541	\$ 238,000	\$ 238,000	\$ 178,000
Cost Allocations	\$ 161,635	\$ 199,255	\$ 181,157	\$ 166,060	\$ 196,682	\$ 196,682	\$ 196,640
Total Expenditures	\$ 6,267,472	\$ 6,561,881	\$ 8,188,696	\$ 7,746,778	\$ 8,665,496	\$ 8,665,496	\$ 8,797,679

* as amended

**as of June 30, 2020

Cemeteries

Mission Statement

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

Major Services Provided

- Cemetery Operations

Organizational Chart Locator

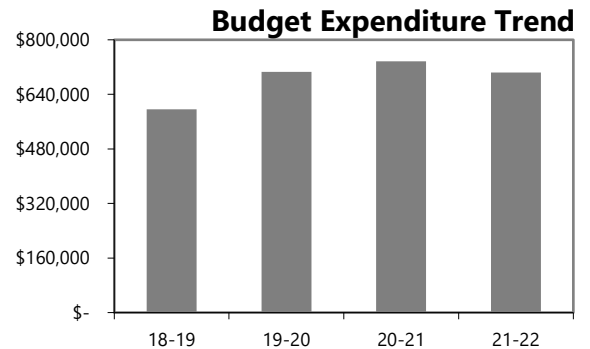
Fund: 100 General Fund

Functional Area: Public Works

Budget Unit: **4540 Cemeteries**

Personnel Summary

Fiscal Year	FTE
17-18	8
18-19	8
19-20	9
20-21	9
21-22 Planning	9



FY 19-20 Major Accomplishments

- Purchased Cemetery Software.
- Completed Survey work for Rutherford Expansion outside the fence.
- Engineered plans for the development of the last area inside the fence at Rutherford Cemetery.
- Developed the last area within the fence at West Concord Cemetery.

FY 20-21 Budget Highlights

- Implement new Cemetery software.
- Master plan remaining land at Rutherford Cemetery.
- Survey wooded land for future master planning at West Concord Cemetery.

FY 21-22 Planning Year Goals

- Develop cost estimates for Rutherford master plan focusing on incremental development.
- Develop cost estimates for West Concord Cemetery master plan.

Steps/Programs to Enhance Performance

- Conduct monthly departmental staff meetings where a portion of the meeting focuses on safety procedures while on the job.
- Departmental Career Development.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Cemetery Operations	To provide efficient, accurate, and professional burial services to cemetery customers.	% of Cemetery improvement projects completed	Efficiency	85%	85%	90%	100%	100%
	To maintain the Cemetery grounds to the highest standards in order to meet or exceed visitor expectations.	% of Cemetery mowing completed on time	Effectiveness	85%	100%	92%	100%	100%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4540							
Personnel Services	\$ 309,793	\$ 373,011	\$ 500,509	\$ 393,150	\$ 516,463	\$ 516,463	\$ 504,715
Operations	\$ 111,401	\$ 140,692	\$ 210,599	\$ 197,435	\$ 165,744	\$ 165,744	\$ 161,607
Capital Outlay	\$ 24,619	\$ 80,855	\$ 92,670	\$ 92,234	\$ 31,165	\$ 31,165	\$ 14,000
Cost Allocations	\$ -	\$ 1,950	\$ 24,810	\$ 22,743	\$ 23,836	\$ 23,836	\$ 23,860
Total Expenditures	\$ 445,813	\$ 596,508	\$ 828,588	\$ 705,562	\$ 737,208	\$ 737,208	\$ 704,182

* as amended

**as of June 30, 2020

Fleet Services

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

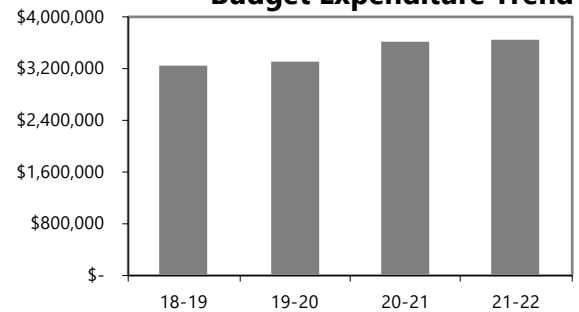
Functional Area: Public Works

Budget Unit: **4550 Fleet Services**

Personnel Summary

Fiscal Year	FTE
17-18	14
18-19	14
19-20	14
20-21	14
21-22 Planning	14

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Replaced four computers.
- Replaced BOC Electric Vehicle Charging Equipment.
- Increased average fuel cost to \$2.50 per gallon.
- Increased parts line item to account for expanded fleet size.

FY 20-21 Budget Highlights

- Replace parts truck FS-005.
- Increase average fuel cost to \$2.55 per gallon.
- Increase parts line item to account for expanded fleet/increased parts costs.

FY 21-22 Planning Year Goals

- Increase average fuel cost to \$2.60 per gallon.
- Increase parts line item to account for expanded fleet/increase parts costs.

Steps/Programs to Enhance Performance

- Educate co-workers using the Journey through Concord Program on how to use Fleet.
- Focus mechanic training on specific reasons for vehicle come-backs.
- Continue emphasis on ASE Certifications for mechanics.
- Continue outside education opportunities for mechanics at RCCC.
- Encourage and fund qualified candidates to become CAFM certified to address Fleet succession.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Maintenance	To provide high quality and timely vehicle maintenance for City departments in order to achieve maximum fleet availability and high customer satisfaction.	Hours billed as % of billable hours	Efficiency	65%	70%	66%	70%	80%
		% of work orders completed within 24 hours	Effectiveness	99%	99%	99%	99%	98%
		% of work orders that require repeat repairs within 30 days	Effectiveness	0.41%	0.35%	0.38%	0.35%	0.40%
		% of customers rating overall service as "Excellent" or "Good"	Effectiveness	100%	98%	100%	98%	98%
		Fleet Availability Rate	Effectiveness	99%	99%	99%	99%	99%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 957,018	\$ 1,009,202	\$ 1,122,634	\$ 1,040,452	\$ 1,121,784	\$ 1,121,784	\$ 1,121,264
Operations	\$ 2,106,684	\$ 2,239,602	\$ 2,272,277	\$ 2,261,105	\$ 2,455,036	\$ 2,455,036	\$ 2,508,104
Capital Outlay	\$ 39,168	\$ -	\$ -	\$ 1,268	\$ 28,000	\$ 28,000	\$ -
Direct Billing/Alloc	\$ (2,909,615)	\$ (3,099,430)	\$ (3,468,743)	\$ (2,653,194)	\$ (3,604,820)	\$ (3,604,820)	\$ (3,629,368)
Total Expenditures	\$ 193,255	\$ 149,374	\$ (73,832)	\$ 649,631	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

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: Planning & Neighborhood Development 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 Steve Osborne, Planning & Neighborhood Development Director, at (704) 920-5132 or via email at osbornes@concordnc.gov.

Transportation Planning: Transportation Planning is accomplished in a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). The MPO coordinates all transportation planning including highway, rail, bus, and aviation. The Transportation Department serves as the Lead Planning Agency for the MPO. Additional information regarding Transportation Planning may be obtained by contacting Phillip Graham, Transportation Director, at (704) 920-5338 or via email at grahamp@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.

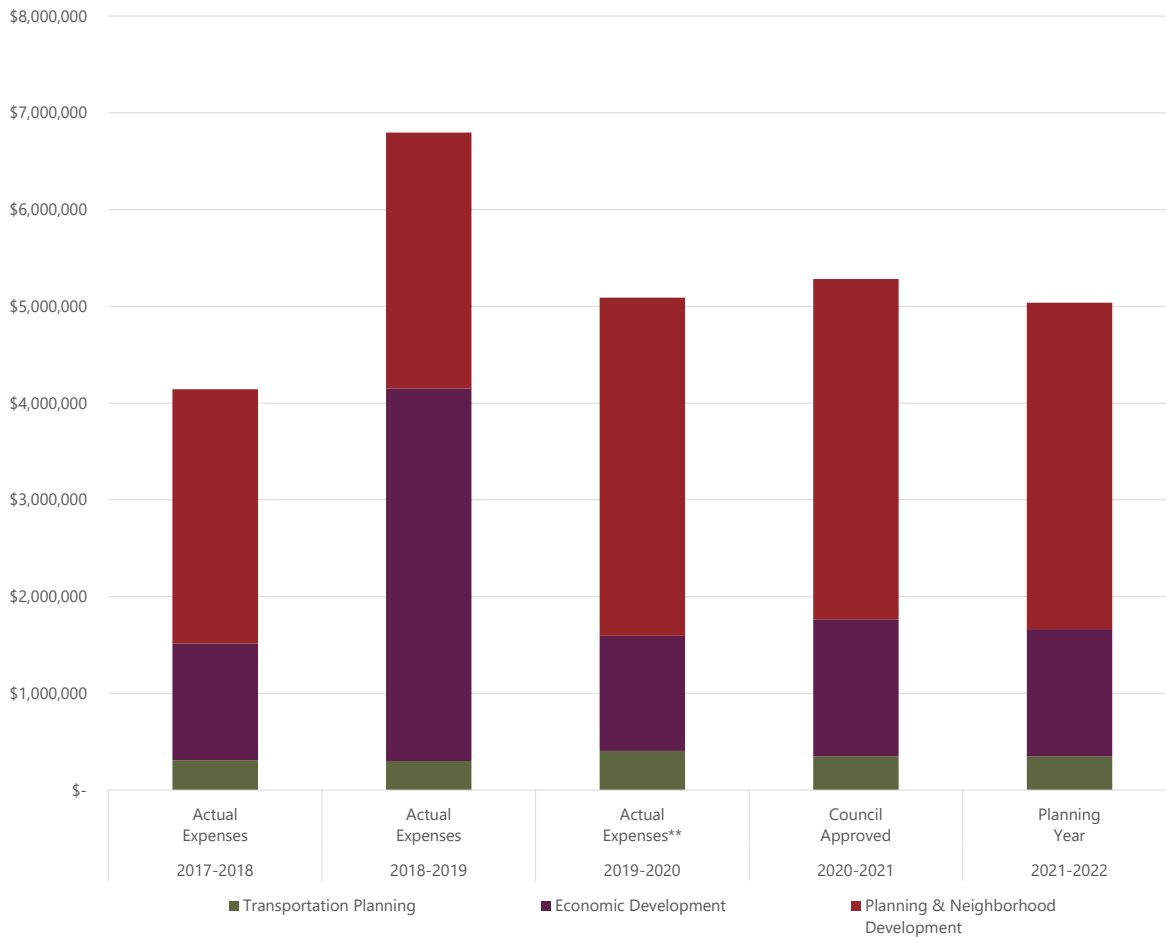
Economic Development Expenditures

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Budget Unit	2021-2022 Planning Year
Budget Unit (General Fund)								
Planning & Neighborhood Development	\$ 2,629,226	\$ 2,645,503	\$ 3,540,250	\$ 3,494,770	\$ 3,516,910	\$ 3,516,910	66.6%	\$ 3,372,459
Transportation Planning	\$ 308,365	\$ 300,387	\$ 428,860	\$ 404,876	\$ 348,820	\$ 348,820	6.6%	\$ 348,820
Economic Development	\$ 1,206,089	\$ 3,850,232	\$ 1,370,444	\$ 1,189,458	\$ 1,416,803	\$ 1,416,803	26.8%	\$ 1,315,801
Total Expenditures	\$ 4,143,680	\$ 6,796,122	\$ 5,339,554	\$ 5,089,104	\$ 5,282,533	\$ 5,282,533	100.0%	\$ 5,037,080

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Planning & Neighborhood Development

Mission Statement

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.

Major Services Provided

- Development Plan Review and Permitting
- Public Hearings: Planning & 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

Organizational Chart Locator

Fund: 100 General Fund

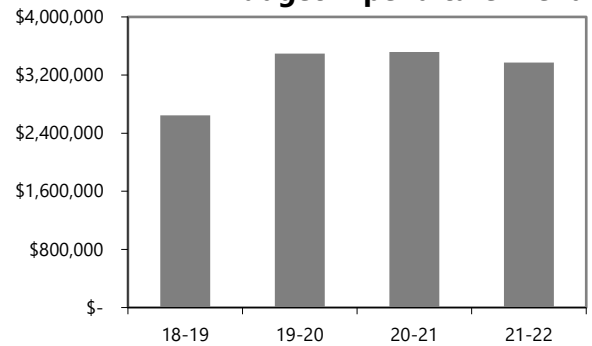
Functional Area: Economic Development

Budget Unit: **4910 Planning & Neighborhood Development**

Personnel Summary

Fiscal Year	FTE
17-18	17
18-19	18
19-20	18
20-21	19
21-22 Planning	19

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Adopted the revised CDO Ordinance.
- Completed and approved Concord Historic Preservation Plan and the George Liles Small Area Plan.
- Coordinated 30 Market Street Redevelopment.
- Improved digital public engagement.
- Constructed and sold two affordable homes using local revolving funds.
- Completed the base design and cost estimates for a new Union Street design. Conducted a demonstration to present ideas to the public and gather input.

FY 20-21 Budget Highlights

- Construct and sell two affordable homes.
- Update the Downtown Master Plan and complete a Small Area Plan for Weddington Road corridor.
- Award contract and begin Union StreetScape improvements.
- Complete a plan for improving all the streets in downtown.
- Make any necessary modifications to the CDO resulting from the rewrite.
- Pursue private developers at former City Hall site and the land beside of the County parking deck on Barbrick Street.
- Pursue lot/land acquisition for construction of affordable housing and private and nonprofit partnerships to develop it.

FY 21-22 Planning Year Goals

- Complete Small Area Plan for Concord Mills Blvd/Bruton Smith Blvd.
- Complete Union StreetScape improvements.
- Design and award contract for Phase II Downtown StreetScape improvements.
- Construct 10 new affordable homes.

Steps/Programs to Enhance Performance

- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards and commissions 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.
- Explore options to market the City's mission statement and identity to department employees.
- Continue to improve Accela in conjunction with the County.
- Continue to improve and refine the plan review process to make it more efficient and customer friendly.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Development Plan Review	To provide an accurate and timely review for the development community to ensure that requirements of the ordinance are met and quality development in the city is achieved.	# of plans submitted	Workload	651	N/A	659	N/A	N/A
Permitting	To provide accurate and timely issuance of development permits to developers and citizens in order to ensure compliance with local ordinances.	Single-Family Residential*	Workload	805	N/A	968	N/A	N/A
		Single-Family Residential Attached (units)*	Workload	5	N/A	52	N/A	N/A
		Two, Three, or Four-Family Residential (units)*	Workload	0	N/A	0	N/A	N/A
		Multi-Family Residential (units)*	Workload	80	N/A	132	N/A	N/A
		Commercial Buildings*	Workload	49	N/A	56	N/A	N/A
		Industrial Buildings*	Workload	3	N/A	1	N/A	N/A
		Temporary Sign Registrations*	Workload	58	N/A	39	N/A	N/A
		Sign Permits*	Workload	123	N/A	140	N/A	N/A
		Certificates of Compliance*	Workload	381	N/A	374	N/A	N/A
		Permits for Additions/Accessories*	Workload	409	N/A	428	N/A	N/A
		Temporary Use Permits (construction trailers, etc.)*	Workload	38	N/A	50	N/A	N/A
		Temporary Power Permits*	Workload	60	N/A	101	N/A	N/A
		Annexations	To ensure that the City grows in a controlled and orderly manner and that City services can be provided.	# of Areas Annexed into City Limits	Workload	12	N/A	7
Subdivisions of Land	To ensure that land in the city is subdivided in a manner that provides for quality of life and orderly growth, and that natural resources are protected.	# of Major Subdivision Plats	Workload	24	N/A	31	N/A	N/A
		# of Preliminary Subdivision Plats	Workload	2	N/A	17	N/A	N/A

Zoning Cases and Public Hearings	To provide due process for the community so that zoning requests are processed in accordance with state and local laws; and that complete, factual, and accurate information is provided to City boards so that board members can make well-educated decisions pertaining to zoning and development.	# of Administrative Appeals	Workload	2	N/A	0	N/A	N/A
		# of Certificates of Appropriateness (in Historic Districts)	Workload	34	N/A	27	N/A	N/A
		# of Site Plans*	Workload	0	N/A	0	N/A	N/A
		# of Special Use Permits	Workload	5	N/A	12	N/A	N/A
		# of Text Amendments to Concord Development Ordinance	Workload	15	N/A	6	N/A	N/A
		# of Variances	Workload	1	N/A	1	N/A	N/A
		# of Zoning Map Amendments (Rezoning)	Workload	30	N/A	17	N/A	N/A
Affordable Housing	To create affordable housing opportunities for those with earnings above the HUD assistance threshold of 80% area median income.	# of Houses Underway/Sold	Workload	2	2	4	2	N/A
		Average Sales Price of Homes	Effectiveness	New	\$180K	\$182,500	\$180K	N/A
		Funds Reinvested into Account	Effectiveness	New	\$300K	\$297,141	\$300K	N/A

* Denotes permits or certificates issued

Budget by Category

Budget Unit #: 4910	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,391,727	\$ 1,334,476	\$ 1,625,316	\$ 1,509,010	\$ 1,745,546	\$ 1,745,546	\$ 1,738,993
Operations	\$ 219,415	\$ 243,474	\$ 354,163	\$ 321,600	\$ 306,947	\$ 306,947	\$ 186,375
Capital Outlay	\$ -	\$ 15,625	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 271,411	\$ 272,158	\$ 271,450	\$ 271,450	\$ 272,203	\$ 272,203	\$ 271,672
Non Operating Expense	\$ -	\$ 89,618	\$ 326,340	\$ 505,983	\$ -	\$ -	\$ -
Grant Expenditures	\$ 31,266	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 668,065	\$ 604,444	\$ 915,043	\$ 838,789	\$ 1,192,214	\$ 1,192,214	\$ 1,175,419
Transfers	\$ 47,342	\$ 85,708	\$ 47,938	\$ 47,938	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,629,226	\$ 2,645,503	\$ 3,540,250	\$ 3,494,770	\$ 3,516,910	\$ 3,516,910	\$ 3,372,459

* as amended

**as of June 30, 2020

Transportation Planning

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

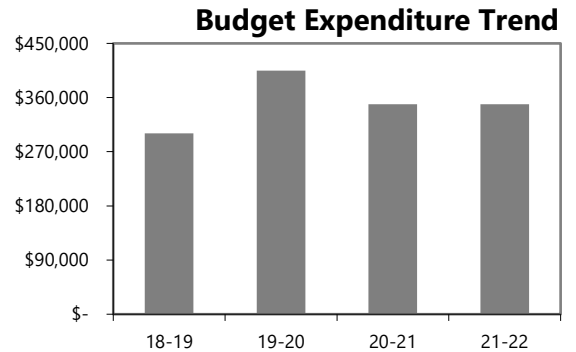
Fund: 100 General Fund

Functional Area: Economic Development

Budget Unit: **4915 Transportation Planning**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



FY 19-20 Major Accomplishments

- Continued to assist in the update of the NCDOT's Comprehensive Transportation Plan (CTP) for the CRMPO in coordination with the City's latest revision of its CTP.
- Continued participation in the Regional Model maintenance, including updates to socioeconomic base year data and changes to the Model network(s).
- Continued 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).

FY 20-21 Budget Highlights

- 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 and changes to the Model network(s).
- Continue to work with City infrastructure departments, consulting engineers, the CRMPO and contracted agents to complete construction of local approved projects on the State Transportation Improvement Plan (STIP).

FY 21-22 Planning Year Goals

- Continue with items set forth in Budget Highlights above.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
MPO Transportation Planning	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.	% of TCC meetings attended	Effectiveness	100%	100%	100%	100%	100%
Regional Coordination	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.	% of Regional Model Executive Committee meeting attended	Effectiveness	100%	100%	100%	100%	100%

Budget by Category

	2017-2018 Actual Expenditures	2018-2019 Actual Expenditures	2019-2020 Council Approved*	2019-2020 Actual Expenditures**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 4915							
Operations	\$ 308,365	\$ 300,387	\$ 428,860	\$ 404,876	\$ 348,820	\$ 348,820	\$ 348,820
Total Expenditures	\$ 308,365	\$ 300,387	\$ 428,860	\$ 404,876	\$ 348,820	\$ 348,820	\$ 348,820

* as amended

**as of June 30, 2020

Economic Development

Mission Statement

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

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

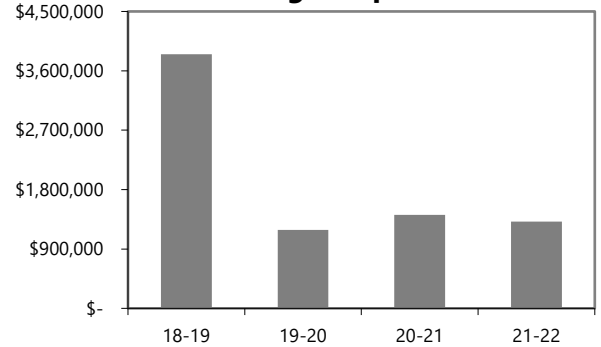
Functional Area: Economic Development

Budget Unit: **4920 Economic Development**

Personnel Summary

Fiscal Year	FTE
17-18	1
18-19	1
19-20	1
20-21	1
21-22 Planning	1

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Maintained the strong partnership with Cabarrus County, Cabarrus Economic Development Corporation (CEDC), and the EDC.
- Supported downtown development and redevelopment in coordination with Concord Downtown Development Corporation (CDDC) (Active Projects at 66 Union St. S., 30 Market St., 57 Union St. S, 10 Cabarrus Ave W, and 22 Union St. N.).
- Replaced 1 Downtown banner set.
- Implemented the full design phase of the Union StreetScape Project.
- Assisted property owners along the George Liles Pkwy extension to develop vacant land in accordance with the small area plan.
- Supported EDC with marketing of the Grounds at Concord (former Philip Morris Campus), Grow Cabarrus, and place-making efforts.
- Assisted the EDC with 56 RFI (Request for Information) submissions leading to 6 announced projects locating in Concord in the first 6 months of FY 20.

FY 20-21 Budget Highlights

- Continue collaboration with Cabarrus Economic Development Corporation and Concord Downtown Development Corporation to promote economic development.
- Coordinate marketing efforts with Cabarrus Economic Development Corporation highlighting Concord
- StreetScape construction mitigation plan and wayfinding.
- Downtown physical improvements (1 banner set replacement).
- Continue support of small area plans to promote economic development (George Liles, Downtown Master Plan Update).
- Ongoing support for Historic Cabarrus/Concord Museum, Christmas Parade, and Haulers On Union Parade.
- Ongoing streetscape maintenance (crosswalks, light poles, and street signs).

FY 21-22 Planning Year Goals

- Continue coordinated efforts with Cabarrus Economic Development Corporation & Concord Downtown Development Corporation including business recruitment, expansion, marketing, navigating the permit process, etc.
- Continue supporting place-making efforts in downtown Concord including downtown StreetScape and the CDDC urban and active living strategies.
- Continue support of small area plans to promote economic development throughout the City (George Liles Small Area Plan, Concord Mills Small Area Plan, etc.).

Steps/Programs to Enhance Performance

- Review economic development incentive grant programs and propose improvements/opportunities to work with Cabarrus County and Concord Downtown Development to revitalize downtown Concord.
- Regular meetings and communication with EDC and CDDC to pursue economic development opportunities.
- Actively market programs and opportunities to encourage investment from the private sector.
- Work with EDC and neighboring municipalities to improve coordinated marketing strategy.
- Maintain communication between internal departments and divisions to address economic development issues.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Investment Tracking	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.	Total Industrial Investment	Effectiveness	\$28,116,931	N/A	\$74,377,641	N/A	N/A
		Total Commercial Investment	Effectiveness	\$57,768,232	N/A	\$68,417,560	N/A	N/A
		Total Downtown MSD Investment	Effectiveness	\$240,645	N/A	\$13,310,103	N/A	N/A
		Union St Investment (Streetscape Impact)	Effectiveness	\$420,069	N/A	N/A	N/A	N/A
		Cabarrus EDC – Concord Projects/RFIs	Effectiveness	139	N/A	95	N/A	N/A

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 4920	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 78,053	\$ 82,938	\$ 93,887	\$ 86,416	\$ 94,789	\$ 94,789	\$ 94,789
Operations	\$ 213,743	\$ 3,243,040	\$ 255,639	\$ 234,938	\$ 276,038	\$ 276,038	\$ 270,899
Grants	\$ 914,293	\$ 524,254	\$ 808,210	\$ 655,396	\$ 1,045,976	\$ 1,045,976	\$ 950,113
Transfers	\$ -	\$ -	\$ 212,708	\$ 212,708	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,206,089	\$ 3,850,232	\$ 1,370,444	\$ 1,189,458	\$ 1,416,803	\$ 1,416,803	\$ 1,315,801

* as amended

**as of June 30, 2020

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 operates city parks, recreation centers, several miles of greenways and trails, and an 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 - Aquatics Department 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.

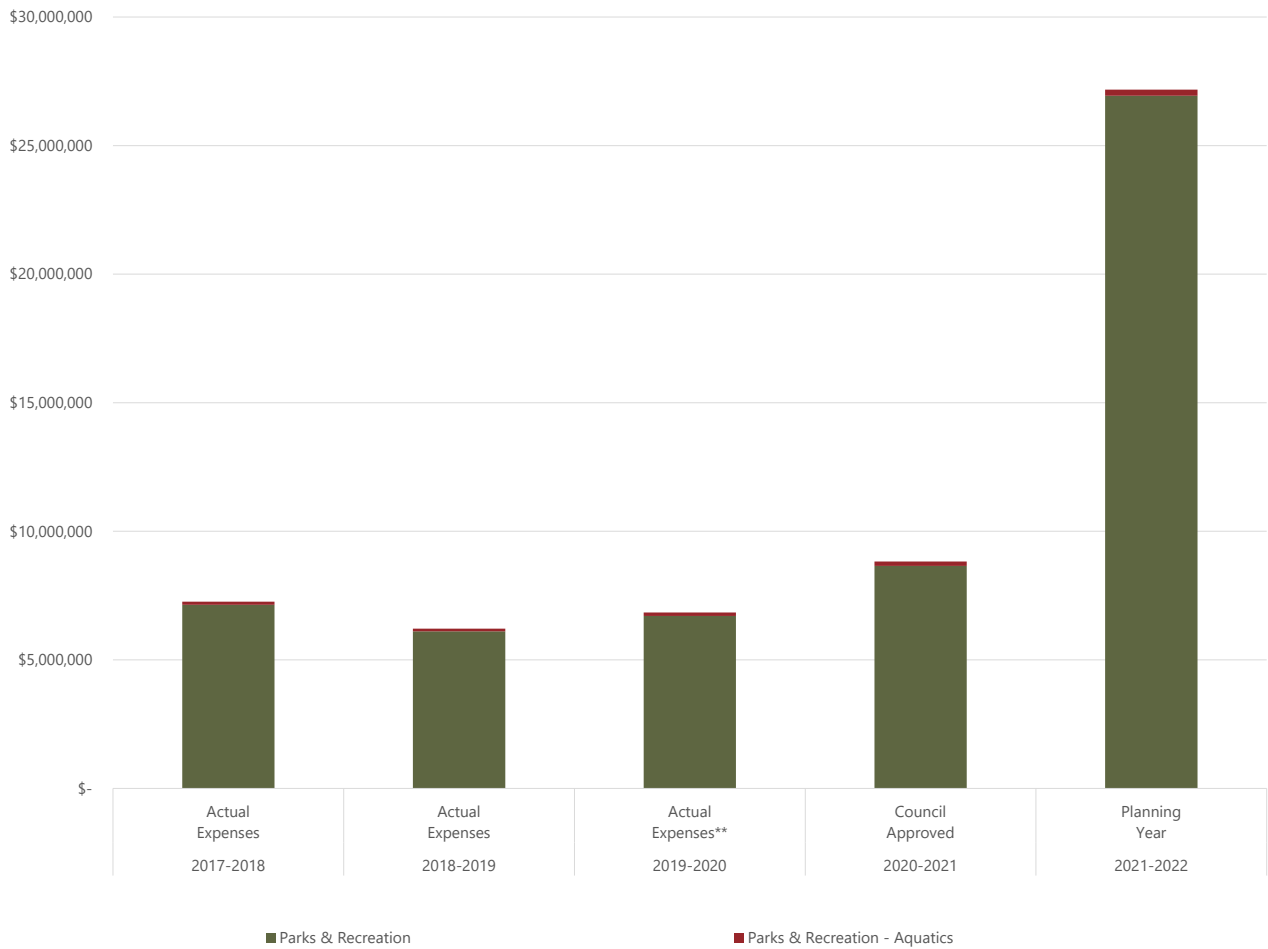
Cultural & Recreation Expenditures

Budget Unit (General Fund)	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Budget Unit	2021-2022 Planning Year
Parks & Recreation	\$ 7,138,411	\$ 6,107,258	\$ 7,404,637	\$ 6,709,812	\$ 8,652,817	\$ 8,652,817	98.0%	\$ 26,941,427
Parks & Recreation - Aquatics	\$ 125,006	\$ 106,961	\$ 210,774	\$ 131,136	\$ 172,779	\$ 172,779	2.0%	\$ 232,952
Total Expenditures	\$ 7,263,417	\$ 6,214,219	\$ 7,615,411	\$ 6,840,948	\$ 8,825,596	\$ 8,825,596	100.0%	\$ 27,174,379

* as amended

**as of June 30, 2020

Expenditure Trend



Parks and Recreation

Mission Statement

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.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

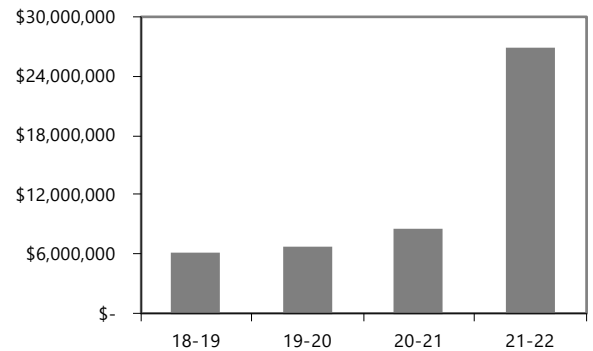
Functional Area: Cultural and Recreational

Budget Unit: **6120 Parks & Recreation**

Personnel Summary

Fiscal Year	FTE
17-18	29.93
18-19	31.5
19-20	35
20-21	36
21-22 Planning	39

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Began acquisition and design of five priority greenway projects identified in the Connectivity Analysis.
- Completed park land acquisition in the Northwest search area.
- Began right-of-way acquisition and design of Coddle Creek Greenway, Phase One.
- Began construction of Hector H. Henry II Greenway, Riverwalk Phase.
- Replaced playground at Hartsell Park and completed the playground and shade canopy at Dorton Park.
- Completed Open-Air Learning Center.
- Completed HVAC in Recreation Centers.

FY 20-21 Budget Highlights

- Continue acquisition and design of five priority greenway projects identified in the Connectivity Analysis.
- Complete Connectivity priority list.
- Complete design of park in Northwest.
- Begin construction of Coddle Creek Greenway, Phase One.
- Replace ball field lights at Hartsell Athletic Complex.

FY 21-22 Planning Year Goals

- Begin construction at Northwest and Caldwell Parks.
- Continue acquisition and design of five priority greenway projects identified in the Connectivity Analysis.
- Continue acquisition of three priority park areas identified in the Comprehensive Park Master Plan.

Steps/Programs 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, and more).
- Aggressively search for and evaluate new facility opportunities in high growth areas.
- Emphasis on programming following the recommendation of the Park Master Plan.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Customer Service	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.	Amount of Organic Reach on Social Media	Effectiveness	356,462	350,000	1,905,336*	350,000	80,000
		% of online registrations	Effectiveness	35%	35%	37%	35%	60%
Facility Development	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.	# of donations, partnerships, grant applications submitted & funding sources secured.	N/A	5	8	29	10	10
Festivals, Events, Programs, & Athletics	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.	# of adults participating in adult programs	Workload	New	2,000	6,198	5,000	3,000
		% of program participants reporting being "very" satisfied with their experience	Effectiveness	94%	98%	96%	98%	100%
		# of youth in youth programming	Workload	27,631	30,000	35,115	30,000	15,000
		# of volunteer hours	Effectiveness	New	6,000	4,306	20,000	7,000
		# of Youth Council Participant Volunteer Hours	Effectiveness	2,625	2,700	1,571	2,700	900
Recreation Center Operations & Programming	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.	Total Attendance at Recreation Centers	Efficiency	222,447	150,000	158,937	200,000	80,000
		# of youth and teens participating in recreation center programs	Workload	New	2,000	6,191	3,800	3,000
Facility Operations	To operate park facilities that are positive destination points in order to provide patrons with a safe leisure experience in a cost effective manner.	Revenue as a % of operating expenses	Effectiveness	22%	12%	11%	15%	15%

*More virtual programming occurred this year which has led to an increase in organic social media reach

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 6120	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,530,535	\$ 1,686,199	\$ 1,941,015	\$ 1,681,926	\$ 2,281,145	\$ 2,281,145	\$ 2,284,608
Operations	\$ 1,487,690	\$ 1,630,746	\$ 2,615,593	\$ 2,376,553	\$ 3,019,907	\$ 3,019,907	\$ 2,952,139
Capital Outlay	\$ 283,574	\$ 144,128	\$ 488,171	\$ 472,746	\$ -	\$ -	\$ 107,135
Debt Service	\$ 203,600	\$ 194,560	\$ 184,600	\$ 184,600	\$ 175,760	\$ 175,760	\$ -
Cost Allocations	\$ 1,742,012	\$ 1,974,838	\$ 2,175,258	\$ 1,993,987	\$ 2,500,173	\$ 2,500,173	\$ 2,561,380
Transfers	\$ 1,891,000	\$ 476,787	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 19,036,165
Total Expenditures	\$ 7,138,411	\$ 6,107,258	\$ 7,404,637	\$ 6,709,812	\$ 8,652,817	\$ 8,652,817	\$ 26,941,427

* as amended

**as of June 30, 2020

Parks and Recreation - Aquatics

Mission Statement

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.

Major Services Provided

- Facility Operations
- Customer Service

Organizational Chart Locator

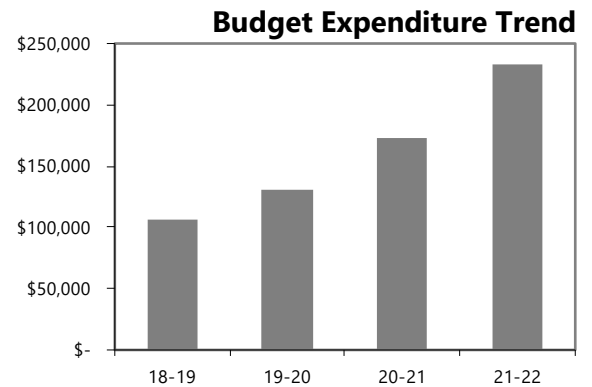
Fund: 100 General Fund

Functional Area: Cultural and Recreational

Budget Unit: **6121 Aquatics**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



FY 19-20 Major Accomplishments

- Replaced the roof on the main building.
- Installed a shade structure on the deck to improve customer service.
- Improved the front of building to enhance customer service.
- Replaced the portable lift.
- Replaced the main drain per the Virginia Graeme Baker Act.
- Replaced the AED.

FY 20-21 Budget Highlights

- Improvements to the pool's pump building area.
- Replace the aging chemical building.

FY 21-22 Planning Year Goals

- Replace fencing.
- Improve safety training aids.

Steps/Programs to Enhance Performance

- Focus 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.
- Improve availability of pool to the public for open swim times.
- Increase collection of customer satisfaction surveys.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Pool Operations	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.	% of pool patrons "somewhat" or "very" satisfied with their experience	Effectiveness	99%	98%	98%	98%	100%
		# of aquatics injuries	Effectiveness	0	0	0	0	0
Pool Programs	To provide aquatics 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.	Aquatic Center Attendance	Workload	6,213	6,000	4,009*	6,500	7,500
		Aquatics revenue as % of operating expenditures	Effectiveness	33%	30%	36%	30%	35%

*Attendance down due to COVID-19 closures/pool restrictions

Budget by Category

Budget Unit#: 6121	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 69,998	\$ 68,314	\$ 98,468	\$ 63,497	\$ 99,395	\$ 99,395	\$ 102,377
Operations	\$ 55,008	\$ 38,647	\$ 101,516	\$ 54,979	\$ 73,384	\$ 73,384	\$ 130,575
Capital Outlay	\$ -	\$ -	\$ 10,790	\$ 12,660	\$ -	\$ -	\$ -
Total Expenditures	\$ 125,006	\$ 106,961	\$ 210,774	\$ 131,136	\$ 172,779	\$ 172,779	\$ 232,952

* as amended

**as of June 30, 2020

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, Community Development Block Grant (CDBG), Section 8 Housing Choice Voucher Program, Additional \$5 Vehicle Tax for Public Transit, Market Rate Units, and the Affordable Housing Revolving Fund.

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: The CDBG program 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 Mary Powell-Carr, Community Development Manager, at (704) 920-5142 or via email at carrm@concordnc.gov.

HOME Consortium - Administration and Projects: 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 Mary Powell-Carr, Community Development Manager, at (704) 920-5142 or via email at carrm@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 N.C.G.S. 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.

Market Rate Units Fund: The Market Rate Units Fund is used to account for funds received for market rate housing and related expenses. Additional information regarding the Market Rate Program may be obtained by contacting Angela Graham, Director of Public Housing, at (704) 788-1139 or via email at grahamaj@concordnc.gov.

Affordable Housing Revolving Fund: The Affordable Housing Revolving Fund is used to account for funds used to encourage affordable housing within Concord. Additional information regarding the Affordable Housing Revolving Fund may be obtained by contacting Steve Osborne, Planning & Neighborhood Development Director, at (704) 920-5132 or via email at osbornes@concordnc.gov.

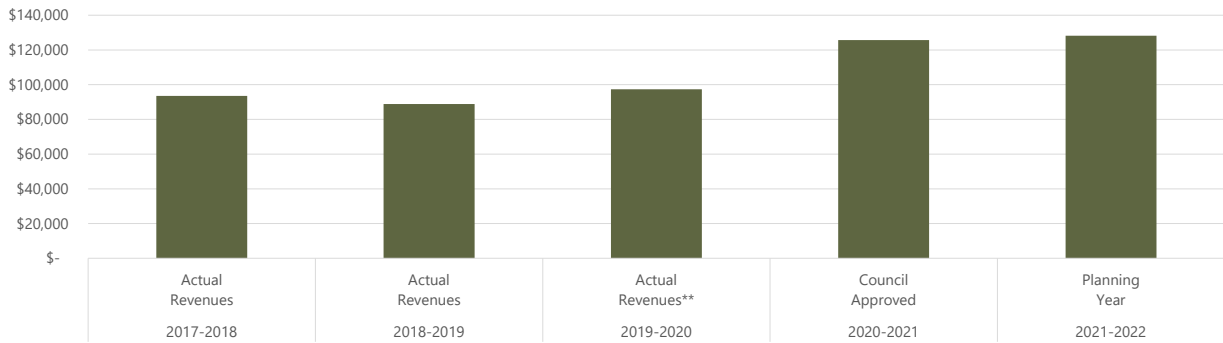
Municipal Service District Revenue

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 201								
Current Levy Collection	\$ 93,547	\$ 88,846	\$ 97,904	\$ 97,312	\$ 125,707	\$ 125,707	100.0%	\$ 128,221
Total Revenue	\$ 93,547	\$ 88,846	\$ 97,904	\$ 97,312	\$ 125,707	\$ 125,707	100.0%	\$ 128,221

*as amended

**as of June 30, 2020

Revenue Trend



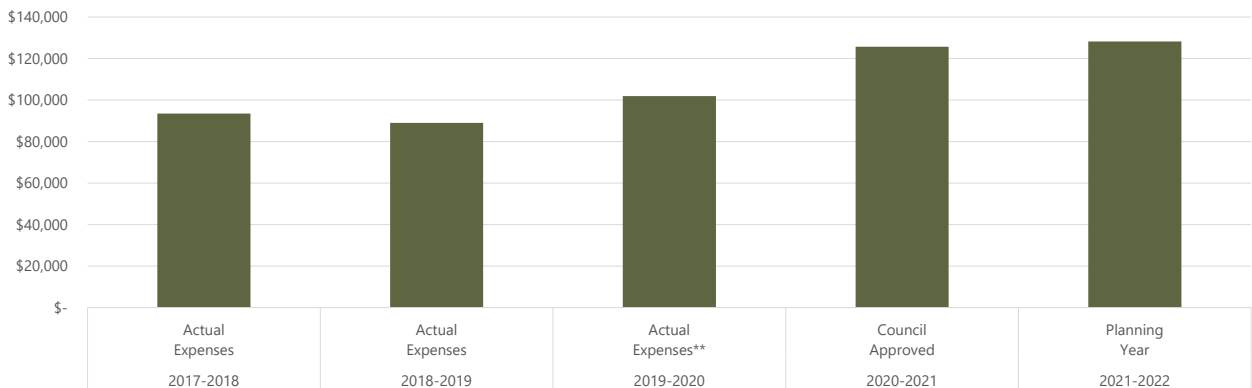
Municipal Service District Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Concord Downtown Development Corp.	\$ 93,464	\$ 89,028	\$ 97,904	\$ 101,900	\$ 125,707	\$ 125,707	100.0%	\$ 128,221
Total Expenditures	\$ 93,464	\$ 89,028	\$ 97,904	\$ 101,900	\$ 125,707	\$ 125,707	100.0%	\$ 128,221

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Concord Downtown Development Corp.

Mission Statement

N/A

Major Services Provided

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

Organizational Chart Locator

Fund: 201 Municipal Service District Revenue

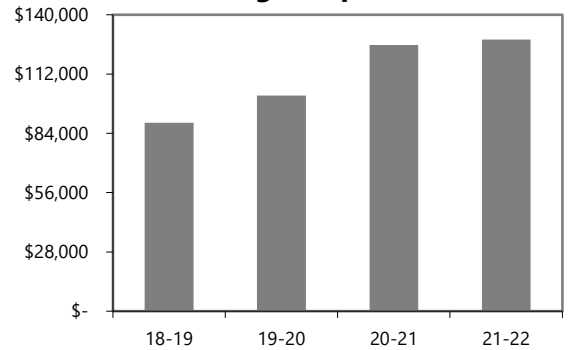
Functional Area: Municipal Service District

Budget Unit: **5000 Concord Downtown Development Corp.**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0

Budget Expenditure Trend



Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit#: 5000	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Operations	\$ 93,464	\$ 89,028	\$ 97,904	\$ 101,900	\$ 125,707	\$ 125,707	\$ 128,221
Total Expenditures	\$ 93,464	\$ 89,028	\$ 97,904	\$ 101,900	\$ 125,707	\$ 125,707	\$ 128,221

* as amended

**as of June 30, 2020

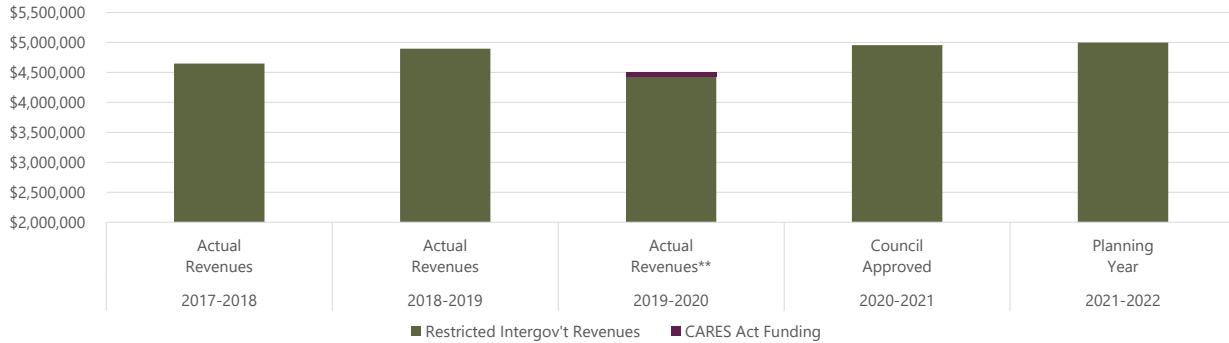
Section 8 Voucher Program Revenues

	2017-2018 Actual Revenues	2018-2019 Actual Revenues	2019-2020 Council Approved*	2019-2020 Actual Revenues**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Source	2021-2022 Planning Year
Fund 210								
Restricted Intergov't Revenues	\$ 4,647,246	\$ 4,896,506	\$ 4,988,629	\$ 4,438,885	\$ 4,955,934	\$ 4,955,934	100.0%	\$ 4,996,505
CARES Act Funding	\$ -	\$ -	\$ 66,074	\$ 66,074	\$ -	\$ -	0.0%	\$ -
Total Revenue	\$ 4,647,246	\$ 4,896,506	\$ 5,054,703	\$ 4,504,959	\$ 4,955,934	\$ 4,955,934	100.0%	\$ 4,996,505

* as amended

**as of June 30, 2020

Revenue Trend



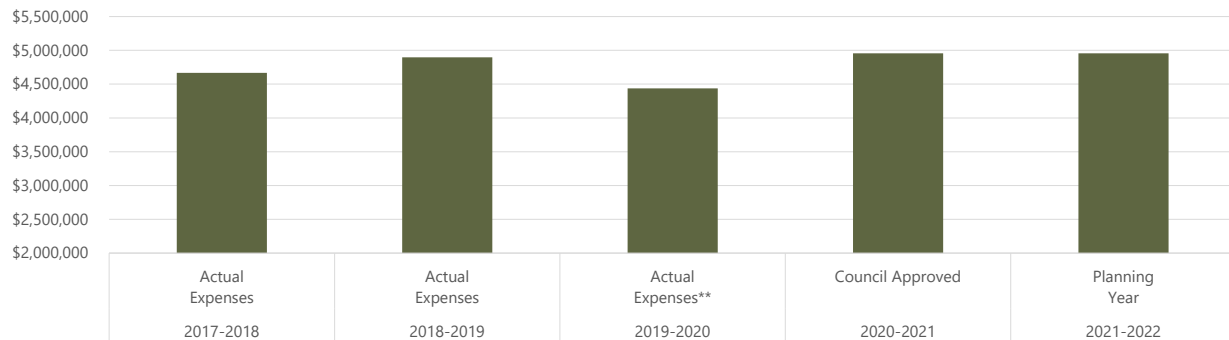
Section 8 Voucher Program Expenditures

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2020-2021 Percentage by Budget Unit	2021-2022 Planning Year
Budget Unit								
Section 8 Voucher Program	\$ 4,666,320	\$ 4,896,359	\$ 5,054,703	\$ 4,436,074	\$ 4,955,934	\$ 4,955,934	100.0%	\$ 4,956,552
Total Expenditures	\$ 4,666,320	\$ 4,896,359	\$ 5,054,703	\$ 4,436,074	\$ 4,955,934	\$ 4,955,934	100.0%	\$ 4,956,552

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Section 8 Housing Choice Voucher Program

Mission Statement

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.

Major Services Provided

- Decent, Safe, and Sanitary Housing
- Family Self-Sufficiency
- Accounting
- Education

Organizational Chart Locator

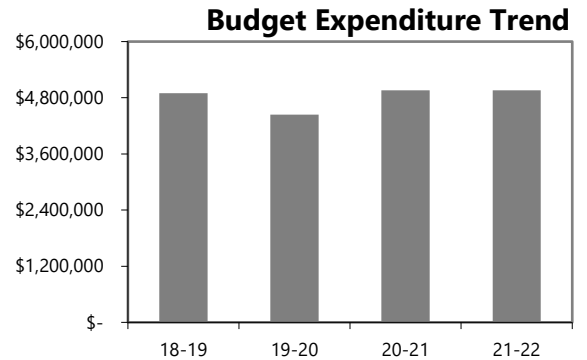
Fund: 210 Voucher Program

Functional Area: Public Housing

Budget Unit: **1500 HCV Admin**
1501 HCV HAP

Personnel Summary

Fiscal Year	FTE
17-18	4.4
18-19	4.4
19-20	4.4
20-21	3.9
21-22 Planning	3.9



FY 19-20 Major Accomplishments

- Issued vouchers to remaining applicants on current waiting list.
- Section 8 Waiting List opened for the first time in 10+ years.
- 9 FSS Graduates.
- 3 participants transitioned to homeownership.
- Over 40 attendees at the fall landlord workshop.
- Awarded VASH Vouchers for Veterans.
- Maintain 96% annual recertification (HUD target).
- Received the FSS Grant for Section 8 to enhance the quality of life for our Section 8 families.

FY 20-21 Budget Highlights

- Aggressively market the Section 8 program to new landlords.
- Explore new funding through grant opportunities.

FY 21-22 Planning Year Goals

- Continue to explore funding through new grant opportunities.
- Open Section 8 Waiting List.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Decent, Safe, & Sanitary House	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of Utilization of Voucher Funding Authorized	Effectiveness	96%	98%	95%	98%	98%
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.	# of participants in the FSS Program	Workload	74	80	41	80	25
Education	To improve on educating landlords/property owners in the Housing Choice Voucher Program through forums and workshops.	% of new landlords attending landlord forums/ workshops	Effectiveness	90%	100%	100%	100%	100%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 1500 & 1501	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel	\$ 73,907	\$ 72,091	\$ 81,528	\$ 72,986	\$ 65,660	\$ 65,660	\$ 66,484
Operations	\$ 6,077	\$ 3,893	\$ 10,507	\$ 4,856	\$ 11,088	\$ 11,088	\$ 13,552
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 17,000	\$ 17,000	\$ -
Transfers	\$ -	\$ -	\$ -	\$ -	\$ 27,991	\$ 27,991	\$ -
CARES Act Expenditures	\$ -	\$ -	\$ 66,074	\$ 5,525	\$ -	\$ -	\$ -
Operating Expense - Control	\$ 4,586,336	\$ 4,820,375	\$ 4,896,594	\$ 4,352,707	\$ 4,834,195	\$ 4,834,195	\$ 4,876,516
Total Expenditures	\$ 4,666,320	\$ 4,896,359	\$ 5,054,703	\$ 4,436,074	\$ 4,955,934	\$ 4,955,934	\$ 4,956,552

* as amended

**as of June 30, 2020

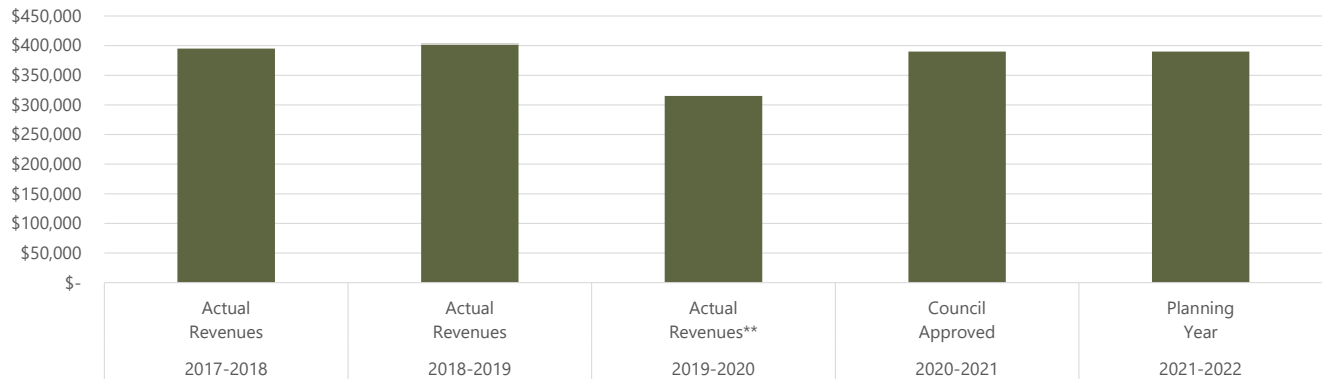
Additional \$5 Vehicle Tax (Transit) Revenue

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 292								
Licenses	\$ 394,897	\$ 401,341	\$ 390,000	\$ 314,983	\$ 390,000	\$ 390,000	100.0%	\$ 390,000
Investment Earnings	\$ 71	\$ 3,036	\$ -	\$ (172)	\$ -	\$ -	0.0%	\$ -
Total Revenues	\$ 394,968	\$ 404,377	\$ 390,000	\$ 314,811	\$ 390,000	\$ 390,000	100.0%	\$ 390,000

* as amended

** as of June 30, 2020

Revenue Trend



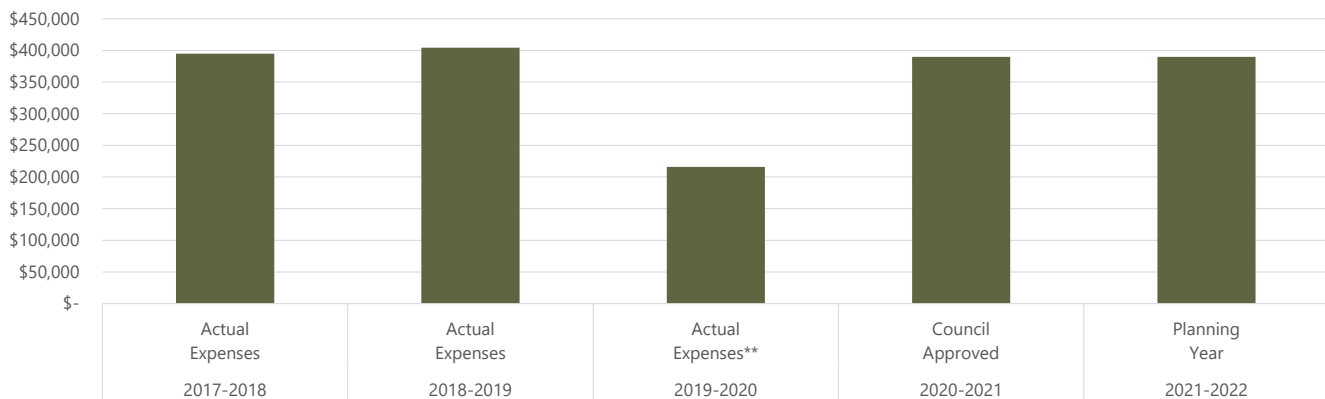
Additional \$5 Vehicle Tax (Transit) Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Department	Planning Year
Budget Unit								
Transfer to Public Transit	\$ 394,969	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	100.0%	\$ 390,000
Total Expenditures	\$ 394,969	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	100.0%	\$ 390,000

* as amended

** as of June 30, 2020

Expenditure Budget Trend



Additional \$5 Vehicle Tax

Mission Statement

N/A

Major Services Provided

Budget Unit serves as a Special Revenue Fund pass-through agent for funding dedicated to public transit.

Organizational Chart Locator

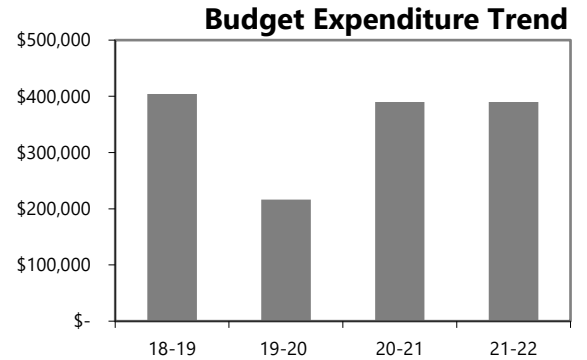
Fund: 292 Additional \$5 Vehicle Tax – Transit

Functional Area: Transit

Budget Unit: **8200 Additional \$5 Vehicle Tax - Transit**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 8200	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Transfers	\$ 394,969	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	\$ 390,000
Total Expenditures	\$ 394,969	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	\$ 390,000

* as amended

**as of June 30, 2020

Community Development Block Grant (CDBG)

Revenues

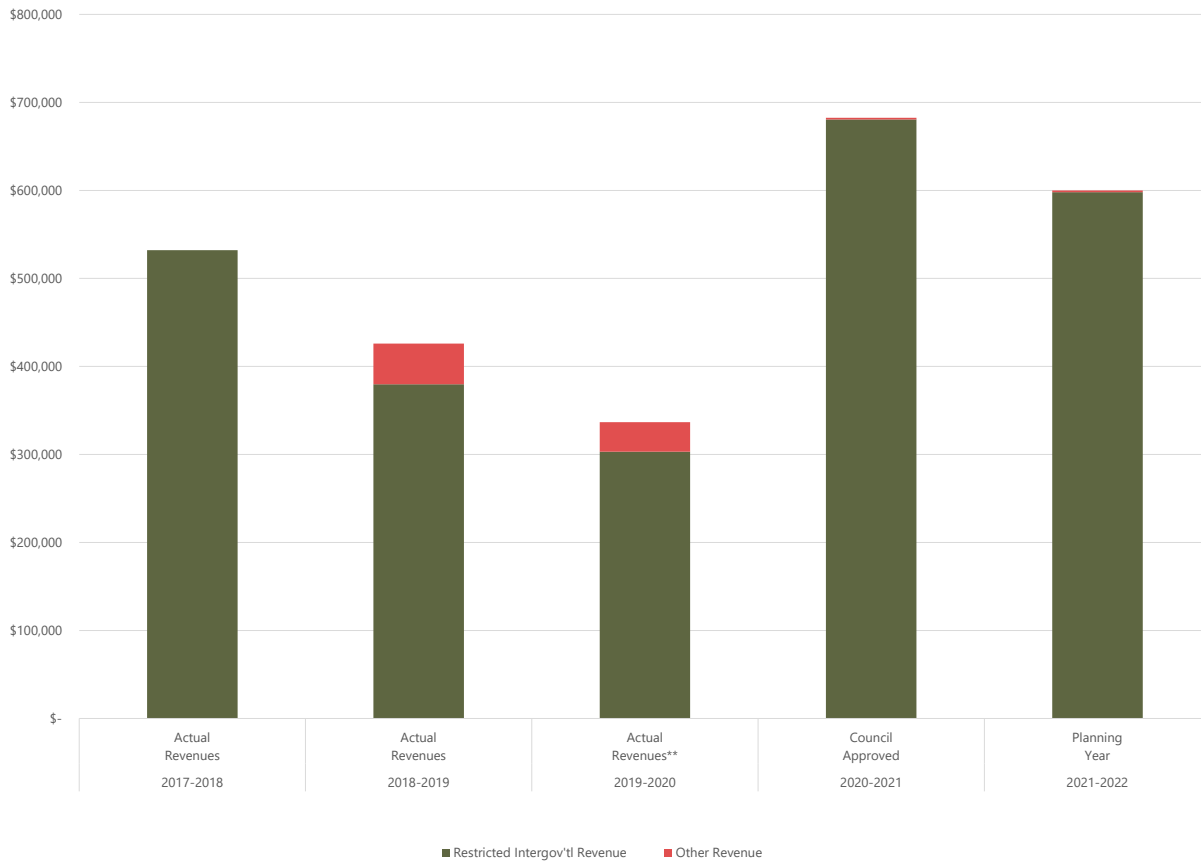
	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 310								
Restricted Intergov'tl Revenue	\$ 532,098	\$ 379,747	\$ 633,508	\$ 303,084	\$ 680,540	\$ 680,540	99.7%	\$ 598,000
CARES Act***	\$ -	\$ -	\$ 400,339	\$ -	\$ -	\$ -	0.0%	\$ -
Other Revenue	\$ -	\$ 46,235	\$ 178,677	\$ 33,637	\$ 2,000	\$ 2,000	0.3%	\$ 2,000
Total Revenues	\$ 532,098	\$ 425,982	\$ 1,212,524	\$ 336,721	\$ 682,540	\$ 682,540	100%	\$ 600,000

* as amended

**as of June 30, 2020

*** CARES Act is one time funding placed in a separate budget unit from normal departmental units reported.

Revenue Trend



Expenditures

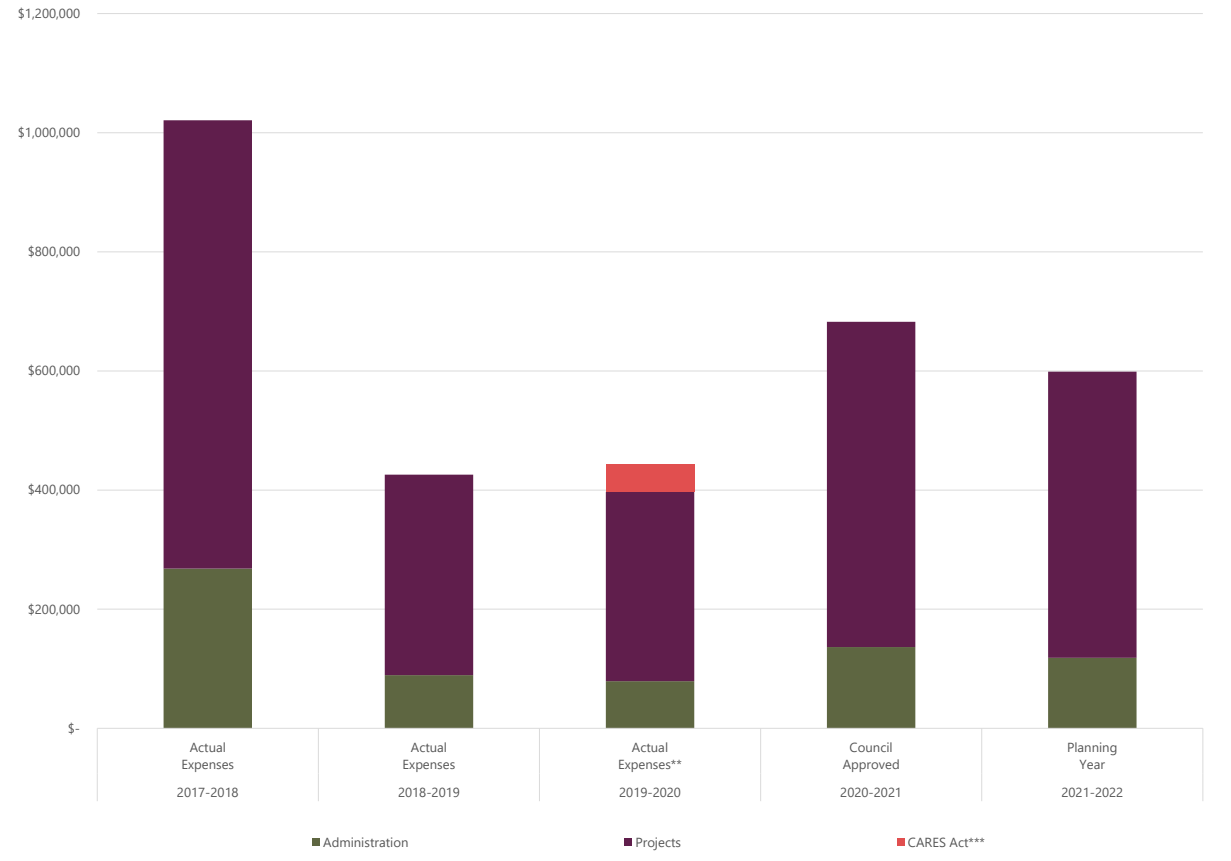
	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Administration	\$ 268,158	\$ 89,318	\$ 95,860	\$ 79,192	\$ 136,508	\$ 136,508	20.0%	\$ 118,411
CARES Act***	\$ -	\$ -	\$ 400,339	\$ 46,772	\$ -	\$ -	0.0%	\$ -
Projects	\$ 752,797	\$ 336,664	\$ 716,325	\$ 317,743	\$ 546,032	\$ 546,032	80.0%	\$ 480,400
Total Expenditures	\$ 1,020,955	\$ 425,982	\$ 1,212,524	\$ 443,707	\$ 682,540	\$ 682,540	100.0%	\$ 598,811

* as amended

**as of June 30, 2020

*** CARES Act is one time funding placed in a separate budget unit from normal departmental units reported.

Expenditure Budget Trend



Community Development Block Grant (CDBG) Administration & Projects 2020

Mission Statement

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.

Major Services Provided

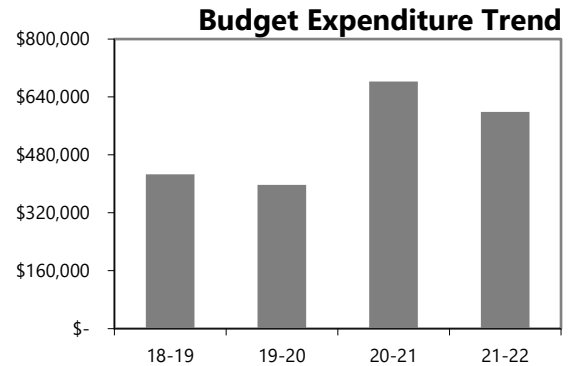
- CDBG Administration and Sub-Recipient Program Management
- Emergency Needs Program Assisting Low and Moderate-Income (LMI) Homeowners
- Provide funding for infrastructure needs (i.e. sidewalks, road repairs) in LMI neighborhoods

Organizational Chart Locator

Fund: 310 Community Development Block Grant
Functional Area: Planning & Neighborhood Development
Budget Unit: **3113 CDBG Administration 2020**
3114 Projects 2020

Personnel Summary

Fiscal Year	FTE
17-18	1.2
18-19	1.2
19-20	1.2
20-21	1
21-22 Planning	1



FY 19-20 Major Accomplishments

- Completed the Affordable Housing Market Study, which outlined the housing needs within the City, barriers to affordable housing, and identified recommendations to mitigate the issue.
- Worked with sub-recipients to ensure compliance with CDBG regulations.
- Initial testing has been completed by Legal Aid of NC to find Fair Housing issues within the City. A secondary round of testing will be conducted within 60-90 days to ensure the results of the initial testing were accurate.
- Worked to complete an Analysis of Impediments to Fair Housing report, which will be used within both CDBG and HOME as a basis for possible funding needs as well as a resource document for the HUD required Consolidated Plan.
- Worked with Legal and Code Enforcement to begin the process of acquiring properties that are vacant, blighted, and severely delinquent on property taxes. Continuing to explore other possible properties where individuals might be willing to sell.
- Began discussions with the architect on next phase at ClearWater. Within Phase V, we plan to complete the final area of the main building and begin initial work for the Pottery Area.
- Worked with the Legal and outside council to streamline closing documents and process for CDBG/HOME rehabilitation programs.
- Continued to provide rehabilitation assistance for LMI households under both the CDBG and HOME programs. Completed or have in process five home assisted with emergency rehab. In addition, the waiting list was over 50 names, but is now under 40 with plans to assist 75% of the remaining households before year end.
- Five (5) clients on the waiting list who did not qualify for rehab assistance due to income restrictions from HUD. Those clients were provided information to other agencies who may be able to assist their rehab needs.
- Partnered with the Housing Department on Fair Housing trainings.
- Worked with Concord Family Enrichment Association to possibly move a modular unit currently used by the Fire Department and transform into affordable housing to be managed by the non-profit. Helped complete a 202 grant for senior housing.
- Began discussions with Transportation about sidewalk needs in various LMI neighborhoods.
- Implemented a new client management software program midway through the year for rehabilitation, new construction, down payment assistance, and subrecipients to report and request funds and submit applications. This system should streamline the application process for all households with computer access. Paper applications will continue to be accepted for rehabilitation, as most applicants are senior citizens.

FY 20-21 Budget Highlights

- Assist all clients currently housed on the waiting list. Staff plans to assist at least 75%, of households still waiting for rehab assistance.
- Begin construction on Phase V renovation at ClearWater to complete the main building and begin initial work on the Pottery Building.
- Submit grant for ClearWater to find an outside funding source for the facility rehabilitation efforts.
- Continue working with Code Enforcement to identify properties to acquire, rehab, and resell. Also, work with Code to identify homeowners who could be assisted with CDBG funding.
- Continue to work with the Housing Department and Concord Family Enrichment Association to provide affordable housing options for households who do not want to purchase.
- Complete the Analysis of Impediments study, complete the 5-year Consolidated Plan and present results from Legal Aid of NC's fair housing testing.
- Work with Legal Aid in Concord, Community Outreach, and other partners to provide education to LMI residents about the need for estate planning. Also, provide contact information to household who are currently encumbered with heir property.
- Fully implement the new client management software system.
- Work with Sub-Recipients and other agencies to assess COVID related needs and allocate CARES Act Funding.

FY 21-22 Planning Year Goals

- Maintain a waiting list of five (5) or fewer clients.
- Complete construction on Phase V renovation at ClearWater to finalize the main building and begin work on the Pottery Building.
- Implement grant for ClearWater to find an outside funding source for the facility rehabilitation efforts.
- Work with Code Enforcement to identify homeowners in need of CDBG assistance and find properties to acquire, rehab, and resell.
- Continue to work with the Housing Department and Concord Family Enrichment Association to provide affordable housing options for households who do not want to purchase.
- Continue community partnerships to work towards goals of more affordable housing, greater access to food, and elimination of barriers, which would result in benefits to residents throughout Concord.
- Fully expend CARES Act Funding and complete all required reporting to account for emergency funding uses.

Steps/Programs to Enhance Performance

- Work to increase citizen knowledge of community development efforts through workshops and presentations.
- Seek education options for staff that will benefit personal growth with CDBG programs.
- Work with subrecipients to educate on the regulations of the CDBG program, thus ensuring compliance.
- Continue to research and apply for additional funding sources to help support the community development mission of ClearWater.
- Continue efforts to work with local community agencies (subrecipients) to provide funding assistance for service programs and operations.
- Encourage the partnerships with the Housing Department, Cabarrus Health Alliance, and other agencies to work towards goals of more affordable housing, greater access to food, elimination of barriers, which result in the benefit residents throughout Concord.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
CDBG Administration	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.	% of sub-recipients that are in full compliance	Effectiveness	100%	100%	100%	100%	100%
		% of Allowable Administrative funds expended	Effectiveness	78%	100%	64.92%	100%	100%
		# of households assisted with emergency needs	Workload	5	15	3	20	13

Emergency Needs	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.	% of available emergency needs funds expended	Effectiveness	41%	90%	28.5%	95%	90%
------------------------	---	---	---------------	-----	-----	-------	-----	-----

Budgets by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 3113	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 244,740	\$ 85,212	\$ 88,308	\$ 62,370	\$ 72,667	\$ 72,667	\$ 73,043
Operations	\$ 23,418	\$ 4,106	\$ 7,552	\$ 16,822	\$ 63,841	\$ 63,841	\$ 45,368
Total Expenditures	\$ 268,158	\$ 89,318	\$ 95,860	\$ 79,192	\$ 136,508	\$ 136,508	\$ 118,411

* as amended

**as of June 30, 2020

NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 3114	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Operations	\$ 752,797	\$ 336,664	\$ 716,325	\$ 317,743	\$ 546,032	\$ 546,032	\$ 480,400
Total Expenditures	\$ 752,797	\$ 336,664	\$ 716,325	\$ 317,743	\$ 546,032	\$ 546,032	\$ 480,400

* as amended

**as of June 30, 2020

NOTE (1): CDBG budgets are "project" budgets and remain in use over multiple fiscal years.

Home Consortium

Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 210								
Restricted Intergov'tl Revenue	\$ 607,043	\$ 589,250	\$ 1,206,157	\$ 563,605	\$ 1,348,329	\$ 1,348,329	91.1%	\$ 1,043,008
Other Revenue	\$ 541,770	\$ 57,485	\$ 113,218	\$ 208,230	\$ 100,000	\$ 100,000	6.8%	\$ 100,000
Transfers	\$ 68,348	\$ 105,623	\$ 78,944	\$ 71,192	\$ 31,006	\$ 31,006	2.1%	\$ 31,006
Total Revenues	\$ 1,217,161	\$ 752,358	\$ 1,398,319	\$ 843,027	\$ 1,479,335	\$ 1,479,335	100%	\$ 1,174,014

* as amended

**as of June 30, 2020

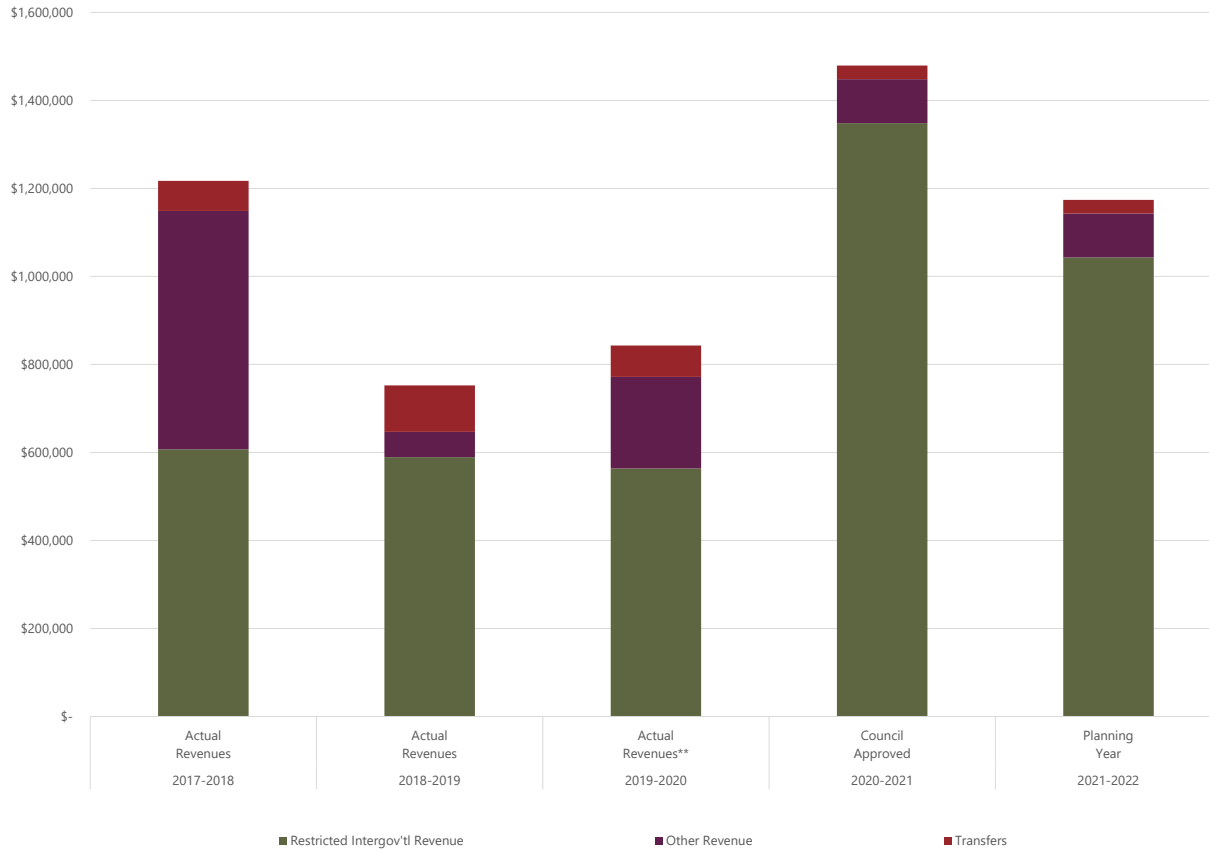
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Administration	\$ 170,803	\$ 163,975	\$ 120,616	\$ 149,242	\$ 173,833	\$ 173,833	11.8%	\$ 142,791
Projects	\$ 855,373	\$ 1,116,728	\$ 1,277,703	\$ 695,379	\$ 1,305,502	\$ 1,305,502	88.2%	\$ 1,031,006
Total Expenditures	\$ 1,026,176	\$ 1,280,703	\$ 1,398,319	\$ 844,621	\$ 1,479,335	\$ 1,479,335	100.0%	\$ 1,173,797

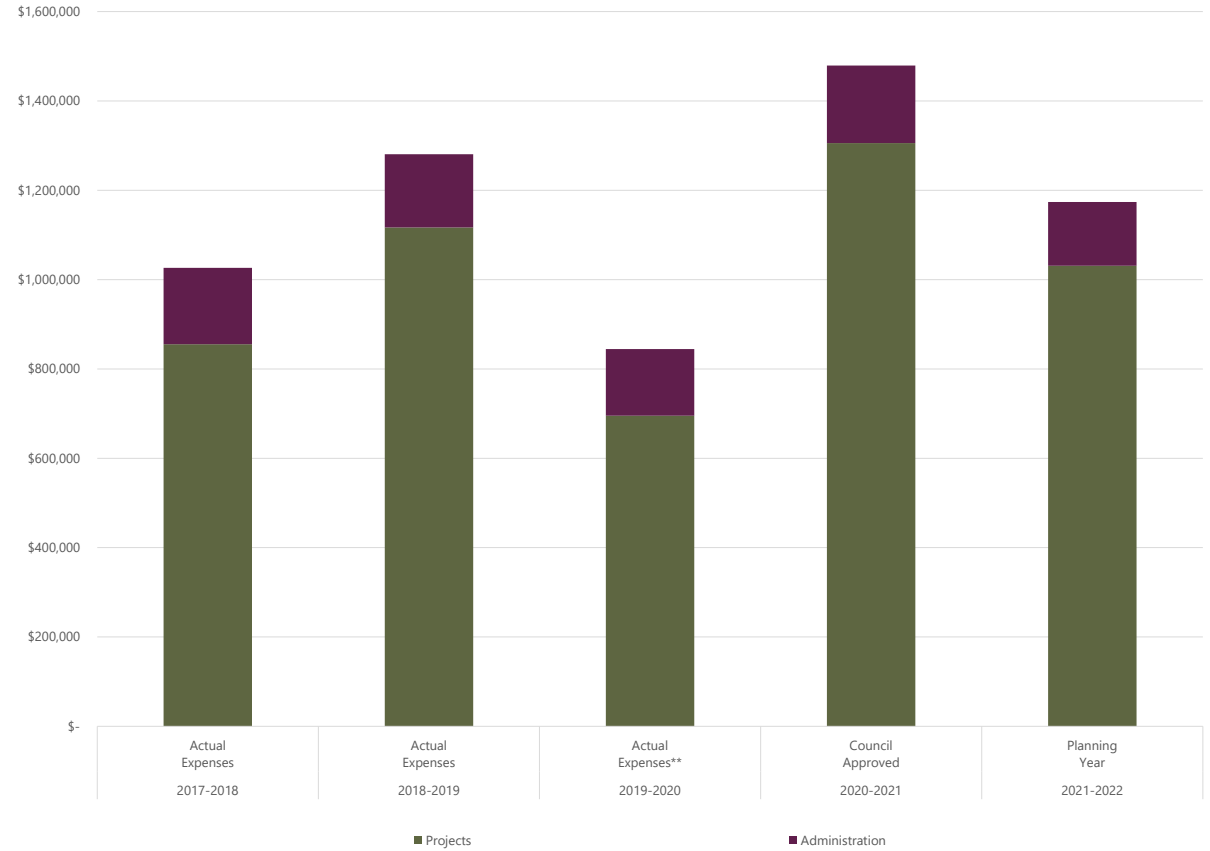
* as amended

**as of June 30, 2020

Revenue Trend



Expenditure Budget Trend



Home Consortium Administration & Projects 2020

Mission Statement

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.

Major Services 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

Organizational Chart Locator

Fund: 320 Home Consortium

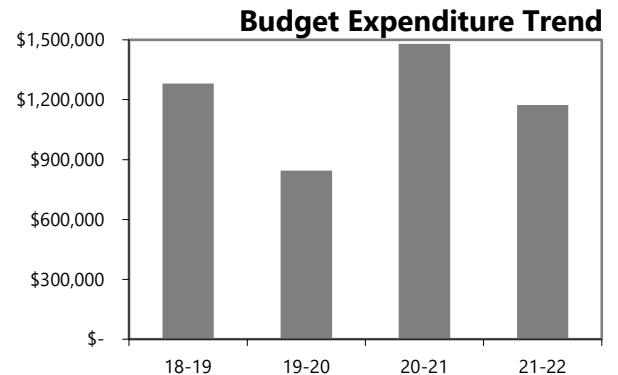
Functional Area: Planning & Neighborhood Development

Budget Unit: **3209 Home Administration 2020**

3210 Projects 2020

Personnel Summary

Fiscal Year	FTE
17-18	0.8
18-19	0.8
19-20	0.8
20-21	1
21-22 Planning	1



FY 19-20 Major Accomplishments

- Completed construction of 1 home under this program.
- Completed/in process of 4 whole-house rehabilitation projects.
- Completed the Affordable Housing Market Study, which outlines the housing needs within the City, barriers to affordable housing and identified recommendations to mitigate the issue. This study was completed for all HOME members except CHDOs.
- Initial testing has been completed by Legal Aid of NC to find Fair Housing issues within the City. A secondary round of testing will be conducted within the 60-90 days to ensure the results of the initial testing were accurate.
- Worked with Legal and Code Enforcement to begin the process of acquiring properties that are vacant, blighted and severely delinquent on property taxes. Continuing to work with Code Enforcement to explore other possible properties where individuals might be willing to sell.
- Continued to provide rehabilitation assistance for LMI households under both the CDBG and HOME programs.
- Reduced the waiting list from over 50 names to under 40 with plans to assist 75% of the remaining households before year-end.
- Partnered with the Housing Department on Fair Housing trainings.
- Continued to work with HOME Consortium members to ensure compliance with HOME rules.
- Cleaned up old projects within IDIS (HUD's reporting system) to ensure Concord is in compliance as lead entity.
- Worked with 7 home buyers to provide down payment assistance (DPA) and provided DPA assistance to 3.
- Implemented a new client management software program for rehabilitation, new construction, down payment assistance, and for subrecipients to report and request funds and submit applications. This system should streamline to application process for all households with computer access. Paper applications will continue to be accepted for rehabilitation, as most applicants are senior citizens.
- Contract in place for 17 floating affordable units to be included in 30 Market Street project and will partner with Cabarrus County for FY 20-21 funds to be included in 30 Market Street project.

FY 20-21 Budget Highlights

- Assist all clients currently housed on the waiting list. Staff plans to assist 75%+ of the households still waiting for rehab assistance.
- Construct 2 new homes.
- Pursue land acquisition for future large-scale project.

- Continue working with Code Enforcement to identify homeowners who could be assisted with HOME funds and find properties to acquire, rehab, and resell.
- Complete Analysis of Impediments study, complete the 5-year Consolidated Plan, and present results from Legal Aid of NC's fair housing testing.
- Continue education efforts with the Housing Department to provide homeownership options to residents wanting to purchase a home.
- Work with developers to begin construction on 30 Market Street and Coleman Mills projects.
- Continue efforts to produce new housing to LMI residents.
- Seek partnerships with developers and grant options for affordable housing options within the City.
- Work with community partners to provide education to LMI residents about the need for estate planning. Also, provide contact information to household who are currently encumbered with heir property.
- Fully implement the new client management software system.

FY 21-22 Planning Year Goals

- Work to find other resources to assist clients who are not eligible for HOME or who need assistance we are unable to provide due to funding limits with 30 Market Street allocation.
- Continue working with Code Enforcement to identify homeowners who could be assisted with HOME funds and find properties to acquire, rehab, and resell.
- Continue to work with the Housing Department and Concord Family Enrichment Association to provide affordable housing options for households who do not want to purchase.
- Encourage partnerships with other agencies for more affordable housing within Concord.
- Construct or renovate 2 new homes.

Steps/Programs to Enhance Performance

- Establish a consistent training schedule for HOME Consortium members to provide tools to administer HOME projects more efficiently and effectively.
- Work in partnership with the Housing Department to provide information about homeownership to residents who participate in the Family Self Sufficiency Program.
- Seek education options for staff that will benefit personal growth within HOME programs.
- Explore additional funding opportunities to help support the City's affordable housing construction efforts.
- Enhance monitoring efforts of City financed tax credit project in regards to HUD's Affirmatively Furthering Fair Housing (AFFH) regulations.
- Continue efforts to assist with multi-family tax credit development and rehabilitation projects.
- Provide additional education to residents about programs available and Fair Housing issues.
- Acquire land and property to develop affordable units.
- Seek private sponsorship funds to enhance affordable housing development.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Lead Agency Administration	To prove Home Consortium members and participating CHDO's technical assistance and regular monitoring visit in order to maintain compliance with program regulations.	% of HOME consortium members and participating CHDOs that are in full compliance	Effectiveness	100%	100%	100%	100%	100%
Down Payment Assistance	To offer down payment assistance and homebuyer education in order to provide homeownership opportunities to qualified buyers.	% of allowable administrative funds expended	Effectiveness	66%	75%	61.5%	100%	95%

New Construction	construct and sell new affordable single-family homes to provide increased homeownership opportunities to qualified low- and moderate-income buyers.	# of households assisted with whole house rehabilitation	Workload	4	5	2	5	9
Down Payment Assistance	Equip potential homeowners with the tools necessary to be successful owners through HUD approved education classes.	# of Households who received down payment assistance	Workload	1	4	3	5	5

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 3209	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 115,857	\$ 64,685	\$ 70,433	\$ 87,500	\$ 93,078	\$ 93,078	\$ 93,490
Operations	\$ 54,946	\$ 99,290	\$ 50,183	\$ 61,742	\$ 80,755	\$ 80,755	\$ 49,301
Total Expenditures	\$ 170,803	\$ 163,975	\$ 120,616	\$ 149,242	\$ 173,833	\$ 173,833	\$ 142,791

* as amended

**as of June 30, 2020

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

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 3210	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Operations	\$ 855,373	\$ 1,116,728	\$ 1,277,703	\$ 695,379	\$ 1,305,502	\$ 1,305,502	\$ 1,031,006
Total Expenditures	\$ 855,373	\$ 1,116,728	\$ 1,277,703	\$ 695,379	\$ 1,305,502	\$ 1,305,502	\$ 1,031,006

* as amended

**as of June 30, 2020

NOTE (1): HOME budgets are "project" budgets and remain in use over multiple fiscal years.

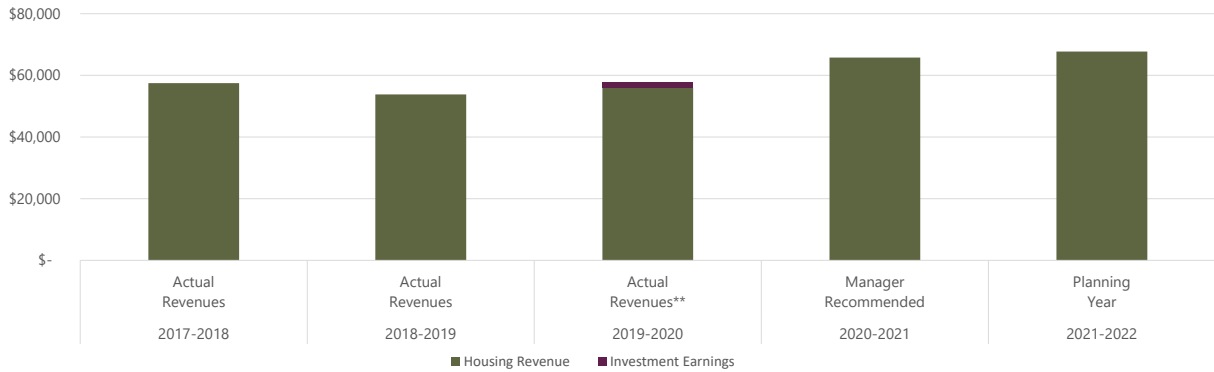
Market Rate Units Fund Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 350								
Housing Revenue	\$ 57,460	\$ 53,814	\$ 63,567	\$ 55,948	\$ 65,771	\$ 65,771	100%	\$ 67,744
Investment Earnings	\$ -	\$ -	\$ -	\$ 1,681	\$ -	\$ -	0%	\$ -
Total Revenue	\$ 57,460	\$ 53,814	\$ 63,567	\$ 57,629	\$ 65,771	\$ 65,771	100.0%	\$ 67,744

*as amended

**as of June 30, 2020

Revenue Trend



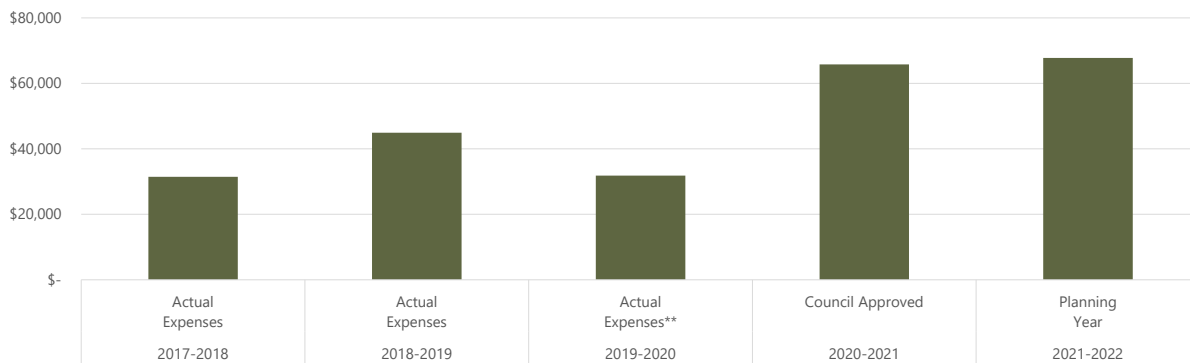
Market Rate Units Fund Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Market Rate Units Fund	\$ 31,476	\$ 44,911	\$ 63,567	\$ 31,824	\$ 65,771	\$ 65,771	100.0%	\$ 67,744
Total Expenditures	\$ 31,476	\$ 44,911	\$ 63,567	\$ 31,824	\$ 65,771	\$ 65,771	100.0%	\$ 67,744

* as amended

**as of June 30, 2020

Expenditure Trend



Market Rate Units

Mission Statement

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.

Major Services Provided

- Decent, Safe, and Sanitary Housing for our Citizens
- Affordable Housing
- Property Maintenance and Grounds
- Public Image

Organizational Chart Locator

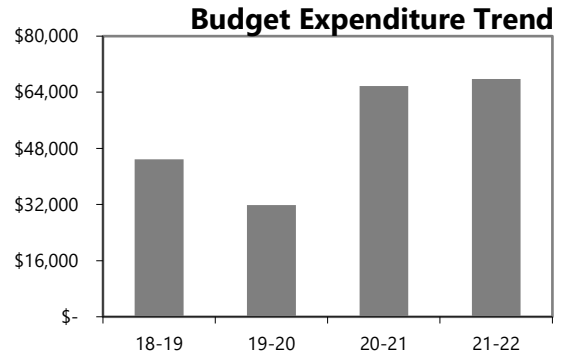
Fund: 350 Market Rate Units

Functional Area: Public Housing

Budget Unit: **3500 Market Rate Units**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



FY 19-20 Major Accomplishments

- Maintained housing stock above quality requirements.

FY 20-21 Budget Highlights

- Maintain housing stock above quality requirements.
- Continue to explore new funding through grant opportunities being made available both locally, state, and nationally.

FY 20-21 Budget Highlights

- Maintain housing stock above quality requirements.
- Continue to explore new funding through grant opportunities being made available both locally, state, and nationally.

Steps/Programs to Enhance Performance

- Provide decent, safe, and sanitary housing in good repair – in compliance with program uniform physical condition.
- Promote fair housing and the opportunity for 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.
- Increase Market Rate Units stock by exploring new opportunities and developing innovative ways to encourage more units.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	Effectiveness	100%	100%	82%	100%	98%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit#: 3500							
Operations - Control	\$ 470	\$ 4,905	\$ 32,561	\$ 818	\$ 34,765	\$ 34,765	\$ 36,738
Transfers	\$ 31,006	\$ 40,006	\$ 31,006	\$ 31,006	\$ 31,006	\$ 31,006	\$ 31,006
Total Expenditures	\$ 31,476	\$ 44,911	\$ 63,567	\$ 31,824	\$ 65,771	\$ 65,771	\$ 67,744

* as amended

**as of June 30, 2020

Affordable Housing Revolving Fund Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 370								
Affordable Housing Revolving Revenue	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	100.0%	\$ 1,351,665
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	100.0%	\$ 1,351,665

*as amended

**as of June 30, 2020

Revenue Trend



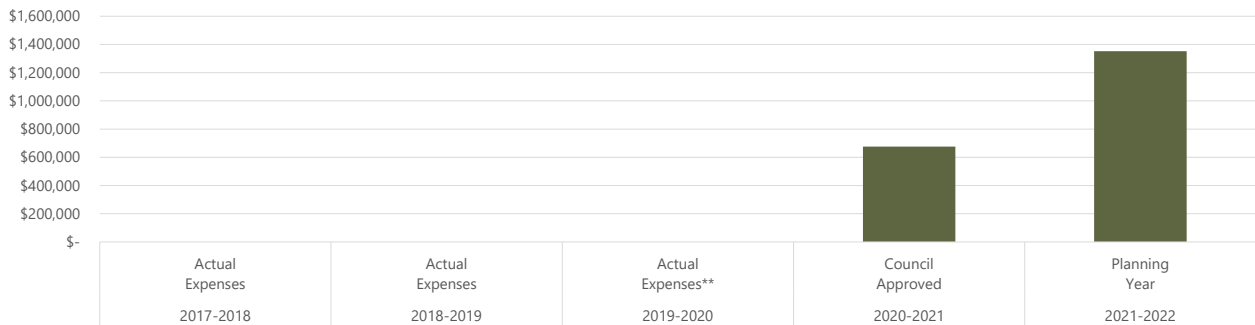
Affordable Housing Revolving Fund Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Affordable Housing Revolving Fund	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	100.0%	\$ 1,351,665
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	100.0%	\$ 1,351,665

* as amended

**as of June 30, 2020

Expenditure Trend



Affordable Housing Revolving Fund

Mission Statement

N/A

Major Services Provided

- Revolving funds related to Affordable Housing within the City.

Organizational Chart Locator

Fund: 370 Affordable Housing Revolving Fund

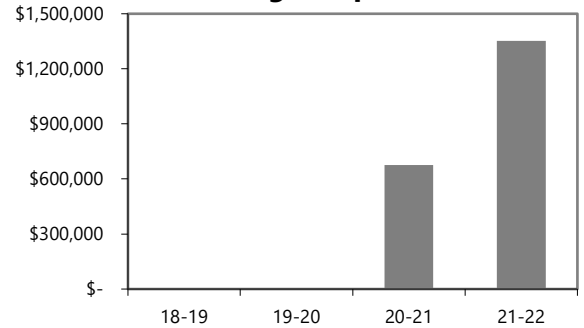
Functional Area: Affordable Housing Revolving Fund

Budget Unit: **3700 Affordable Housing Revolving Fund**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0

Budget Expenditure Trend



Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit#: 3700	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Future Projects	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 1,351,665
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 675,832	\$ 675,832	\$ 1,351,665

* as amended

**as of June 30, 2020

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 Jeff Corley, Director of Water Resources, at (704) 920-5372 or via email at corleyj@concordnc.gov.

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

Electric Administration: Electric 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 NTE Carolinas, LLC and Southeast Power Administration 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 Jeff Corley, Director of Water Resources, at (704) 920-5372 or via email at corleyj@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 obtained by 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. Additional information regarding Wastewater Resources may be obtained by contacting Jeff Corley, Director of Water Resources, at (704) 920-5372 or via email at corleyj@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 Atrium Hospitality. Additional information regarding Rocky River Golf Club at Concord may be obtained by contacting Peter Franzese, Public Affairs and Projects Manager, (704) 920-5210 or via email at franzese@concordnc.gov.

Aviation Fund: Aviation – Concord-Padgett 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-Padgett 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

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 600								
Non-Operating Revenues	\$ 66,218	\$ 24,760	\$ 36,006	\$ 37,404	\$ 6,000	\$ 6,000	0.1%	\$ 6,000
Investment Earnings	\$ 65,045	\$ 344,699	\$ 80,000	\$ 146,225	\$ -	\$ -	0.0%	\$ 142,800
Operating Revenue	\$ 4,962,195	\$ 5,073,126	\$ 4,964,963	\$ 4,898,652	\$ 4,850,375	\$ 4,850,375	95.9%	\$ 5,179,973
Retained Earnings Appropriated	\$ -	\$ -	\$ 648,695	\$ -	\$ 199,901	\$ 199,901	4.0%	\$ -
Total Revenues	\$ 5,093,458	\$ 5,442,585	\$ 5,729,664	\$ 5,082,281	\$ 5,056,276	\$ 5,056,276	100.0%	\$ 5,328,773

* as amended

**as of June 30, 2020

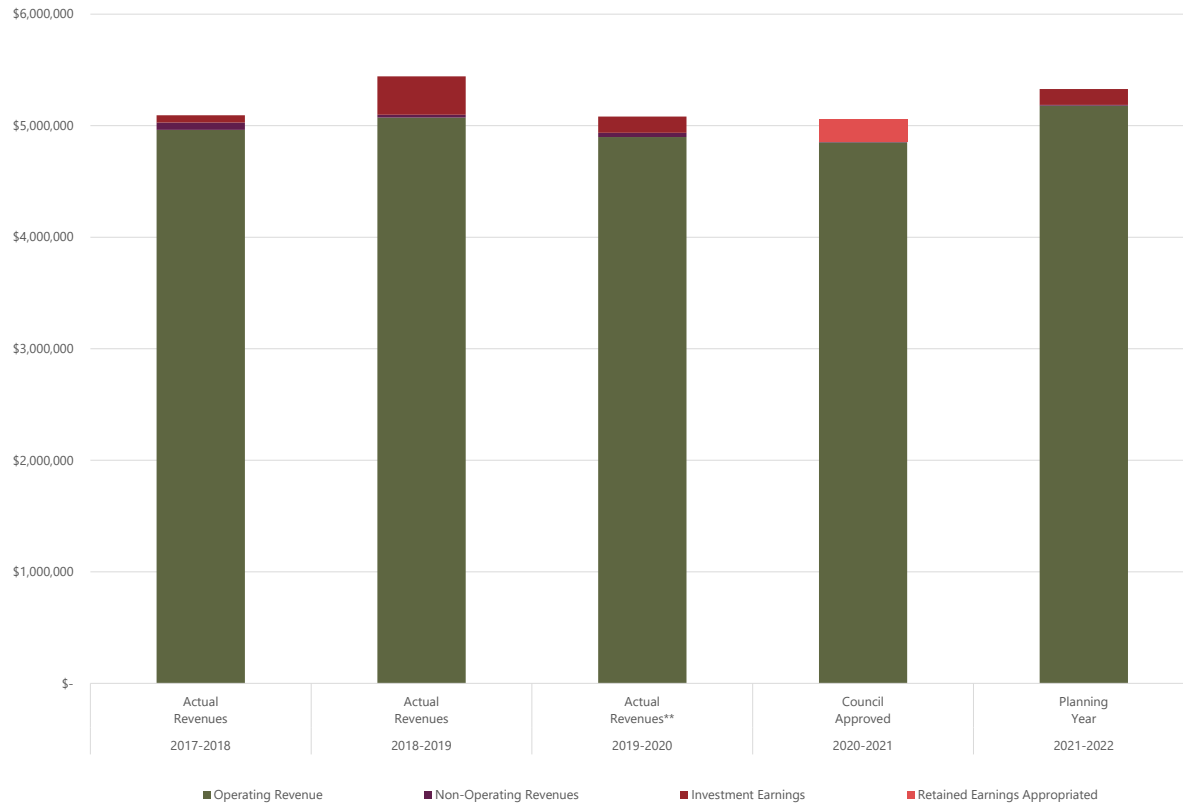
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Stormwater Operations	\$ 6,284,500	\$ 6,427,808	\$ 5,729,664	\$ 4,567,737	\$ 5,056,276	\$ 5,056,276	100.0%	\$ 6,621,837
Total Expenditures	\$ 6,284,500	\$ 6,427,808	\$ 5,729,664	\$ 4,567,737	\$ 5,056,276	\$ 5,056,276	100.0%	\$ 6,621,837

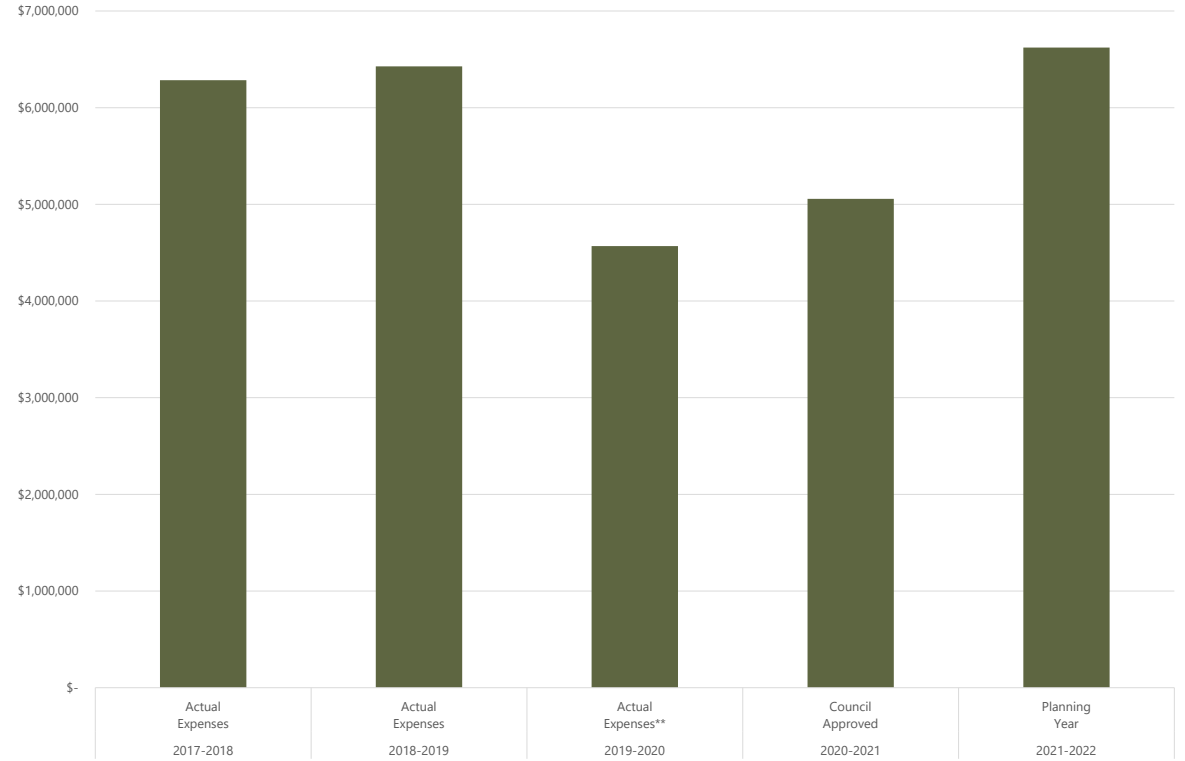
* as amended

**as of June 30, 2020

Revenue Trend



Expenditure Budget Trend



Stormwater Operations & Maintenance

Mission Statement

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.

Major Services 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

Organizational Chart Locator

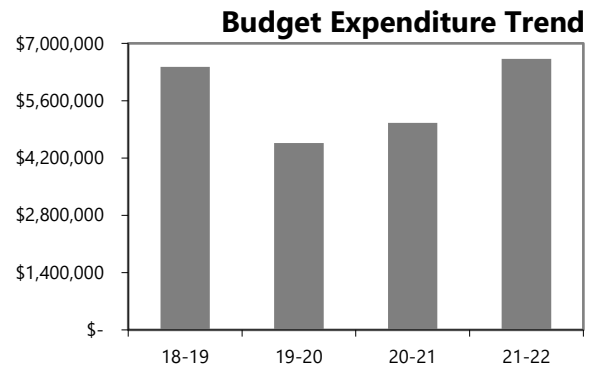
Fund: 600 Stormwater Fund

Functional Area: Utilities - Stormwater

Budget Unit: **7100 Stormwater**

Personnel Summary

Fiscal Year	FTE
17-18	21.09
18-19	20.58
19-20	20.58
20-21	20.26
21-22 Planning	20.26



FY 19-20 Major Accomplishments

- Completed design, easement acquisition, and began construction for the Chadbourne Avenue, Chelwood Drive, and Glen Eagles Lane Culvert replacement projects.
- Programmed system changes and developed/designed projects recommended by the stormwater master plan and related studies.
- Deployed new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Enhanced the existing stormwater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed stormwater infrastructure.
- Developed and enhanced the Stream Identification Project along with promoting the Adopt-A-Stream Program, which included working to get stream identification and Adopt-A-Stream signage placed at over numerous locations throughout the City.
- Continued to develop and enhance the annual SCM inspection process on an all-electronic basis.

FY 20-21 Budget Highlights

- Complete construction of the Chadbourne Avenue, Chelwood Drive, and Glen Eagles Lane Culvert Replacement projects. Complete the design and begin the easement acquisition of the Duval Street and Dylan Place Culvert Replacement projects. Complete the design and begin construction of stormwater lines related to the Union StreetScape project.
- Continue programming system changes and developing/designing projects recommended by the stormwater master planning and related studies.
- Continue to deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Continue to enhance the existing stormwater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed stormwater infrastructure.
- Continue to develop and enhance the Stream Identification Project along with promoting the Adopt-A-Stream Program, which includes working to get stream identification and Adopt-A-Stream signage placed over numerous locations throughout the City.

FY 21-22 Planning Year Goals

- Complete the construction of the Duval Street and Dylan Place Culvert Replacement projects and the construction of stormwater lines related to the Union StreetScape project.

- Continue programming system changes and developing/designing projects recommended by master planning and related studies.
- Continue to develop and enhance the annual SCM inspection process on an all-electronic basis.

Steps/Programs to Enhance Performance

- Continue to monitor potential regulatory changes to NPDES Stormwater Permit.
- Continue leveraging GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue using the latest technology to enhance our performance to our customers.
- Continue to evaluate the ditch maintenance program to maximize efficiencies.
- Continue to develop educational programs that relate to the City's Stormwater Utility Credit and Adjustment Manual.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Customer Service	Respond to inquiries within 2 working days and schedule meetings with customers or initiate investigations to evaluate customer concerns and identify necessary corrective actions.	% of service requests investigated & responded to within 2 working days	Effectiveness	98%	100%	100%	100%	100%
Safety	Provide training and corrective actions to support a safe working environment for co-workers and the public.	# of preventable accidents	Effectiveness	0	0	0	0	0
Maintain NPDES Phase II Compliance	To implement required NPDES Phase II Stormwater program elements in order to reduce pollution and erosion caused by stormwater runoff.	Phase II education events	Workload	37	30	44	30	30
		% of BMPs inspected per year	Workload	45%	25%	25%	25%	25%
		% of City facilities inspected	Effectiveness	100%	100%	50%	100%	100%
Scheduled Street Sweeping	To complete established sweeping routes on schedule in order to reduce pollution from streets reaching streams and degrading water quality.	Total # of times streets swept per year	Workload	12	12	12	12	12

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 1,338,822	\$ 1,398,214	\$ 1,948,531	\$ 1,855,385	\$ 1,604,325	\$ 1,604,325	\$ 1,613,590
Operations	\$ 481,412	\$ 439,375	\$ 608,286	\$ 409,585	\$ 724,196	\$ 724,196	\$ 710,922
Capital Outlay	\$ -	\$ -	\$ 292,510	\$ 292,506	\$ 250,000	\$ 250,000	\$ 282,000
Depreciation	\$ 1,737,754	\$ 1,808,783	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 14,034	\$ 31,365	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 647,736	\$ 687,993	\$ 960,915	\$ 880,838	\$ 799,755	\$ 799,755	\$ 805,721
Transfers	\$ 2,064,742	\$ 2,062,078	\$ 1,919,422	\$ 1,129,423	\$ 1,678,000	\$ 1,678,000	\$ 3,209,604
Total Expenditures	\$ 6,284,500	\$ 6,427,808	\$ 5,729,664	\$ 4,567,737	\$ 5,056,276	\$ 5,056,276	\$ 6,621,837

* as amended

** as of June 30, 2020

Electric Systems

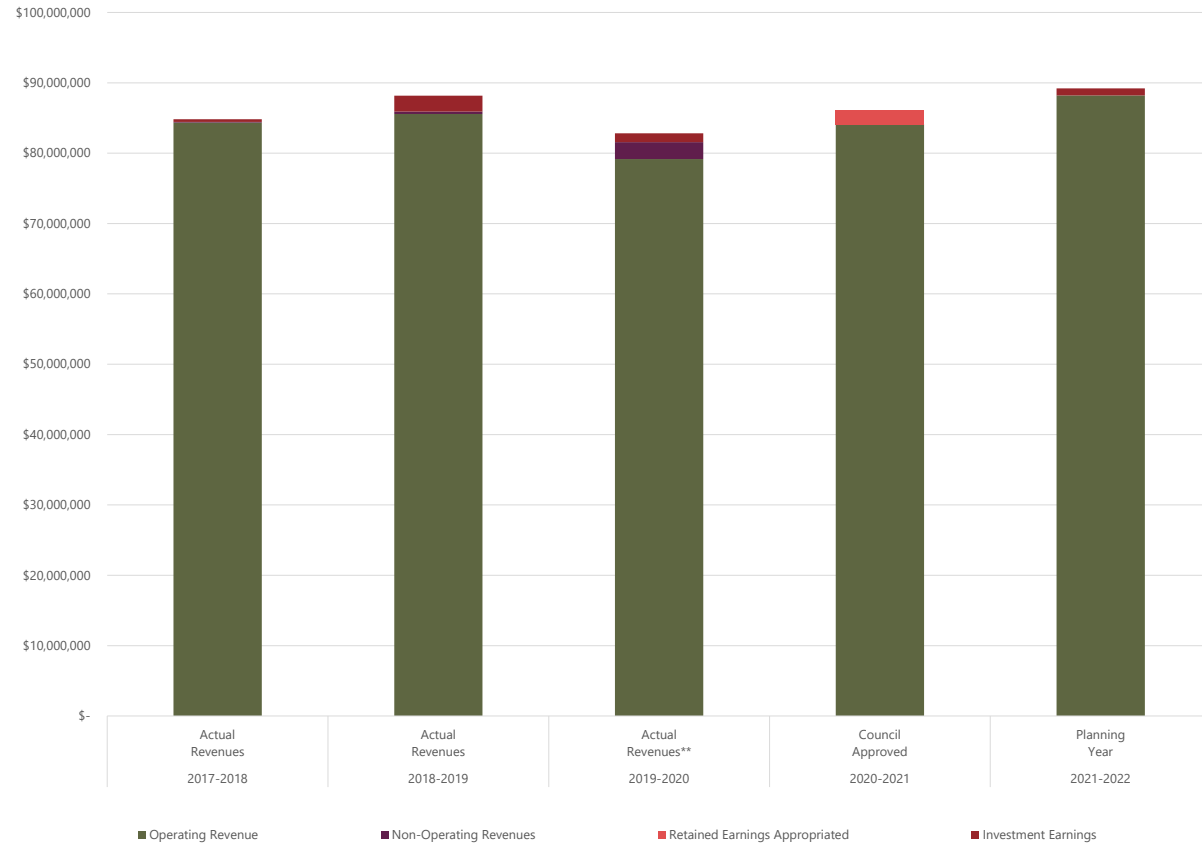
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 610								
Non-Operating Revenues	\$ 95,919	\$ 351,259	\$ 2,398,210	\$ 2,402,386	\$ 70,000	\$ 70,000	0.1%	\$ 100,000
Investment Earnings	\$ 383,818	\$ 2,261,705	\$ 825,827	\$ 1,259,352	\$ -	\$ -	0.0%	\$ 1,000,000
Operating Revenue	\$ 84,346,203	\$ 85,562,395	\$ 81,253,785	\$ 79,164,732	\$ 84,008,625	\$ 84,008,625	97.5%	\$ 88,203,485
Retained Earnings Appropriated	\$ -	\$ -	\$ 24,535,301	\$ -	\$ 2,059,282	\$ 2,059,282	2.4%	\$ -
Total Revenues	\$ 84,825,940	\$ 88,175,359	\$ 109,013,123	\$ 82,826,470	\$ 86,137,907	\$ 86,137,907	100.0%	\$ 89,303,485

* as amended

**as of June 30, 2020

Revenue Trend



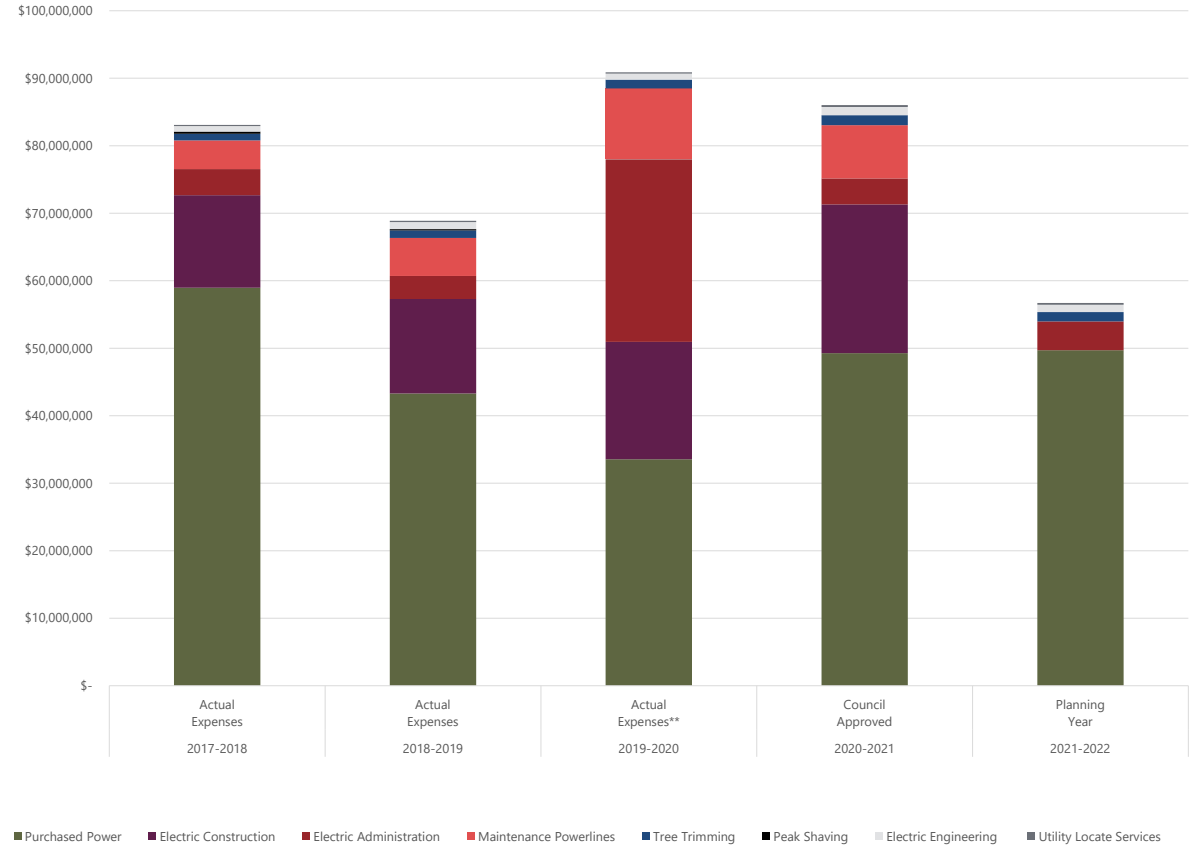
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Electric Administration	\$ 3,861,918	\$ 3,409,261	\$ 27,381,629	\$ 27,034,709	\$ 3,861,083	\$ 3,861,083	4.5%	\$ 4,275,573
Purchased Power	\$ 58,958,183	\$ 43,308,998	\$ 48,024,883	\$ 33,556,869	\$ 49,271,048	\$ 49,271,048	57.2%	\$ 49,706,862
Maintenance Powerlines	\$ 4,238,857	\$ 5,637,657	\$ 11,075,326	\$ 10,510,847	\$ 7,878,516	\$ 7,878,516	9.1%	\$ 7,731,523
Tree Trimming	\$ 984,436	\$ 1,116,411	\$ 1,435,317	\$ 1,313,257	\$ 1,488,077	\$ 1,488,077	1.7%	\$ 1,387,111
Electric Construction	\$ 13,725,438	\$ 13,981,602	\$ 19,449,016	\$ 17,392,950	\$ 22,035,573	\$ 22,035,573	25.6%	\$ 18,690,078
Peak Shaving	\$ 335,725	\$ 193,363	\$ 357,482	\$ 30,002	\$ 115,435	\$ 115,435	0.1%	\$ 115,384
Electric Engineering	\$ 813,201	\$ 1,037,037	\$ 1,069,108	\$ 890,068	\$ 1,207,543	\$ 1,207,543	1.4%	\$ 1,079,555
Utility Locate Services	\$ 167,407	\$ 199,249	\$ 220,362	\$ 184,557	\$ 280,632	\$ 280,632	0.3%	\$ 266,994
Total Expenditures	\$ 83,085,165	\$ 68,883,578	\$ 109,013,123	\$ 90,913,259	\$ 86,137,907	\$ 86,137,907	100.0%	\$ 83,253,080

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Electric Systems Administration

Mission Statement

Electric Systems Administration exists to ensure that the City of Concord’s Electric System Department 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.

Major Services Provided

- Safety
- Electric System Management

Organizational Chart Locator

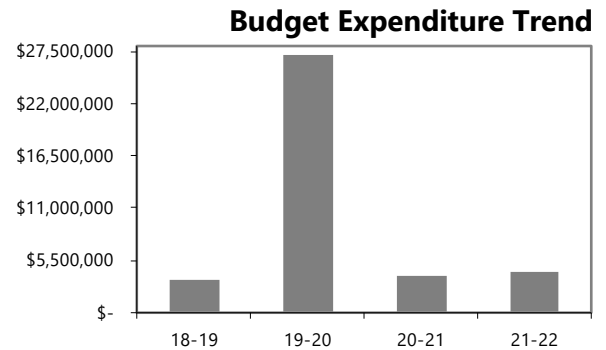
Fund: 610 Electric Fund

Functional Area: Utilities – Electric

Budget Unit: **7200 Electric Administration**

Personnel Summary

Fiscal Year	FTE
17-18	3
18-19	3
19-20	3
20-21	3
21-22 Planning	6



FY 19-20 Major Accomplishments

- Successfully transitioned to a new wholesale power supply provider, offering more efficient and cost-effective service, thereby helping maintain stable electric rates.
- Consultant funding was employed to continue effective management of legacy power supply contract settlement negotiations.
- A Payment in Lieu of Taxes (PILOT) was made to the City’s General Fund, helping reduce the need for additional tax-based revenue.
- Rate Stabilization and Capital Improvement fund reserves were evaluated and maintained for future project needs.
- Expanded utilization of analysis tools through the advanced metering infrastructure database.

FY 20-21 Budget Highlights

- Funding is provided for continued Legal and Engineering consultant services, providing as needed review of wholesale power rates, annual adjustments, and system design as needed.
- Payment in Lieu of Taxes (PILOT) is funded and will provide support to the City for tax revenue offset.
- Rate Stabilization and Capital Improvement reserve funds are managed and employed for use in multiple capital projects, helping offset rate increases.
- Initial Architect and Engineering selection and conceptual site plan development for a new Electric Operations Center are funded and will lead to development of formal construction plans.

FY 21-22 Planning Year Goals

- Develop plans for the New Operations Center’s construction. Contractor selection with subsequent project management.
- Continuation of Legal and Engineering funding. Providing as needed funding for support possible audits, review of wholesale power rates, annual adjustments, and system design.
- Payment in Lieu of Taxes (PILOT) is funded and will provide support to the City for tax revenue offset.
- Rate Stabilization and Capital Improvement reserve funds are managed and employed for use in multiple capital projects, helping offset rate increases.
- Power supply contract will be managed for possible natural gas hedging opportunities, ensuring stable electric rates.
- Additional personnel will be hired to staff the new Operations Center, including Operations Manager, Public Relations Manager, and an Administrative Assistant.

Steps/Programs to Enhance Performance

- Continuous efforts will be made to ensure proper selection of Legal and Engineering Consultant personnel.
- Bi-monthly staff meetings will be used 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 to ensure all the obligations are met and power takeoff remains successful.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Safety	To provide a safe work environment for employees in order to minimize the safety risk.	# of reportable incidents	Effectiveness	2.5	2	3	2	5

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #: 7200	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 333,033	\$ 349,094	\$ 654,935	\$ 658,058	\$ 473,564	\$ 473,564	\$ 509,272
Operations	\$ 349,982	\$ 3,316,511	\$ 469,177	\$ 318,377	\$ 438,214	\$ 438,214	\$ 435,505
Capital Outlay	\$ -	\$ -	\$ 553,900	\$ 550,987	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 773	\$ 773	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 676,465	\$ (2,770,964)	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,483,044	\$ 1,886,335	\$ 2,355,959	\$ 2,159,629	\$ 2,331,270	\$ 2,331,270	\$ 2,305,703
Transfers	\$ 18,621	\$ 627,512	\$ 23,347,658	\$ 23,347,658	\$ 618,035	\$ 618,035	\$ 1,025,093
Total Expenditures	\$ 3,861,918	\$ 3,409,261	\$ 27,381,629	\$ 27,034,709	\$ 3,861,083	\$ 3,861,083	\$ 4,275,573

* as amended

**as of June 30, 2020

Purchased Power

Mission Statement

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.

Major Services Provided

- Purchase Wholesale Power
- Monitor current contracts for the City's purchase of wholesale power to ensure economic and operational integrity and reliability
- Monthly wholesale power bills are closely analyzed to ensure accuracy
- Analyze anticipated electric system peaks and determine load ratio share calculations that will be used for annual billing projections

Organizational Chart Locator

Fund: 610 Electric Fund

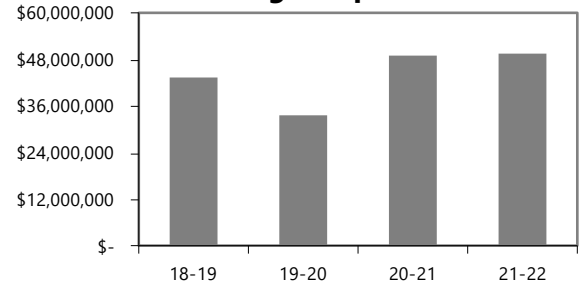
Functional Area: Utilities - Electric

Budget Unit: **7210 Purchased Power**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Wholesale power rates were kept at record low levels for all-in cost.
- Continued analysis efforts on current rates schedules to ensure fair and prudent cost to each rate class.
- Natural Gas supply markets were studied for opportunities to hedge rising cost, thereby stabilizing power costs.
- Research programs were managed to enhance peak demand reduction during heavy system loads.
- Power supply contracts were actively managed to ensure adherence to terms and conditions.

FY 20-21 Budget Highlights

- Wholesale power rates will be actively managed to ensure the most effective and efficient resources are employed.
- Costs will be analyzed and proper allocation to individual rate classes will be maintained, ensuring fair and equitable cost distribution.
- Programs to enhance demand side management will be researched and employed as applicable, helping reduce capacity charges.
- Purchase Power Contracts will be monitored closely to reduce costs and for adherence to terms and conditions.
- Pre-pay natural gas contracts will be monitored closely for potential opportunities to reduce fuel costs.

FY 21-22 Planning Year Goals

- Wholesale power rates will be actively managed to ensure the most effective and efficient resources are employed.
- Costs will be analyzed and proper allocation to individual rate classes will be maintained, ensuring fair and equitable cost distribution.
- Programs to enhance demand side management will be researched and employed as applicable, helping reduce capacity charges.
- Purchase Power Contracts will be monitored closely to reduce costs and for adherence to terms and conditions.
- Pre-pay natural gas contracts will be monitored closely for potential opportunities to reduce fuel costs.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Purchase Wholesale Power	Ensure the accuracy of all payments for purchased power by reviewing and comparing metering data and bill calculations	Accuracy Rate for Purchased Power Payments	Workload	100%	100%	100%	100%	100%
	Predict annual system peak and load ratio share calculations that will minimize end impact of end of year true up process.							
Resource Management	To provide efficient utilization of resources in order to limit or reduce costs of electric system operation.	Average Cost of Purchased Power (in cents)	Effectiveness	5.09¢	6.50¢	4.11¢	5.00¢	7.00¢

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Operations	\$ 58,958,183	\$ 43,308,998	\$ 48,024,883	\$ 33,556,869	\$ 49,271,048	\$ 49,271,048	\$ 49,706,862
Total Expenditures	\$ 58,958,183	\$ 43,308,998	\$ 48,024,883	\$ 33,556,869	\$ 49,271,048	\$ 49,271,048	\$ 49,706,862

* as amended

**as of June 30, 2020

Maintenance Powerlines

Mission Statement

The Maintenance Powerlines 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 grid.

Major Services Provided

- System Monitoring
- Electric Equipment Maintenance
- Testing/Installation

Organizational Chart Locator

Fund: 610 Electric Fund

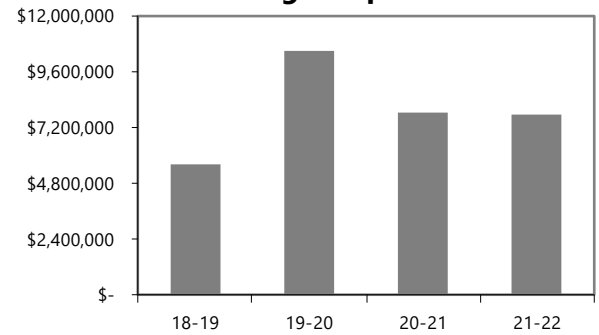
Functional Area: Utilities - Electric

Budget Unit: **7220 Maintenance Powerlines**

Personnel Summary

Fiscal Year	FTE
17-18	18
18-19	18
19-20	18
20-21	18
21-22 Planning	18

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Substation O project completed, including incorporating electronic relaying package with additional line capacity.
- Delivery Station 3 project completed, including incorporating electronic relaying package with additional line capacity.
- Animal protection fences installed at two retail substation sites.
- Property selected and purchased for construction of two delivery/retail power substations.

FY 20-21 Budget Highlights

- Replacement of 44 kV substation F power transformer.
- Commence substation camera installation project to improve substation security and equipment monitoring.
- Secure property for construction of two retail power substations in high growth areas.
- Complete Advanced Metering Infrastructure installation of remaining legacy electric meters to enhance reliability and data access.
- Initiate capacitor placement study to help ensure satisfactory grid power factor and voltage support.
- Animal protection fencing at four retail substation sites.
- Replacement of 100 kV circuit switching devices at Substation O.
- Commissioning of Delivery 6, increasing system capacity in the Southeast grid sector.

FY 21-22 Planning Year Goals

- Commissioning of Delivery station 4, increasing capacity in the Southern grid sector.
- Replacement of eight antiquated 12 kV circuit breakers to improve system reliability.
- Continue substation camera installation project to improve substation security and equipment monitoring.
- Replacement of 44 kV substation "B" power transformer.
- Purchase of 100 kV back-up substation power transformer.
- Site selection for two additional retail substations.

Steps/Programs 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.
- Career development training will be employed to enhance the skill set of internal employees.
- The SCADA department will work with GIS to update and ensure a viable and reliable mapping database.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
System Monitoring	To provide timely response to power outages for business and residential customers in order to minimize power disruptions.	System Average Interruption Duration Index (SAIDI) (in mins)	Effectiveness	98.40	40	24.47	40	110
		System Average Interruption Frequency (SAIFI) (# of events)	Effectiveness	1.72	0.61	0.64	0.61	1.10
		Customer Average Interruption Duration Index (CAIDI) (in mins)	Effectiveness	57.14	66	38.44	66	80
Electric Equipment Maintenance	To provide system maintenance of electrical equipment in order to ensure constant flow of power.	% of outages caused by mechanical failure	Effectiveness	5.93%	3%	11.50%	3%	3%
Testing/ Installation	To ensure the accuracy and integrity of all electric meter systems in order to maintain compliance with State regulations and proper billing.	# of watt-hr. meters tested/calibrated	Workload	3,121	3,000	3,192	3,000	N/A

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 7220							
Personnel Services	\$ 1,295,896	\$ 1,500,966	\$ 1,521,133	\$ 1,401,730	\$ 1,554,470	\$ 1,554,470	\$ 1,554,470
Operations	\$ 314,934	\$ 455,135	\$ 754,800	\$ 361,432	\$ 711,635	\$ 711,635	\$ 665,259
Capital Outlay	\$ -	\$ -	\$ 240,000	\$ 194,205	\$ 1,328,000	\$ 1,328,000	\$ 2,290,000
Depreciation & Amortization	\$ 1,290,424	\$ 1,311,651	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 22,603	\$ 19,905	\$ 70,952	\$ 65,039	\$ 61,411	\$ 61,411	\$ 61,794
Transfers	\$ 1,315,000	\$ 2,350,000	\$ 8,488,441	\$ 8,488,441	\$ 4,223,000	\$ 4,223,000	\$ 3,160,000
Total Expenditures	\$ 4,238,857	\$ 5,637,657	\$ 11,075,326	\$ 10,510,847	\$ 7,878,516	\$ 7,878,516	\$ 7,731,523

* as amended

**as of June 30, 2020

Tree Trimming

Mission Statement

Tree Trimming 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.

Major Services Provided

- Line Clearance Tree Trimming

Organizational Chart Locator

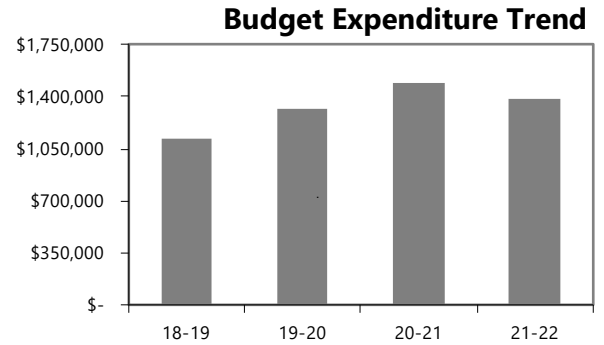
Fund: 610 Electric Fund

Functional Area: Utilities - Electric

Budget Unit: **7230 Tree Trimming**

Personnel Summary

Fiscal Year	FTE
17-18	7
18-19	8
19-20	8
20-21	10
21-22 Planning	10



FY 19-20 Major Accomplishments

- Improved the trimming cycle production to just under the three-year cycle goal.
- Continued to notify and educate the public on the need for proper ROW clearance and trimming efforts.
- Utilized contract labor as needed to assist in trimming efforts.

FY 20-21 Budget Highlights

- Add two additional personnel to create a 3rd in-house crew for added performance.
- Increase production to a full three-year trim cycle using new in-house crew.
- Continue to educate the public on the practices and need for proper ROW clearance.
- Utilize contract labor as needed to assist in trimming efforts.

FY 21-22 Planning Year Goals

- Continue to educate the public on the practices and need for proper ROW clearance.
- Utilize contract labor as needed to assist in trimming efforts.
- Train and educate new crew members to enhance skills and safety.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Tree Trimming	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.	% 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%
	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.	% of main circuit right-of-way trimmed/maintained per year	Effectiveness	8%	33%	20%	33%	33%
		% of power outages caused by trees and tree limbs	Effectiveness	19%	10%	18.4%	10%	10%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 7230							
Personnel Services	\$ 492,438	\$ 557,363	\$ 596,172	\$ 538,309	\$ 730,559	\$ 730,559	\$ 730,559
Operations	\$ 454,333	\$ 497,865	\$ 577,008	\$ 511,080	\$ 370,603	\$ 370,603	\$ 389,466
Capital Outlay	\$ -	\$ -	\$ 230,640	\$ 234,996	\$ 360,000	\$ 360,000	\$ 240,000
Cost Allocations	\$ 2,848	\$ 2,598	\$ 31,497	\$ 28,872	\$ 26,915	\$ 26,915	\$ 27,086
Total Expenditures	\$ 984,436	\$ 1,116,411	\$ 1,435,317	\$ 1,313,257	\$ 1,488,077	\$ 1,488,077	\$ 1,387,111

* as amended

**as of June 30, 2020

Electric Construction

Mission Statement

Electric Construction 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.

Major Services Provided

- Underground Utility Construction
- Overhead Utility Construction

Organizational Chart Locator

Fund: 610 Electric Fund

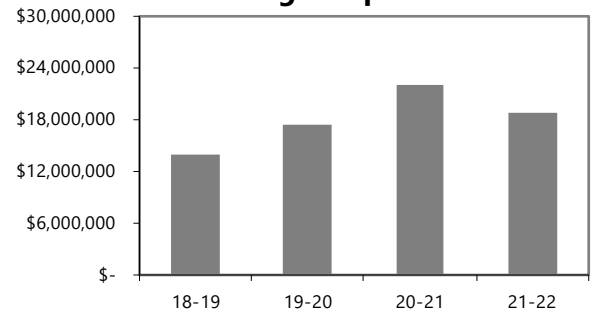
Functional Area: Utilities - Electric

Budget Unit: **7240 Electric Construction**

Personnel Summary

Fiscal Year	FTE
17-18	35
18-19	37
19-20	37
20-21	37
21-22 Planning	37

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Replaced electric service aerial lift truck and underground cable pulling equipment.
- Continued career development training of electric maintenance and construction personnel to enhance productivity.
- Began installation/replacement of vault-based infrastructure surrounding Concord Mills Mall.
- Installed 2 miles of fiber optic cable throughout the City for major and small projects.
- Installed approximately \$3 million dollars' worth of infrastructure materials.

FY 20-21 Budget Highlights

- Begin construction of all transmission and distribution circuits in preparation of Delivery 4 & Delivery 6 commissionings.
- Continuance of career development training of electric construction personnel to enhance productivity.
- Labor and material appropriated for installation of fiber optic cable throughout the City for small and major projects.
- Pole inspection and replacement program will be re-initiated.
- NCDOT project at Derita Road will be completed.

FY 21-22 Planning Year Goals

- Continued construction of transmission circuits in preparation for Delivery 4 commissioning.
- Completion of transmission and distribution circuits for Delivery 6.
- Allocate time for pole inspections and routine maintenance on the system.
- Initiate NCDOT projects at Rock Hill Church Rd. and Christenbury Corners.

Steps/Programs to Enhance Performance

- Maintain truck/equipment replacement schedule to ensure maximum fleet availability and responsiveness 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Electric Construction	To provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable time period.	% of service installations completed within 10 working days	Effectiveness	N/A	100%	99%	100%	N/A
		% of outdoor lights installed within 5 working days	Effectiveness	N/A	100%	99%	100%	N/A
		% of street lights repaired within 2 working days	Effectiveness	N/A	100%	99%	100%	N/A

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit #:7240	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 2,814,023	\$ 3,207,751	\$ 3,501,669	\$ 3,331,134	\$ 3,686,137	\$ 3,686,137	\$ 3,686,137
Operations	\$ 7,031,754	\$ 4,659,481	\$ 7,473,636	\$ 5,929,649	\$ 7,856,338	\$ 7,856,338	\$ 7,807,130
Capital Outlay	\$ (1,667,273)	\$ -	\$ 841,761	\$ 758,408	\$ 903,000	\$ 903,000	\$ 240,000
Depreciation & Amortization	\$ 3,201,721	\$ 3,254,154	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 711,127	\$ 635,969	\$ 4,784,631	\$ 4,680,382	\$ 1,463,696	\$ 1,463,696	\$ 1,466,053
Cost Allocations	\$ 1,527,162	\$ 1,626,803	\$ 1,847,319	\$ 1,693,377	\$ 2,018,182	\$ 2,018,182	\$ 2,025,758
Non-Operating	\$ 6,924	\$ (602,556)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 100,000	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 6,108,220	\$ 6,108,220	\$ 3,465,000
Total Expenditures	\$ 13,725,438	\$ 13,981,602	\$ 19,449,016	\$ 17,392,950	\$ 22,035,573	\$ 22,035,573	\$ 18,690,078

* as amended

**as of June 30, 2020

Peak Shaving

Mission Statement

Peak Shaving exists to ensure the availability of supplemental generation resources for use in off-setting severe system loading conditions, therefore helping ensure overall grid availability.

Major Services Provided

- Supplemental generation resources

Organizational Chart Locator

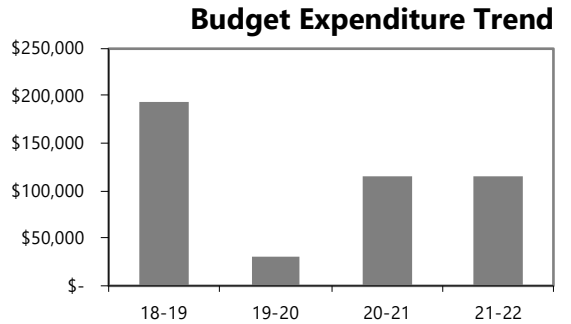
Fund: 600 Electric Fund

Functional Area: Utilities - Electric

Budget Unit: **7241 Peak Shaving**

Personnel Summary

Fiscal Year	FTE
17-18	0
18-19	0
19-20	0
20-21	0
21-22 Planning	0



FY 19-20 Major Accomplishments

- Utilized generators for critical/peak loading emergencies.
- Generators were consistently available for critical system grid loading conditions.
- Critical replacement supplies were inventoried to ensure quick response to mechanical failures.

FY 20-21 Budget Highlights

- Continue generator maintenance to ensure reliability for critical system grid loading conditions.
- Purchase critical replacement supplies to ensure quick response to mechanical failures.
- Maintain generation building to protect generation resources.

FY 21-22 Planning Year Goals

- Utilize generators for critical system grid loading conditions and emergencies.
- Maintain generators to ensure reliability.
- Maintain inventory of critical replacement supplies to ensure quick response to mechanical failures.

Steps/Programs to Enhance Performance

- Perform engine maintenance as scheduled to ensure efficient operation.
- Monitor system loading through SCADA.
- Continue to train generating personnel to recognize system loading parameters that require supplemental generation.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Peak Shaving	To provide efficient and reliable generators to reduce the City's load during peak usage time or critical situations.	Average kW output per unit	Efficiency	1,600	1,600	1,600	1,600	1,600

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 7241							
Operations	\$ 277,571	\$ 187,251	\$ 357,482	\$ 30,002	\$ 115,435	\$ 115,435	\$ 115,384
Depreciation & Amortization	\$ 58,154	\$ 6,112	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 335,725	\$ 193,363	\$ 357,482	\$ 30,002	\$ 115,435	\$ 115,435	\$ 115,384

* amended

**as of June 30, 2020

Electric Engineering Services

Mission Statement

To provide the highest level of service to both internal and external customers of the City's electric grid, through engineering and design of new and existing electric services, along with documenting City assets through GIS mapping technology.

Major Services Provided

- Electric Engineering and design services
- Compliance with NESC, NEC, and other applicable industry codes
- GIS mapping application services

Organizational Chart Locator

Fund: 610 Electric Fund

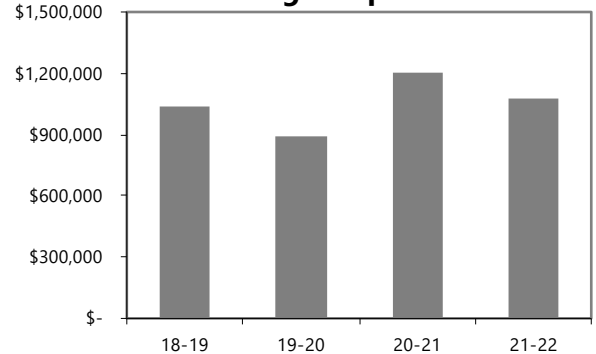
Functional Area: Utilities - Electric

Budget Unit: **7250 Electric Engineering Services**

Personnel Summary

Fiscal Year	FTE
17-18	8
18-19	8
19-20	8
20-21	8
21-22 Planning	8

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Maintained the accuracy and structure of the data in the electric system GIS database. Received verified inputs from GIS coworkers' review of data, from Engineering Technicians while designing jobs, and from Operational crews.
- Improved the implementation of the Milsoft WindMilMap. Monitored the interface capability of the staking software (with addition of Reavis Code) with the interface capability within WindMilMap and corrections were made for improvement.
- Updated labor and material costs in Partner Software to provide financial reporting to carefully track installed assets.
- Researched the work-flow within CityWorks to help improve the Work Order Management system.
- Trained young engineering coworkers in proper engineering techniques to improve their job efficiency.

FY 20-21 Budget Highlights

- Maintain the accuracy and structure of the data in the electric system database with a system inventory. Encourage verified inputs from GIS coworkers' review of data, from Engineering Technicians while designing jobs and from Operational crews.
- Improve the implementation the Milsoft WindMilMap. Monitor the interface capability of the staking software (with addition of Reavis Code) with the interface capability within WindMilMap and make corrections for improvement.
- Update the labor and material cost in the Partner Software on an annual basis to provide financial reporting from the staking software to carefully track installed assets and develop NCDOT cost tracking.
- Research the work-flow required for more accurate Work Order Management system within CityWorks.
- Work with Nexgrid and Milsoft to develop an integration between the two systems.
- Find training opportunities for the young engineering staff in proper engineering techniques to improve their job efficiency.

FY 21-22 Planning Year Goals

- Maintain the accuracy and structure of the data in the electric GIS system database with a system wide inventory of assets.
- Work towards a paperless work order system.
- Research the work-flow required for more accurate Work Order Management system within CityWorks.
- Work with Nexgrid and Milsoft to develop an integration between the two systems.

Steps/Programs to Enhance Performance

- Find training opportunities 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 Heat Pump Rebate and Peak Partners Programs.

- Manage our Key Accounts Program that provides a relationship between the Electric Systems and Key Accounts.
- Update staking software with updated labor and material cost.
- Research and develop a method for tracking after-hours map changes to be corrected within the GIS system.
- Research and develop a better method for estimating and tracking cost for NCDOT projects. Develop a filing system for both hard copies and digital copies of all paper work sent to NCDOT.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Planning & Design	Provide prompt response to customers to determine their needs and desires for electric service.	Complete the design of a job and release to Construction with 10 working days.	Effectiveness	97.2%	95%	98.8%	95%	N/A
GIS Application Service	Identify and address internal customer needs such as calculations and maps promptly in order to maintain construction and service schedules.	Provide requested GIS data within 5 working days	Effectiveness	98%	97%	97.2%	97%	N/A

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #:7250							
Personnel Services	\$ 550,583	\$ 733,063	\$ 749,774	\$ 723,531	\$ 774,790	\$ 774,790	\$ 777,790
Operations	\$ 122,205	\$ 150,584	\$ 287,837	\$ 137,665	\$ 365,838	\$ 365,838	\$ 274,680
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -
Depreciation & Amortization	\$ 57,712	\$ 63,469	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 82,701	\$ 89,921	\$ 31,497	\$ 28,872	\$ 26,915	\$ 26,915	\$ 27,085
Total Expenditures	\$ 813,201	\$ 1,037,037	\$ 1,069,108	\$ 890,068	\$ 1,207,543	\$ 1,207,543	\$ 1,079,555

* as amended

**as of June 30, 2020

Utility Locate Services

Mission Statement

Utility Locate Services exists to ensure that all City utilities are accurately located in adequate time to comply with the N.C. Underground Damage Prevention Act.

Major Services 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

Organizational Chart Locator

Fund: 610 Electric Fund

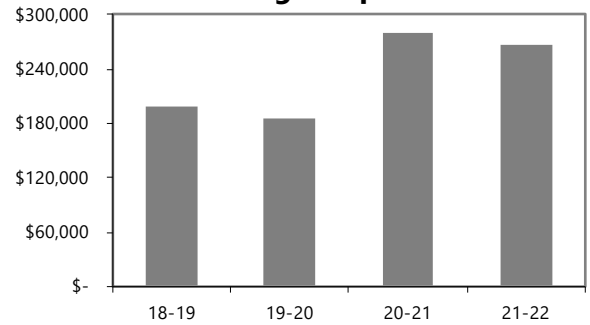
Functional Area: Utilities - Electric

Budget Unit: **7260 Utility Locate Services**

Personnel Summary

Fiscal Year	FTE
17-18	5
18-19	5
19-20	5
20-21	5
21-22 Planning	5

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Focused on improving coordination between assigned territorial areas to enhance response times.
- New locating transmitter/receivers were purchased to stay abreast of technology.
- Replaced locating work truck to reduce downtime associated with mechanical breakdown.
- Contract labor was used to offset peak locating times.

FY 20-21 Budget Highlights

- Replacement of locating work truck to reduce downtime associated with mechanical breakdown.
- Additional funding for increased use of contract labor to offset peak locating times.
- Focus will be on improving coordination between assigned areas to enhance response times.
- Provide equipment and tools required to allow locators to locate all of the City's utilities.

FY 21-22 Planning Year Goals

- Allocate time for training to keep up with the rapidly changing field of locating.
- Continue to invest in new technology to make our locating department more efficient and accurate.
- Focus on improving coordination between assigned areas to enhance response times.
- Provide equipment and tools required to allow locators to locate all of the City's utilities.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Utility Location	Locate all utilities in compliance with the NC Underground Damage Prevention Act guidelines of accuracy and time requirements in order to prevent damage to underground water, wastewater, and electric infrastructure.	% of locates that are located within 48 hours	Effectiveness	N/A	100%	99%	100%	99%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #:7260							
Personnel Services	\$ 386,581	\$ 377,240	\$ 397,694	\$ 394,270	\$ 424,540	\$ 424,540	\$ 429,540
Operations	\$ 82,105	\$ 170,398	\$ 219,662	\$ 159,833	\$ 331,401	\$ 331,401	\$ 325,383
Capital Outlay	\$ -	\$ -	\$ 24,000	\$ 16,366	\$ 67,000	\$ 67,000	\$ 27,000
Depreciation & Amortization	\$ 28,325	\$ 30,316	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ (329,604)	\$ (378,705)	\$ (420,994)	\$ (385,912)	\$ (542,309)	\$ (542,309)	\$ (514,929)
Total Expenditures	\$ 167,407	\$ 199,249	\$ 220,362	\$ 184,557	\$ 280,632	\$ 280,632	\$ 266,994

*as amended

**as of June 30, 2020

The Utility Locate Services budget is allocated across Electric, Water, and Wastewater departments.

Water Resources

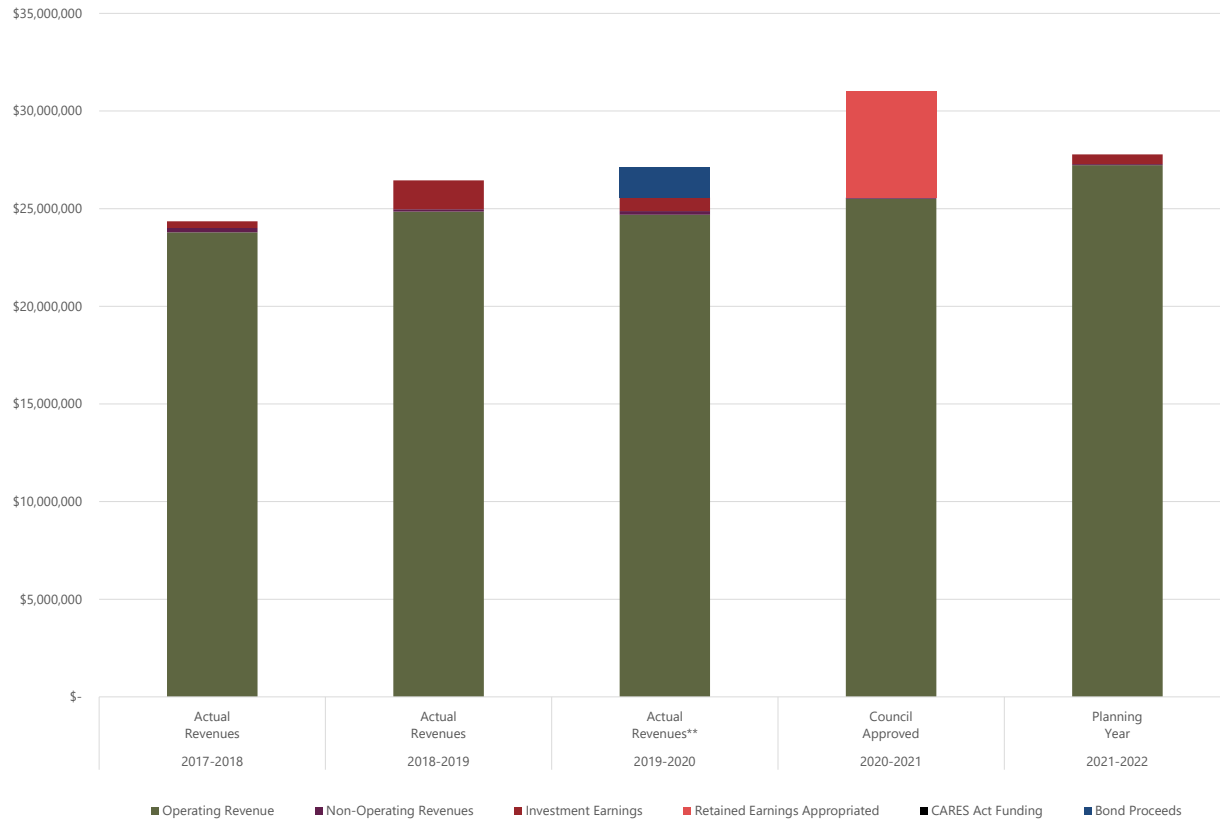
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 620								
Fema-State	\$ -	\$ -	\$ 12,754	\$ -	\$ -	\$ -	0.0%	\$ -
CARES Act Funding	\$ -	\$ -	\$ -	\$ 12,754	\$ -	\$ -	0.0%	\$ -
Non-Operating Revenues	\$ 221,221	\$ 119,352	\$ 184,795	\$ 187,626	\$ 49,000	\$ 49,000	0.2%	\$ 53,000
Investment Earnings	\$ 346,375	\$ 1,480,181	\$ 571,543	\$ 683,510	\$ -	\$ -	0.0%	\$ 500,000
Operating Revenue	\$ 23,788,190	\$ 24,851,430	\$ 24,467,647	\$ 24,691,728	\$ 25,510,100	\$ 25,510,100	82.2%	\$ 27,227,400
Bond Proceeds	\$ -	\$ -	\$ 1,536,534	\$ 1,536,534	\$ -	\$ -	0.0%	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 4,176,360	\$ -	\$ 5,469,287	\$ 5,469,287	17.6%	\$ -
Total Revenues	\$ 24,355,786	\$ 26,450,963	\$ 30,949,633	\$ 27,112,152	\$ 31,028,387	\$ 31,028,387	100%	\$ 27,780,400

* as amended

**as of June 30, 2020

Revenue Trend



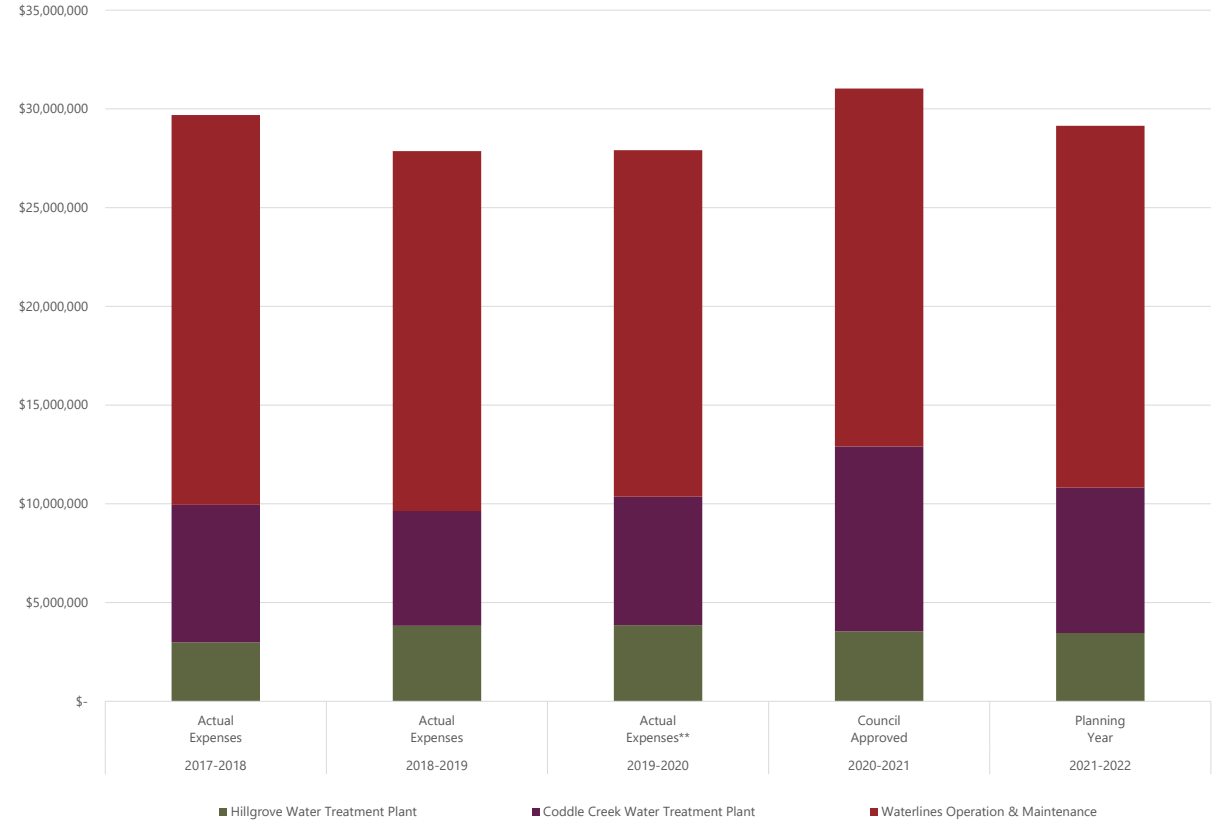
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Hillgrove Water Treatment Plant	\$ 2,976,378	\$ 3,823,146	\$ 4,299,211	\$ 3,856,985	\$ 3,544,285	\$ 3,544,285	11.4%	\$ 3,454,750
Coddle Creek Water Treatment Plant	\$ 6,975,036	\$ 5,814,631	\$ 7,418,290	\$ 6,505,964	\$ 9,364,278	\$ 9,364,278	30.2%	\$ 7,362,159
Waterlines Operation & Maintenance	\$ 19,738,741	\$ 18,220,634	\$ 19,232,132	\$ 17,548,311	\$ 18,119,824	\$ 18,119,824	58.4%	\$ 18,325,021
Total Expenditures	\$ 29,690,155	\$ 27,858,411	\$ 30,949,633	\$ 27,911,260	\$ 31,028,387	\$ 31,028,387	100.0%	\$ 29,141,930

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Hillgrove Water Treatment Plant

Mission Statement

The Hillgrove 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.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

Fund: 620 Water Fund

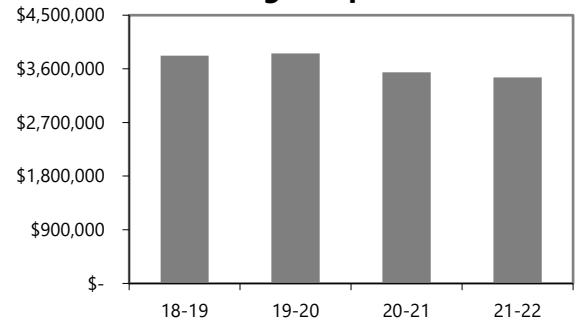
Functional Area: Utilities - Water

Budget Unit: **7330 Hillgrove Water Treatment Plant**

Personnel Summary

Fiscal Year	FTE
17-18	14.5
18-19	14.5
19-20	14.5
20-21	14.5
21-22 Planning	14.5

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Completed installation of new emergency generator.
- Resurfaced clearwell to preserve integrity and lifespan.
- Proactively added additional water quality monitors to provide for enhanced water quality.
- Performed facility renovations including new windows, repaving, and water line refinishing.
- Began design of settling basin improvements and Granular Activated Carbon (GAC) contactors.

FY 20-21 Budget Highlights

- Complete design of basin upgrades at Hillgrove WTP.
- Complete design of GAC contactors at Hillgrove WTP.
- Refurbish 601 Pump Station (PS) pumps and valves.

FY 21-22 Planning Year Goals

- Begin construction of basin upgrades at Hillgrove WTP.
- Begin construction of GAC contactors at Hillgrove WTP.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	99%	100%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	95.7%	98%	99.6%	98%	87%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.01	1.03	1.01	1.01	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Effectiveness	0	0	0	0	0

*State and Federal Regulation is 95%

**These are internally established limits that exceed State and Federal Regulations

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 7330							
Personnel Services	\$ 942,205	\$ 921,494	\$ 1,001,624	\$ 822,922	\$ 1,039,534	\$ 1,039,534	\$ 1,039,534
Operations	\$ 1,621,724	\$ 1,938,697	\$ 2,383,865	\$ 2,145,914	\$ 2,336,806	\$ 2,336,806	\$ 2,336,948
Capital Outlay	\$ -	\$ -	\$ 82,062	\$ 61,131	\$ 114,500	\$ 114,500	\$ 24,500
Depreciation & Amortization	\$ 378,780	\$ 382,324	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ 26,125	\$ (26,125)	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ -	\$ 600,000	\$ 775,949	\$ 775,949	\$ -	\$ -	\$ -
Cost Allocations	\$ 7,544	\$ 6,756	\$ 55,711	\$ 51,069	\$ 53,445	\$ 53,445	\$ 53,768
Total Expenditures	\$ 2,976,378	\$ 3,823,146	\$ 4,299,211	\$ 3,856,985	\$ 3,544,285	\$ 3,544,285	\$ 3,454,750

* as amended

**as of June 30, 2020

Coddle Creek Water Treatment Plant

Mission Statement

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.

Major Services Provided

- Water Treatment and Analysis

Organizational Chart Locator

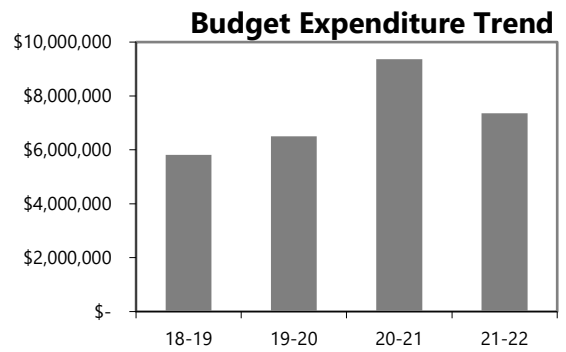
Fund: 620 Water Fund

Functional Area: Utilities - Water

Budget Unit: **7331 Coddle Creek Water Treatment Plant**

Personnel Summary

Fiscal Year	FTE
17-18	15.5
18-19	16.5
19-20	16.5
20-21	16.5
21-22 Planning	16.5



FY 19-20 Major Accomplishments

- Began construction of upgrades to the settling basins.
- Began construction of the new raw water line.
- Upgraded the switchgear to meet current needs and increase reliability.
- Proactively added new and upgraded current water quality instrumentation.

FY 20-21 Budget Highlights

- Complete construction of 36" raw water line at Coddle Creek Water Treatment Plant.
- Complete switchgear replacement at Coddle Creek Coddle Creek Water Treatment Plant.
- Rehab chlorine storage facilities.
- Resurface chemical receiving area.

FY 21-22 Planning Year Goals

- Evaluate dewatering options for Coddle Creek Coddle Creek Water Treatment Plant.
- Conduct high rate study to enable Coddle Creek Coddle Creek Water Treatment Plant to go from 12 MGD to 15 MGD without further upgrades or construction.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Water Treatment & Analysis	To comply with and exceed state and federal regulations in order to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	Effectiveness	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	Effectiveness	99%	98%	93%	98%	87%
	To provide efficient production of treated water in order to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	Efficiency	1.02	1.03	1.02	1.02	1.03
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Effectiveness	0	0	0	0	0

*State and Federal Regulation is 95%

**These are internally established limits that exceed State and Federal Regulations

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit #: 7331							
Personnel Services	\$ 1,018,964	\$ 1,018,241	\$ 1,296,085	\$ 1,191,079	\$ 1,237,846	\$ 1,237,846	\$ 1,237,846
Operations	\$ 4,172,980	\$ 4,487,931	\$ 5,981,529	\$ 5,178,283	\$ 5,948,696	\$ 5,948,696	\$ 6,038,733
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 2,110,500	\$ 2,110,500	\$ 28,000
CIP Projects	\$ -	\$ -	\$ 95,000	\$ 94,732	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 272,771	\$ 295,515	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 10,321	\$ 12,944	\$ 45,676	\$ 41,870	\$ 57,236	\$ 57,236	\$ 57,580
Transfers	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Total Expenditures	\$ 6,975,036	\$ 5,814,631	\$ 7,418,290	\$ 6,505,964	\$ 9,364,278	\$ 9,364,278	\$ 7,362,159

* as amended

**as of June 30, 2020

Waterlines Operations & Maintenance

Mission Statement

Waterlines Operations and Maintenance 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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 620 Water Fund

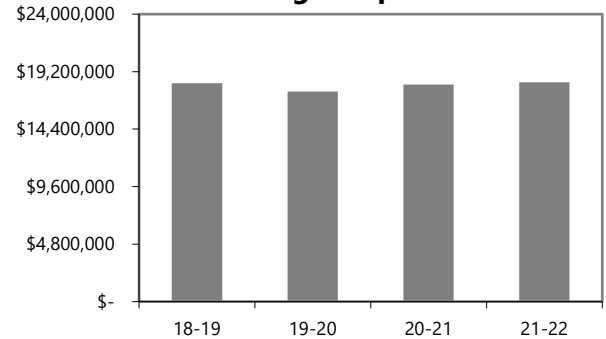
Functional Area: Utilities - Water

Budget Unit: **7340 Water Operations & Maintenance**

Personnel Summary

Fiscal Year	FTE
17-18	35.60
18-19	35.09
19-20	36.09
20-21	37.76
21-22 Planning	37.76

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Continued conversion to AMI.
- Continued leak detection of 10% of the existing water system with minor issues noticed.
- Completed construction of the following projects that were identified in the completed Water System Master Plan: NC 49 30" Water Line and Corban Avenue Pump Station Rehabilitation.
- Began construction of the Poplar Tent Road 24" Water Line project and US 29 Elevated Water Tank.
- Continued programming system changes and developing/designing/constructing projects recommended by the Master Plan.
- Continued working with the Fire Department in looking at areas in the existing water system that have low pressure and/or low flows.
- Continued to deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Completed the construction of the Corban Avenue Pump Station Rehabilitation project and began construction of the US 29 Elevated Water Tank and the NC 49 30" Water Line projects. Continued the easement acquisition of the Poplar Tent Road 24" Water Line project. Began and completed the design of the NC 73 Interconnection with Charlotte Water.
- Began the update of the current Water System Master Plan.
- Continued the design and construction of new water lines in areas that will replace existing galvanized and cast-iron water lines.

FY 20-21 Budget Highlights

- Continue conversion to AMI.
- Complete construction of the NC 49 30" Water Line, the NC 73 Interconnection with Charlotte Water, and the US 29 Elevated Water Tank projects. Complete the easement acquisition and begin construction of the Poplar Tent Road 24" Water Line project. Complete the design and begin construction of water lines related to the Union StreetScape project. Begin and complete the design of the NC 49 24" Water Line, the General Services Drive 12" Parallel Water Line, and the Zion Church Road 12" Parallel Water Line projects.
- Continue programming system changes and developing/designing/constructing projects recommended by the Water System Master Plan.
- Continue to deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Complete the update of the Water System Master Plan. Once the Plan is complete, continue programming system changes, developing, and designing recommended projects.
- Continue the design and construction of new water lines in areas that will replace existing galvanized and cast-iron water lines.

FY 21-22 Planning Year Goals

- Complete the construction of the Poplar Tent Road 24" Water Line project and the construction of water lines related to the Union StreetScape project. Begin construction of the NC 49 24" Water Line, the General Services Drive 12" Parallel Water Line, and the Zion Church Road 12" Parallel Water Line projects.
- Continue programming system change and developing/designing projects recommended by the updated Water System Master Plan.
- Continue the design and construction of new water lines in areas that will replace existing galvanized and cast-iron water lines.

Steps/Programs to Enhance Performance

- Continue leak detection to facilitate repair of small leaks before they become major water main breaks in roadways or under sidewalks.
- Reduce water quality complaints by replacing older water mains and installing 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.
- Continue leveraging GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Continue using the latest technology to enhance our performance to our customers.
- Further enhance the backflow prevention database by continuing to input all applicable information on existing and new backflow devices, and keeping testers updated on these enhancements and accountable for accurate electronic input of annual test results.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Maintenance	To conduct leak detection surveys on the 10% of the water distribution system annually to reduce the number of leaks and reduce un-accounted water loss.	% of system leak detection surveys completed	Effectiveness	10%	10%	10%	10%	10%
New Construction	To provide more efficient water service installations for residential, commercial, and industrial customers to help expedite the construction of development projects.	Average # of days to install ¾" through 2" water service	Workload	9	10	7	10	8
Water Quality	To provide the highest quality water to customers by meeting and exceeding both state and EPA guidelines to ensure the safety and health of the water supply.	# of customer complaints per 1,000 accounts	Effectiveness	7.13	1	5.53	1	1
Safety	To provide a safe work environment for coworkers.	# of preventable accidents	Effectiveness	4	0	0	0	0

Budget by Category

Budget Unit #: 7340	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Personnel Services	\$ 2,386,079	\$ 2,369,528	\$ 5,713,909	\$ 5,314,513	\$ 2,873,960	\$ 2,873,960	\$ 2,903,295
Operations	\$ 1,503,750	\$ 1,297,160	\$ 2,125,605	\$ 1,699,786	\$ 2,094,309	\$ 2,094,309	\$ 2,047,286
Capital Outlay	\$ 480,525	\$ 2,539	\$ 922,504	\$ 502,698	\$ 761,000	\$ 761,000	\$ 725,000
Depreciation & Amortization	\$ 3,558,016	\$ 3,624,189	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,106,922	\$ 995,937	\$ 5,549,247	\$ 5,418,986	\$ 2,401,896	\$ 2,401,896	\$ 2,406,579
Cost Allocations	\$ 2,854,868	\$ 3,136,550	\$ 3,504,934	\$ 3,212,857	\$ 3,470,439	\$ 3,470,439	\$ 3,473,536
Non Operating Expense	\$ 62,731	\$ 89,914	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 7,785,850	\$ 6,704,817	\$ 1,415,933	\$ 1,399,471	\$ 6,518,220	\$ 6,518,220	\$ 6,769,325
Total Expenditures	\$ 19,738,741	\$ 18,220,634	\$ 19,232,132	\$ 17,548,311	\$ 18,119,824	\$ 18,119,824	\$ 18,325,021

* as amended

**as of June 30, 2020

Transit System

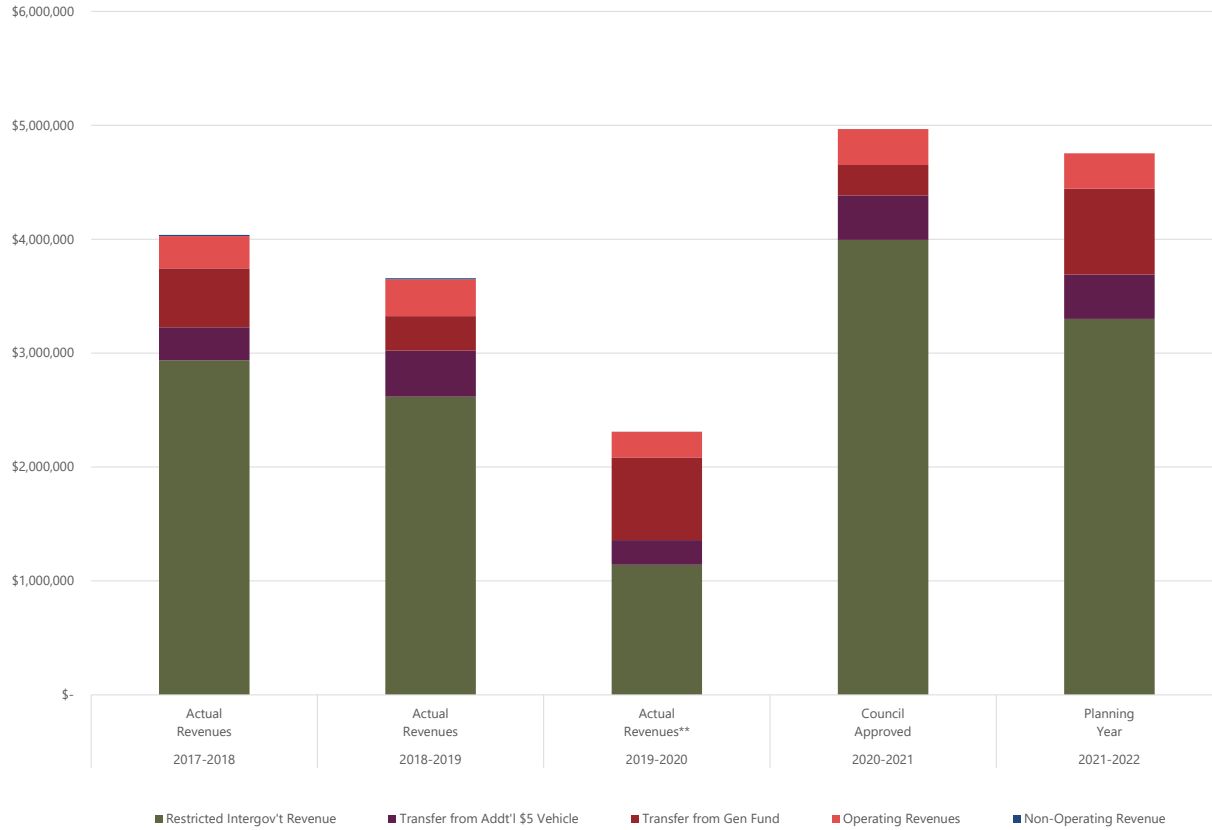
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 630								
Restricted Intergov't Revenue	\$ 2,938,205	\$ 2,617,206	\$ 3,758,691	\$ 1,142,393	\$ 3,993,998	\$ 3,993,998	80.4%	\$ 3,300,000
Operating Revenues	\$ 284,071	\$ 322,638	\$ 241,591	\$ 225,057	\$ 315,215	\$ 315,215	6.3%	\$ 310,000
Non-Operating Revenue	\$ 9,546	\$ 10,813	\$ -	\$ 972	\$ -	\$ -	0.0%	\$ -
Appropriated Retained Earnings	\$ -	\$ -	\$ 186,055	\$ -	\$ -	\$ -	0.0%	\$ -
Transfer from Gen Fund	\$ 516,328	\$ 303,093	\$ 777,047	\$ 725,276	\$ 267,520	\$ 267,520	5.4%	\$ 754,130
Transfer from Addtl \$5 Vehicle	\$ 288,982	\$ 404,378	\$ 390,000	\$ 216,131	\$ 390,000	\$ 390,000	7.9%	\$ 390,000
Total Revenues	\$ 4,037,132	\$ 3,658,128	\$ 5,353,384	\$ 2,309,829	\$ 4,966,733	\$ 4,966,733	100.0%	\$ 4,754,130

* as amended

**as of June 30, 2020

Revenue Trend



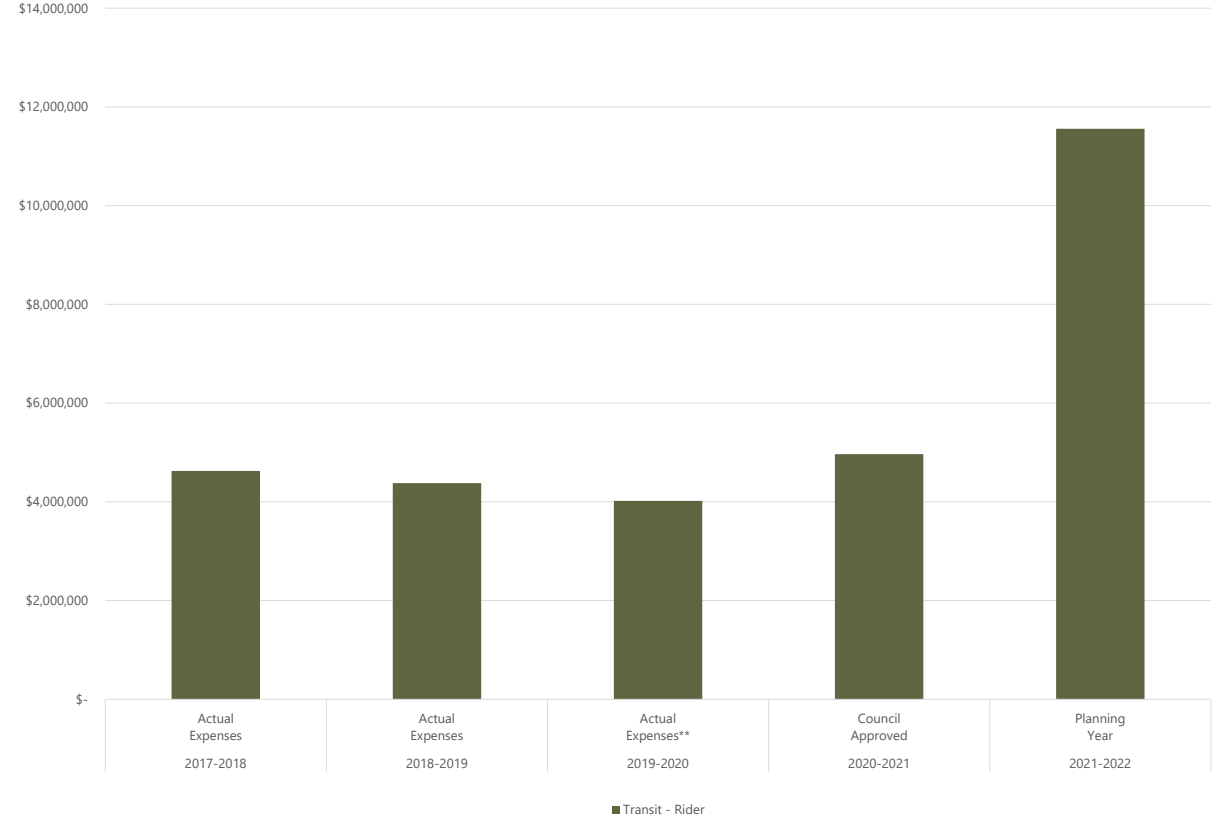
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Transit - Rider	\$ 4,626,611	\$ 4,376,956	\$ 5,353,384	\$ 4,018,296	\$ 4,966,733	\$ 4,966,733	100.0%	\$ 11,557,733
Total Expenditures	\$ 4,626,611	\$ 4,376,956	\$ 5,353,384	\$ 4,018,296	\$ 4,966,733	\$ 4,966,733	100.0%	\$ 11,557,733

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Rider Transit System

Mission Statement

To provide safe, dependable, and user-friendly transportation services to the citizens of Concord and Kannapolis with the desire to operate at the highest level of rider satisfaction.

Major Services Provided

- Fixed-route and paratransit service to Concord and Kannapolis

Organizational Chart Locator

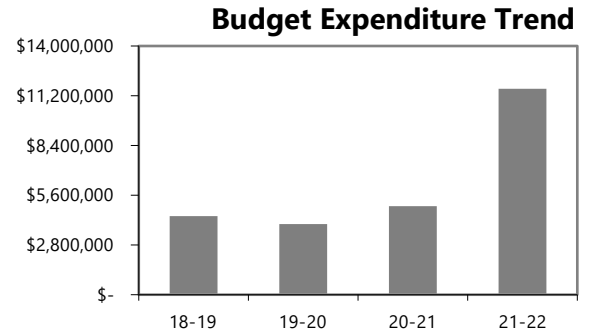
Fund: 630 Transit

Functional Area: Transit System

Budget Unit: **7650 Transit Farebox/Local Expense,**
7690 Transit Grant Expense

Personnel Summary

Fiscal Year	FTE
17-18	6.5
18-19	6.5
19-20	6.5
20-21	6.5
21-22 Planning	6.5



FY 19-20 Major Accomplishments

- ADA Paratransit services continued ridership and cost growth as service matured.
- CCX ridership continued to grow (+12.8% in 2019) as service matured.
- Completed Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project).
- Participated in and monitored CATS/CCOG regional transit project as Technical Team members.
- Bus Stop Amenity Plan surveying was completed.
- Successfully completed investigation and procurement of technological investments; improved real time CAD/AVL software, improved passenger access to information (App, online), Digital Payment system, Wi-Fi, Automated Passenger Counters (APCs).
- Made progress on developing a practical succession plan and solidified a new organizational structure and reporting responsibilities. Growth of management team has been very helpful as transit and its place in our community and the region are constantly and rapidly evolving.

FY 20-21 Budget Highlights

- Implementation of Phase II, Part 1 of Transit Bus Stop Amenity plan by 9/30/20. Work will continue on Part 2 ROW acquisition as expeditiously as possible.
- Successful installation and rollout of new technologies including new CAD/AVL and passenger App, improved Wi-Fi, and new digital payment system.
- Road mapping to implementation of Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project). Begin first steps of implementation where possible/practical, including potentially time intensive and delicate process of consolidation process with CCTS.
- Continue development of staff understanding of transit and technical capacity. Develop alternative departmental development plan if Long Range Transit Plan recommendations are not adopted and/or if consolidation with CCTS is delayed significantly.
- Work to develop funding strategy/plan and submit grant applications when possible for upcoming vehicle replacement needs.
- Continue to participate in and monitor CATS/CCOG regional transit planning project now that the project is actively underway.

FY 21-22 Planning Year Goals

- Purchase and/or receive replacement vehicles if grant funding has been secured.
- Examine Paratransit scheduling software options to determine if we remain with current product or move to a new software platform.
- Examine current technologies available and upgrade or replace the mobile surveillance systems on revenue service vehicles.
- Continue and complete our participation in the Metrolina Regional Long Range Transit Plan.

Steps/Programs to Enhance Performance

- **COVID-19 response:** implemented rear door boarding, suspension of fares, and closure of front seating section on buses to create social distance to keep our Operators as safe as possible. Marked and taped off seats on vehicles and in the Rider Transit Center to create as much social distancing as possible. Added three hand sanitizer stations at the Rider Transit Center. Signage was posted regarding all policy changes as well as asking passengers and visitors exhibiting symptoms to not ride/enter. Sealed Customer Service Office window to eliminate airflow contact with lobby area. Removed tables and chairs from break room to create social distance. Daily cleaning and disinfecting of all vehicles at the end of the day, along with multiple midday cleanings of high contact areas of vehicles in service. Cleaning kits were placed on each bus for Operator use as needed. PPE – masks and gloves – were made available to all employees. Larger driver change vehicle used to help keep Operators spaced out during shift changes.
- Continue to investigate and implement technological options to improve passenger experience and system performance; prepare for update of onboard surveillance system and electronic vehicle inspection systems.
- Ongoing monitoring of development and growth utilization of the ADA Paratransit program and seek to control costs where possible.
- Begin implementation of Long Range Transit Plan recommendations (if adopted), specifically transit system consolidation process.
- Release RFP for new marketing services contract. Work with selected marketing partner to continue improving Rider Transit’s marketing program and impact. Work towards transitioning to dedicated marketing and communications position.
- Perform cost-benefit analysis of current service provider contract. Determine to either recommend exercise of available 5-year option, or begin the process of rebidding the contract.
- Continue to develop understanding of FTA FAST legislation while seeking new ways and means to fund transit operations and projects; advocate for reauthorization of FAST Act before program terminates.
- Continue efforts to improve communication & local and regional coordination between Rider & neighboring transit systems & services.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Fixed-route & ADA Paratransit Service	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.	# of Riders	Workload	428,159	420,000	358,786	275,000	500,000
		# of Paratransit Riders	Workload	11,810	12,500	12,163	13,000	25,000
		# of bus passengers per revenue hour	Efficiency	10.61	11	8.86	8	15
		# of preventable accidents per 100,000 bus miles	Effectiveness	1.12	.6	.58	.6	.60
		# of verified bus rider complaints per 100,000 riders/trips	Effectiveness	13.88	10	5.3	10	10-12
		Average satisfaction rating of overall service	Effectiveness	86.70%	95%	95%	95%	N/A
		On-time Performance (Bus)	Effectiveness	74.05%	N/A	N/A	85%	N/A
		% of fare box recovery	Efficiency	7.41%	10%	5.36%	10%	15%
		# of paratransit rider complaints per 10,000 rider/trips	Effectiveness	23	20	5.13	20	N/A
		On-time Performance (Paratransit)	Effectiveness	93.4%	92%	86.8%	92%	92%
# of paratransit preventable accidents per 25,000 miles	Effectiveness	New	New	.77	.6	.6		

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 7650 & 7690	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 290,762	\$ 453,801	\$ 468,379	\$ 472,872	\$ 544,616	\$ 544,616	\$ 547,043
Operations	\$ 2,554,352	\$ 3,819,634	\$ 3,967,995	\$ 3,325,281	\$ 4,138,610	\$ 4,138,610	\$ 4,244,814
Capital Outlay	\$ 1,705,572	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Expenditures	\$ 7,081	\$ 13,840	\$ 867,991	\$ 174,996	\$ 230,313	\$ 230,313	\$ 6,711,985
Transfers	\$ -	\$ -	\$ 2,548	\$ 2,548	\$ -	\$ -	\$ -
Cost Allocations	\$ 68,845	\$ 89,681	\$ 46,472	\$ 42,599	\$ 53,194	\$ 53,194	\$ 53,891
Total Expenditures	\$ 4,626,611	\$ 4,376,956	\$ 5,353,384	\$ 4,018,296	\$ 4,966,733	\$ 4,966,733	\$ 11,557,733

* as amended

** as of June 30, 2020

Wastewater Resources

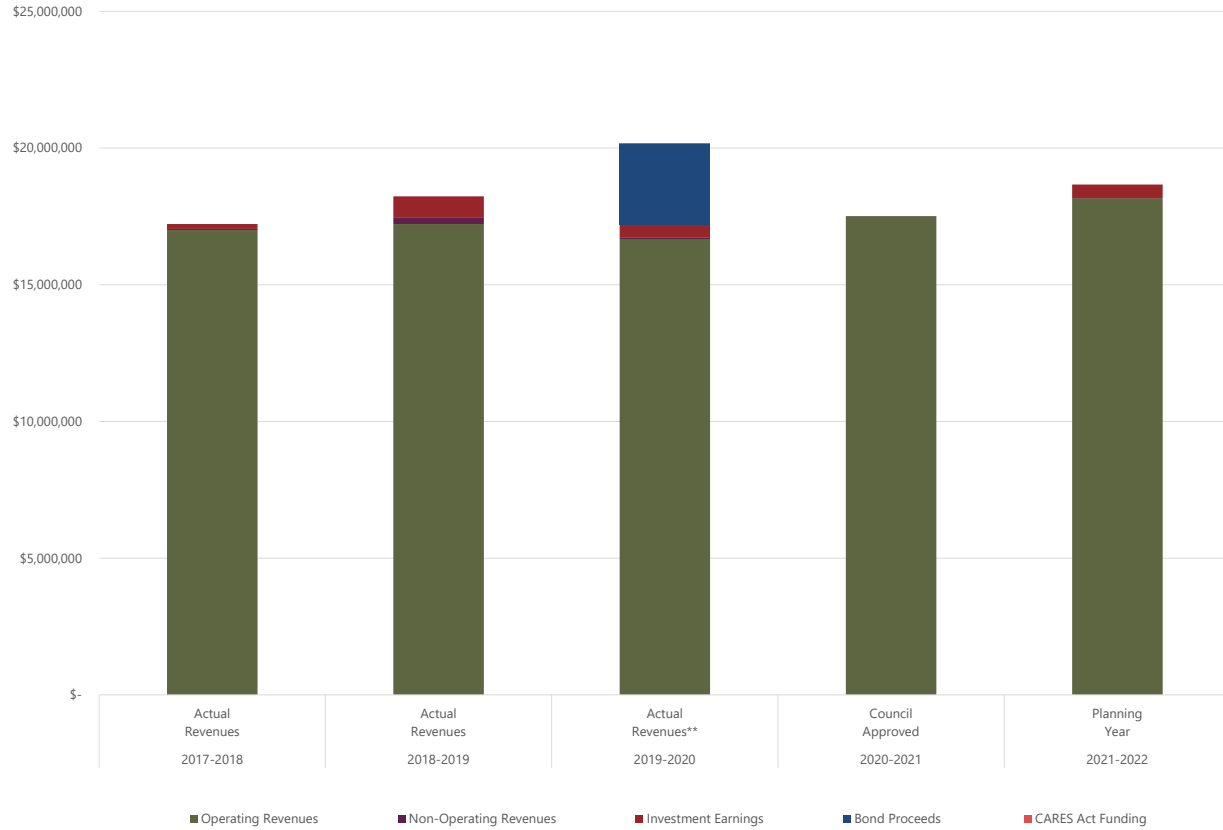
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 640								
Fema-State	\$ -	\$ -	\$ 2,298	\$ -	\$ -	\$ -	0.0%	\$ -
CARES Act Funding	\$ -	\$ -	\$ -	\$ 2,298	\$ -	\$ -	0.0%	\$ -
Non-Operating Revenues	\$ 42,402	\$ 224,097	\$ 59,080	\$ 59,079	\$ 2,000	\$ 2,000	0.01%	\$ 2,000
Investment Earnings	\$ 180,953	\$ 785,768	\$ 409,281	\$ 475,195	\$ -	\$ -	0.0%	\$ 500,000
Operating Revenues	\$ 16,999,755	\$ 17,222,306	\$ 16,783,990	\$ 16,676,629	\$ 17,510,000	\$ 17,510,000	99.99%	\$ 18,165,900
Bond Proceeds	\$ -	\$ -	\$ 2,969,887	\$ 2,969,887	\$ -	\$ -	0.0%	\$ -
Retained Earnings Appropriated	\$ -	\$ -	\$ 3,030,215	\$ -	\$ -	\$ -	0.0%	\$ -
Total Revenues	\$ 17,223,110	\$ 18,232,171	\$ 23,254,751	\$ 20,183,088	\$ 17,512,000	\$ 17,512,000	100.0%	\$ 18,667,900

* as amended

**as of June 30, 2020

Revenue Trend



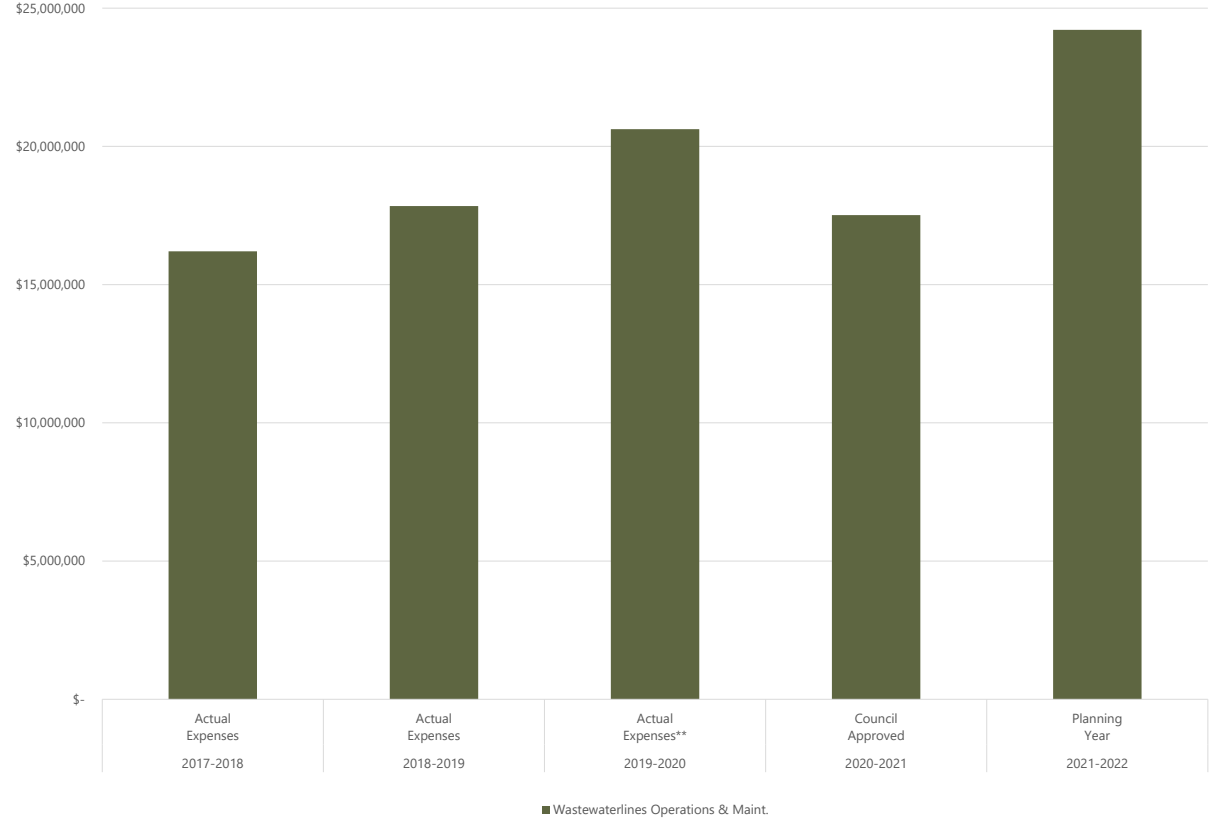
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Wastewaterlines Operations & Maint.	\$ 16,204,438	\$ 17,839,399	\$ 23,254,751	\$ 20,620,795	\$ 17,512,000	\$ 17,512,000	100.0%	\$ 24,215,800
Total Expenditures	\$ 16,204,438	\$ 17,839,399	\$ 23,254,751	\$ 20,620,795	\$ 17,512,000	\$ 17,512,000	100.0%	\$ 24,215,800

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Wastewaterlines Operations & Maintenance

Mission Statement

Wastewaterlines Operations & Maintenance 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.

Major Services Provided

- Maintenance
- New Construction
- Water Quality
- Water Meters

Organizational Chart Locator

Fund: 640 Wastewater Fund

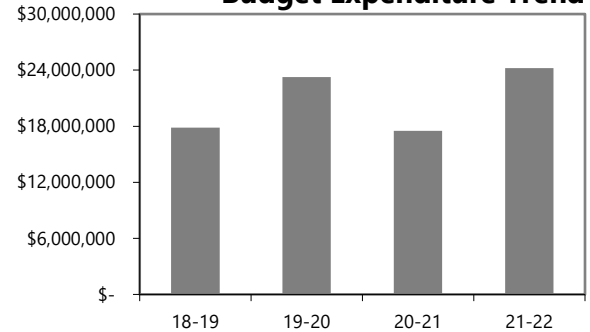
Functional Area: Utilities - Wastewater

Budget Unit: **7420 Wastewater Operations & Maintenance**

Personnel Summary

Fiscal Year	FTE
17-18	31.31
18-19	31.83
19-20	31.83
20-21	31.48
21-22 Planning	31.48

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Continued developing, designing, and acquiring the necessary easements for projects developed from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring. Some of the projects were deleted from the CIP listing due to sewer flow monitoring field results and resolutions.
- Continued to deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Completed the design of the Poplar Tent Road Sewer Extension to Cobblestone Lane project.
- Completed field inflow/infiltration testing and sewer flow monitoring within the area of the following FY 19-20 and FY 20-21 CIP projects that were identified in the completed sewer master planning project: Irish Buffalo Creek Sewer Outfall Replacement to Central Drive, Irish Buffalo Creek Sewer Outfall Replacement to Aaron Place, Irish Buffalo Creek Sewer Outfall Replacement to Bost Avenue, and Three Mile Branch Outfall replacement to Shamrock Street.
- Enhanced the existing wastewater GIS system by improving field/office procedures and adding new technology. This includes coordination with Engineering Department staff in collecting GIS data for newly installed wastewater infrastructure.
- Inspected both existing and new grease traps as part of the City's Fats, Oils, and Greases (FOG) Program, including making enhancements in the remote inspection logging and GIS database systems.
- Identified and resolve inflow and infiltration issues through field testing and sewer flow monitoring; this includes adding various existing sewer lines that have these issues to the lining projects.

FY 20-21 Budget Highlights

- Continue developing, designing, and acquiring the necessary easements for projects developed from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.
- Continue to deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Complete the construction of the Poplar Tent Road Sewer Extension to Cobblestone Lane project.
- Complete design and begin easement acquisition of the Cold Water Creek Tributary Outfall to NC 49 (Abandonment of the Raccoon Hollow PS) and the Coddle Creek Tributary Outfall to Sunberry Lane (Abandonment of the Province Green PS and Laurel Park PS).
- Complete the design and begin construction of sewer lines related to the Union StreetScape project.
- Continue to enhance the existing wastewater GIS system by improving field/office procedures and adding new technology; this includes coordination with Engineering Department staff in collecting GIS data for newly installed wastewater infrastructure.
- Continue to identify and resolve inflow and infiltration issues through field testing and sewer flow monitoring. This includes adding various existing sewer lines that have these issues to the lining projects.

FY 21-22 Planning Year Goals

- Complete the easement acquisition and begin the construction of the Cold Water Creek Tributary Outfall to NC 49 (Abandonment of the Raccoon Hollow PS).
- Complete the easement acquisition of the Coddle Creek Tributary Outfall to Sunberry Lane (Abandonment of the Province Green PS and Laurel Park PS).
- Complete the construction of sewer lines related to the Union StreetScape project.
- Continue developing, designing, and acquiring the necessary easements for projects developed from the sewer master planning project based on results from field inflow/infiltration testing and sewer flow monitoring.

Steps/Programs to Enhance Performance

- Continue lining and manhole rehab programs to address the oldest/most defective system areas.
- Continue 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, including updated GIS mapping.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Manage & Maintain Sewer System	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.	% of repairs completed within 8 working days	Workload	100%	100%	100%	100%	80%
		% of high priority lines inspected	Efficiency	100%	100%	100%	100%	N/A
		% of food service facilities inspected annually	Workload	100%	100%	100%	100%	N/A
		# of reportable SSOs	Effectiveness	2	0	1	0	0
		Miles of right-of-way mowed annually	Efficiency	179	100	175	100	82
Emergency Response Calls	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.	% of emergency call on-site evaluations within 120 minutes	Efficiency	100%	100%	100%	100%	100%
Jetting & Cleaning	To provide comprehensive jetting and cleaning of collection mains in order to quickly correct system disruptions and potential damage to the system and personal property.	Miles of sewer main cleaned	Workload	59	57	37	57	N/A
Safety	To provide training and corrective actions to support a safe work environment for coworkers and the public	# of preventable accidents	Effectiveness	1	0	2	0	0

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit #: 7420	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,842,901	\$ 2,037,226	\$ 2,246,894	\$ 2,059,503	\$ 2,428,008	\$ 2,428,008	\$ 2,440,768
Operations	\$ 7,185,118	\$ 8,622,965	\$ 8,368,384	\$ 7,395,503	\$ 8,473,852	\$ 8,473,852	\$ 8,642,487
Capital Outlay	\$ 621,774	\$ 461,452	\$ 1,717,365	\$ 1,715,926	\$ 440,000	\$ 440,000	\$ 400,000
Depreciation & Amortization	\$ 3,389,381	\$ 3,587,989	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating	\$ 40,366	\$ 53,625	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 570,648	\$ 485,318	\$ 7,307,217	\$ 7,172,086	\$ 1,258,013	\$ 1,258,013	\$ 1,258,919
CIP Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 2,005,502	\$ 1,937,708	\$ 2,083,814	\$ 1,910,162	\$ 2,399,509	\$ 2,399,509	\$ 2,400,742
Transfers	\$ 548,748	\$ 653,116	\$ 1,531,077	\$ 367,615	\$ 2,512,618	\$ 2,512,618	\$ 9,072,884
Total Expenditures	\$ 16,204,438	\$ 17,839,399	\$ 23,254,751	\$ 20,620,795	\$ 17,512,000	\$ 17,512,000	\$ 24,215,800

* as amended

**as of June 30, 2020

Rocky River Golf Course

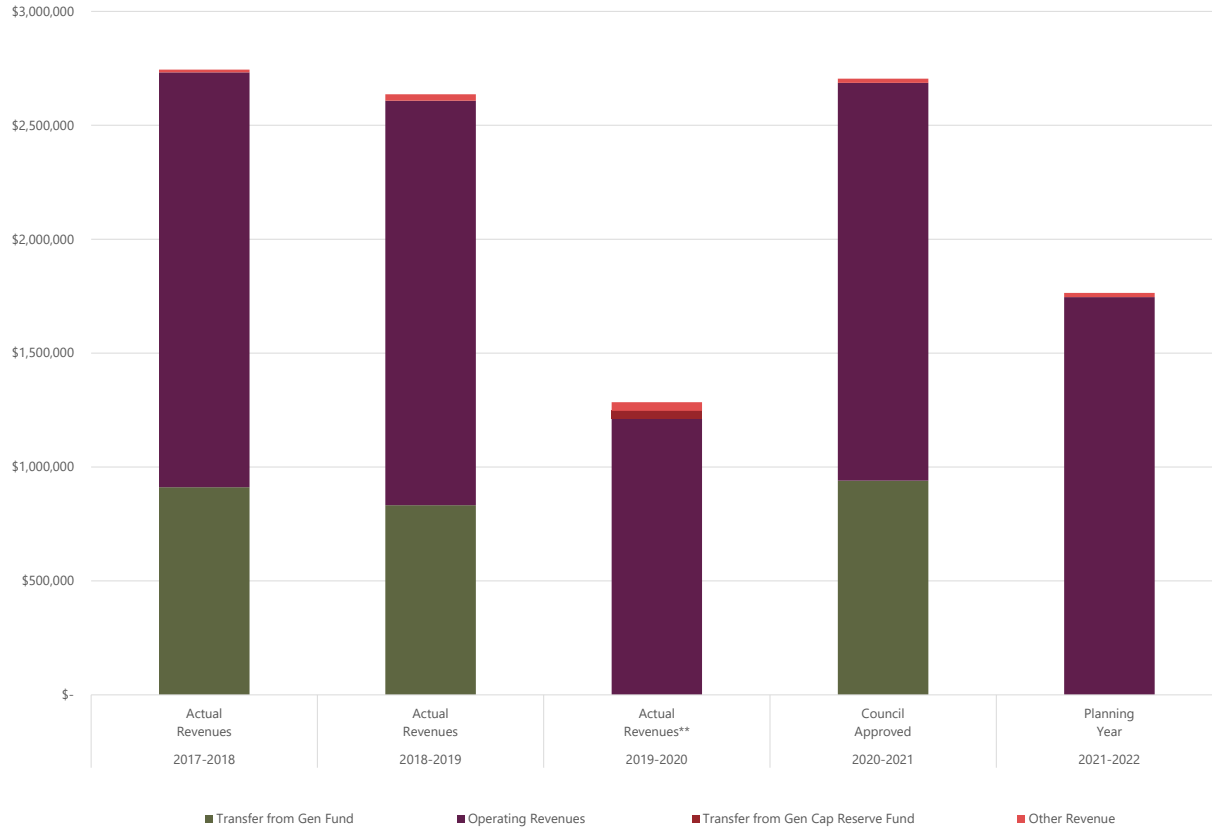
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 650								
Other Revenue	\$ 12,125	\$ 28,237	\$ 19,559	\$ 37,581	\$ 18,273	\$ 18,273	0.7%	\$ 18,273
Operating Revenues	\$ 1,820,735	\$ 1,775,866	\$ 1,739,478	\$ 1,211,639	\$ 1,746,145	\$ 1,746,145	64.6%	\$ 1,746,145
Appropriated Retained Earnings	\$ -	\$ -	\$ 13,715	\$ -	\$ -	\$ -	0.0%	\$ -
Transfer from Gen Cap Reserve Fund	\$ -	\$ -	\$ 35,200	\$ 35,200	\$ -	\$ -	0.0%	\$ -
Transfer from Gen Fund	\$ 911,724	\$ 832,346	\$ 941,643	\$ -	\$ 940,163	\$ 940,163	34.8%	\$ -
Total Revenues	\$ 2,744,584	\$ 2,636,449	\$ 2,749,595	\$ 1,284,420	\$ 2,704,581	\$ 2,704,581	100.0%	\$ 1,764,418

* as amended

**as of June 30, 2020

Revenue Trend



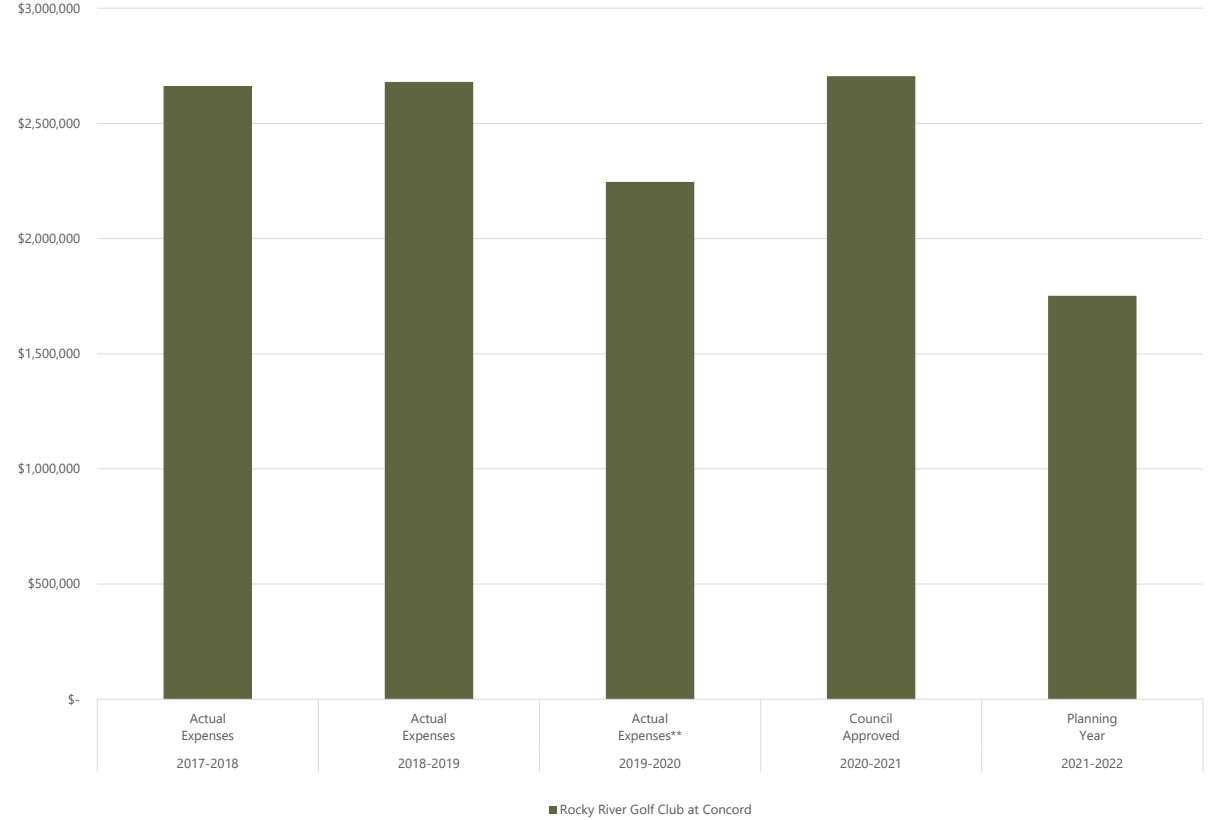
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Rocky River Golf Club at Concord	\$ 2,661,932	\$ 2,679,716	\$ 2,749,595	\$ 2,245,995	\$ 2,704,581	\$ 2,704,581	100.0%	\$ 1,751,200
Total Expenditures	\$ 2,661,932	\$ 2,679,716	\$ 2,749,595	\$ 2,245,995	\$ 2,704,581	\$ 2,704,581	100.0%	\$ 1,751,200

* as amended

**as of June 30, 2020

Expenditure Budget Trend



Golf Course

Mission Statement

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.

Major Services 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

Organizational Chart Locator

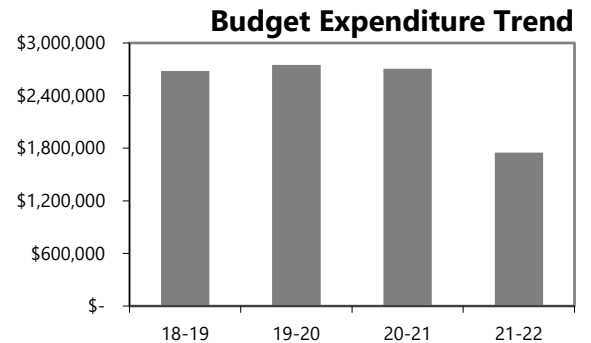
Fund: 650 Golf Course Fund

Functional Area: Golf Course

Budget Unit: **7501 Rocky River Golf Club**

Personnel Summary

Fiscal Year	FTE
17-18	Contract
18-19	Contract
19-20	Contract
20-21	Contract
21-22 Planning	Contract



FY 19-20 Major Accomplishments

- CIP project to restore and renovate bunkers in fairways (phase 2 after 2016 work on greenside bunkers).
- Revenue driven by continuing as the highest rated public facility in the Charlotte region.
- Hosted local high school boys and girls teams to promote juniors and grow the game of golf.
- Partnered with Wells Fargo league on Tuesday/Thursday evenings continued to keep weekdays busy.
- Purchased a new tractor for maintenance department.
- Continued to grow special event business and utilize banquet facilities.

FY 20-21 Budget Highlights

- Projecting an increase in rounds and revenue based on excellent course location and highest rated public facility in the region.
- New range netting planned for safety and deteriorating condition of old poles and nets.
- Increasing wages to maintain quality staffing, including hiring of new head Golf Professional.

FY 21-22 Planning Year Goals

- Remodeling the Clubhouse.
- Building an on-course restroom facility.
- Improvement of patio and outdoor seating area to attract special events and weddings.

Steps/Programs to Enhance Performance

- Continue promoting and teaching lesson programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Full Service Golf Facility	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.	# of rounds played (18-hole equivalent)	Workload	31,241	32,000	36,768	32,028	34,000
		# of pass-holder rounds played (18-hole equivalent)	Workload	3,701	3,000	4,075	4,097	5,000
		Average golf & food/beverage revenue per 18-hole round	Efficiency	\$57.19	\$56	\$54.95	\$55.09	N/A
		Average operating cost per 18-hole round	Efficiency	\$52.27	\$50	\$44.92	\$52.33	N/A

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Budget Units #: 7500, 7501							
Operations	\$ 1,651,937	\$ 1,653,003	\$ 1,750,767	\$ 1,258,593	\$ 1,744,121	\$ 1,744,121	\$ 1,730,423
Capital	\$ -	\$ -	\$ 31,177	\$ 37,004	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 68,622	\$ 85,820	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 941,373	\$ 940,893	\$ 941,643	\$ 941,643	\$ 940,163	\$ 940,163	\$ -
Transfers	\$ -	\$ -	\$ 26,008	\$ 8,755	\$ 20,297	\$ 20,297	\$ 20,777
Total Expenditures	\$2,661,932	\$2,679,716	\$2,749,595	\$ 2,245,995	\$ 2,704,581	\$ 2,704,581	\$ 1,751,200

* as amended

**as of June 30, 2020

Aviation

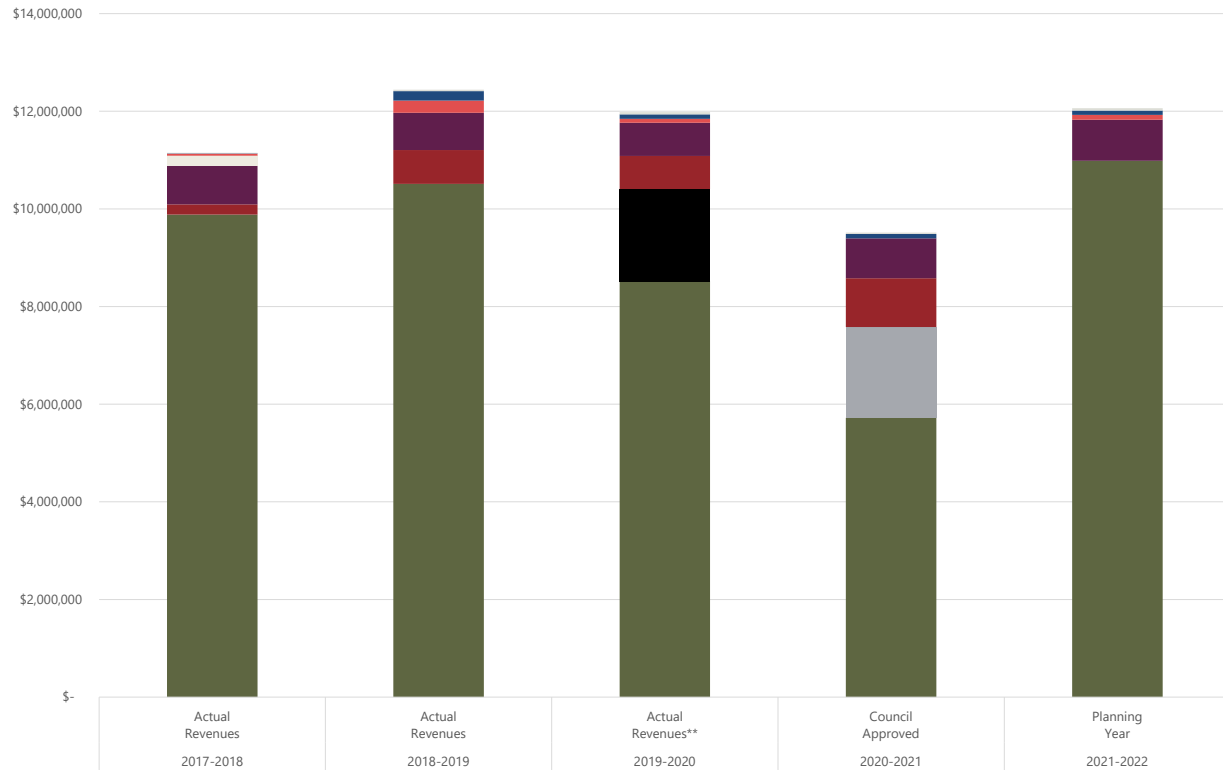
Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 680								
Licenses	\$ 9,009	\$ 29,166	\$ 45,386	\$ 46,085	\$ 29,500	\$ 29,500	0.3%	\$ 49,060
Restricted Intergovt Revenue	\$ 211,670	\$ 694,119	\$ 1,042,869	\$ 677,862	\$ 1,000,000	\$ 1,000,000	10.5%	\$ -
CARES Act Funding	\$ -	\$ -	\$ 2,149,846	\$ 1,888,670	\$ -	\$ -	0.0%	\$ -
Non-Operating Revenue	\$ 8,661	\$ 192,696	\$ 70,648	\$ 91,013	\$ 89,200	\$ 89,200	0.9%	\$ 89,200
Investment Earnings	\$ 39,059	\$ 250,948	\$ 59,595	\$ 81,313	\$ -	\$ -	0.0%	\$ 100,000
Operating Revenue	\$ 9,882,660	\$ 10,511,590	\$ 9,605,816	\$ 8,519,556	\$ 5,721,921	\$ 5,721,921	60.1%	\$ 10,985,568
Appropriated Retained Earnings	\$ -	\$ -	\$ 1,397,700	\$ -	\$ 1,859,057	\$ 1,859,057	19.5%	\$ -
Capital Contributions	\$ 211,670	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
Transfers	\$ 785,287	\$ 763,540	\$ 678,089	\$ 678,089	\$ 816,046	\$ 816,046	8.6%	\$ 840,000
Total Revenue	\$ 11,148,016	\$ 12,442,059	\$ 15,049,949	\$ 11,982,588	\$ 9,515,724	\$ 9,515,724	100.0%	\$ 12,063,828

* as amended

**as of June 30, 2020

Revenue Trend



■ Operating Revenue ■ CARES Act Funding ■ Appropriated Retained Earnings ■ Restricted Intergovt Revenue ■ Transfers ■ Capital Contributions ■ Investment Earnings ■ Non-Operating Revenue ■ Licenses

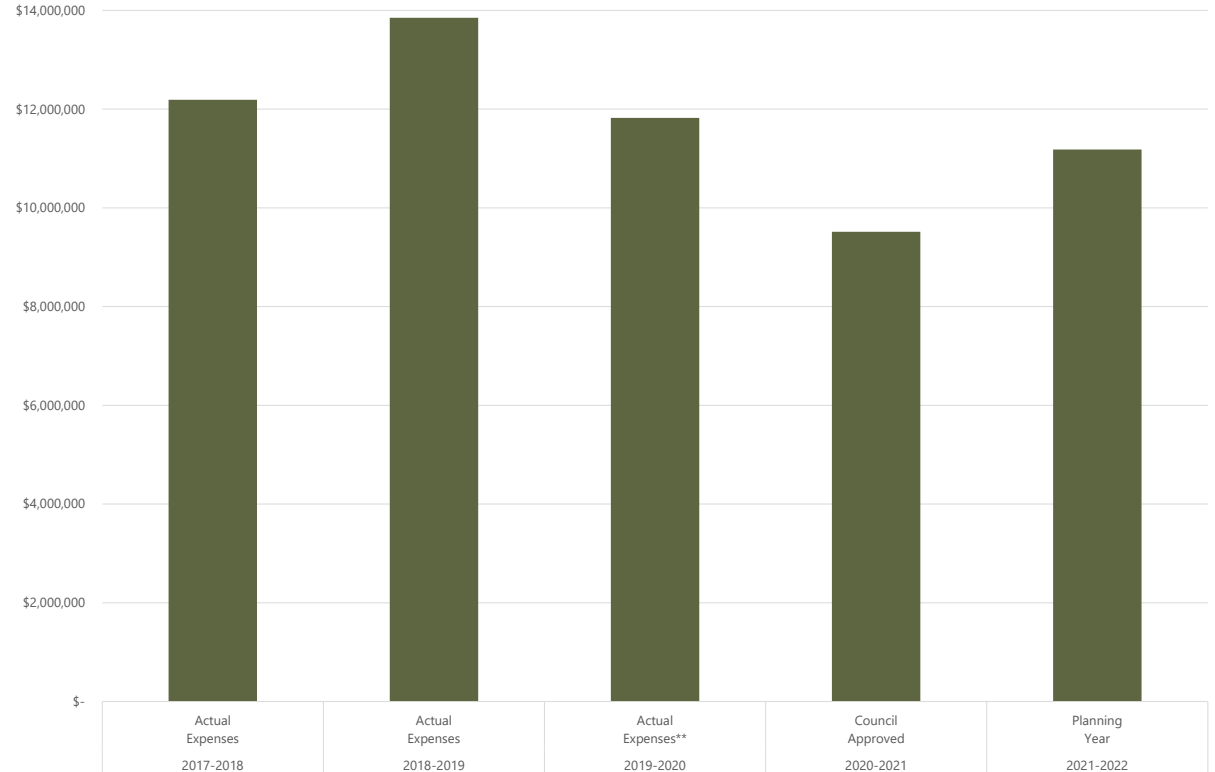
Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Aviation Operations	\$ 12,188,399	\$ 13,849,537	\$ 15,049,949	\$ 11,822,007	\$ 9,515,724	\$ 9,515,724	100.0%	\$ 11,181,874
Total Expenditures	\$ 12,188,399	\$ 13,849,537	\$ 15,049,949	\$ 11,822,007	\$ 9,515,724	\$ 9,515,724	100.0%	\$ 11,181,874

* as amended

**as of June 30, 2020

Expenditure Budget Trend



■ Aviation Operations

Aviation

Mission Statement

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 communities with the desire to increase and support economic development in the City of Concord and the region.

Major Services Provided

- Airport Management, Operation, Development, Community Outreach, and Marketing
- Airport Facility Maintenance, Safety, and 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

Organizational Chart Locator

Fund: Aviation Fund

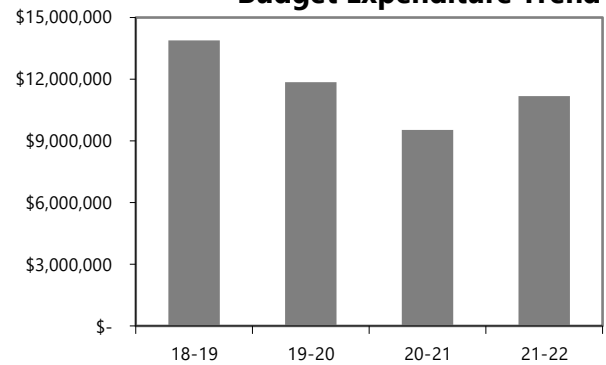
Functional Area: Transportation

Budget Unit: **4530 Aviation Operations**

Personnel Summary

Fiscal Year	FTE
17-18	41.5
18-19	43.5
19-20	45.5
20-21	45.5
21-22 Planning	50.5

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Added 3 new positions to improve customer service and efficiency.
- Renovated General Aviation Terminal Building's 2nd floor restrooms.
- Upgraded security cameras where needed.
- Continued replacing aging ground support equipment.
- Continued to replace outdated lighting with energy efficient LED lighting.
- Held a 25th Anniversary Celebration.

FY 20-21 Budget Highlights

- Completion of the project to replace outdated lighting with energy efficient LED lighting.
- Continue to replace outdated vehicles.
- Upgrade airfield signs and circuits.
- Resurface hangar floors.

FY 21-22 Planning Year Goals

- Continue to replace outdated vehicles.
- Continue to make repairs and improvements to aging buildings.
- Replace aging ground support equipment.
- Complete IS-BAH Stage 2 Certification.

Steps/Programs to Enhance Performance

- IS-BAH Stage 1 Certification.
- Air Elite Training.
- Implementation of Master Plan.
- Update Rules and Regulations.
- Update Minimum Standards.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Airport Management & Development	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.	Number of based aircraft	Workload	200	195	211	200	200
		% of office space leased	Effectiveness	97%	95%	95%	95%	100%
Airport Facility Maintenance, Safety, & Security	To protect life and property at the airport by proactive in maintaining the safest possible facilities, equipment, and staff that complies or exceeds federal, state, and local safety and security regulations	Number of 139 Inspections Discrepancies	Effectiveness	11	0	N/A*	0	0
Fixed Base Operations and Customer Service	To provide outstanding aviation services, amenities, and customer service to 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.	% of airfield inspections completed	Effectiveness	100%	100%	100%	100%	100%

*Inspections have not occurred due to COVID-19

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit#: 4530	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 2,146,705	\$ 2,460,719	\$ 2,972,171	\$ 2,737,357	\$ 3,176,724	\$ 3,176,724	\$ 3,138,724
Operations	\$ 6,205,706	\$ 6,702,987	\$ 6,232,596	\$ 5,332,383	\$ 4,119,491	\$ 4,119,491	\$ 5,998,547
Capital Outlay	\$ -	\$ (55,568)	\$ 1,020,732	\$ 1,021,188	\$ 155,000	\$ 155,000	\$ 192,000
Depreciation	\$ 2,820,781	\$ 2,924,766	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 552,847	\$ 474,779	\$ 1,465,642	\$ 1,434,166	\$ 1,521,139	\$ 1,521,139	\$ 1,297,209
Non Operating Exp	\$ 86,045	\$ 135,544	\$ 84,159	\$ 84,159	\$ -	\$ -	\$ -
CARES Act Exp	\$ -	\$ -	\$ 2,149,846	\$ 131,000	\$ -	\$ -	\$ -
Cost Allocations	\$ 368,698	\$ 422,308	\$ 516,589	\$ 473,540	\$ 543,370	\$ 543,370	\$ 544,744
Transfers	\$ 7,617	\$ 784,002	\$ 608,214	\$ 608,214	\$ -	\$ -	\$ 10,650
Total Expenditures	\$ 12,188,399	\$ 13,849,537	\$ 15,049,949	\$ 11,822,007	\$ 9,515,724	\$ 9,515,724	\$ 11,181,874

* as amended

* as of June 30, 2020

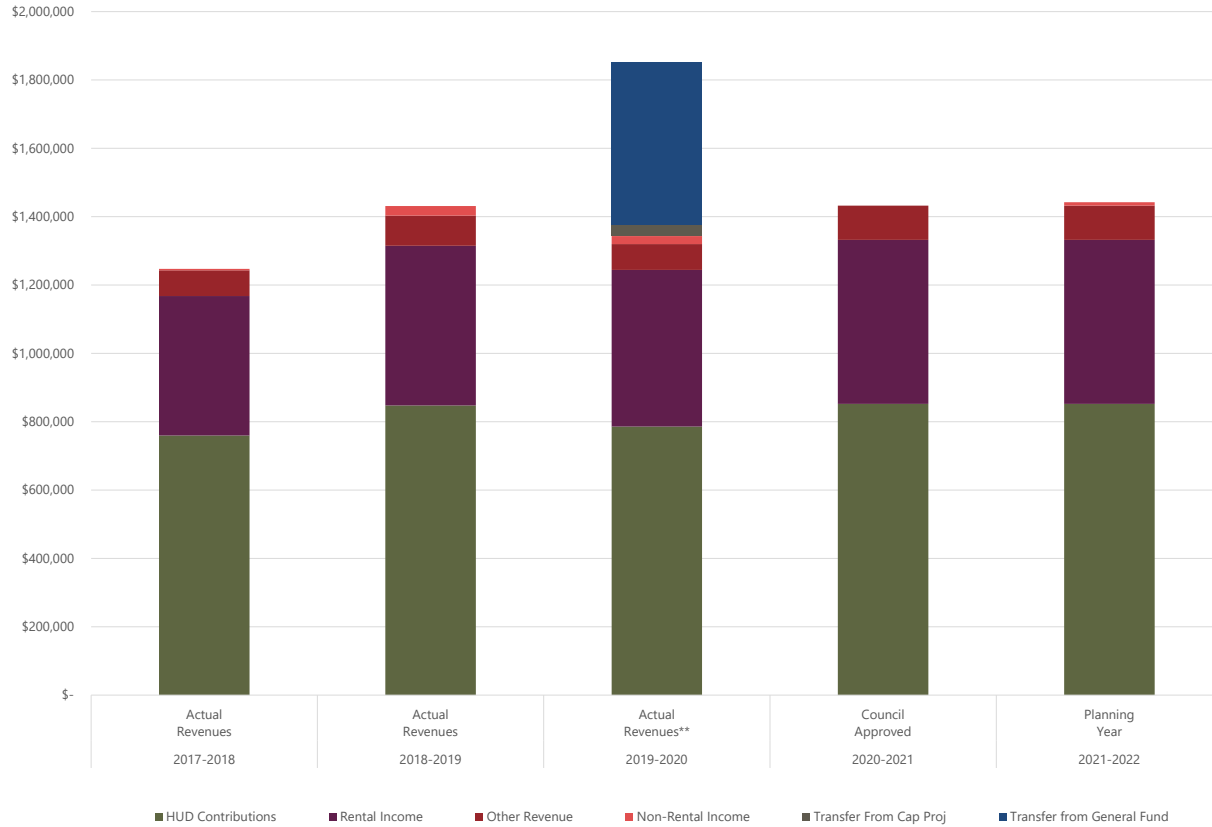
Public Housing

Revenues

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 690								
CARES Act Funding	\$ -	\$ -	\$ 127,405	\$ -	\$ -	\$ -	0.0%	\$ -
Other Revenue	\$ 75,424	\$ 88,301	\$ 116,223	\$ 75,736	\$ 100,000	\$ 100,000	7.0%	\$ 100,000
Retained Earnings	\$ -	\$ -	\$ 39,685	\$ -	\$ -	\$ -	0.0%	\$ -
Rental Income	\$ 408,109	\$ 467,076	\$ 358,619	\$ 458,165	\$ 480,000	\$ 480,000	33.5%	\$ 480,000
Transfer From Cap Proj	\$ -	\$ -	\$ 34,397	\$ 34,397	\$ -	\$ -	0.0%	\$ -
Transfer from General Fund	\$ -	\$ -	\$ 475,000	\$ 475,000	\$ -	\$ -	0.0%	\$ -
Non-Rental Income	\$ 3,933	\$ 27,929	\$ 2,000	\$ 23,508	\$ -	\$ -	0.0%	\$ 10,000
HUD Contributions	\$ 759,609	\$ 847,643	\$ 892,814	\$ 785,913	\$ 852,199	\$ 852,199	59.5%	\$ 852,199
Total Revenue	\$ 1,247,075	\$ 1,430,949	\$ 2,046,143	\$ 1,852,719	\$ 1,432,199	\$ 1,432,199	100.0%	\$ 1,442,199

* as amended
** as of June 30, 2020

Revenue Trend

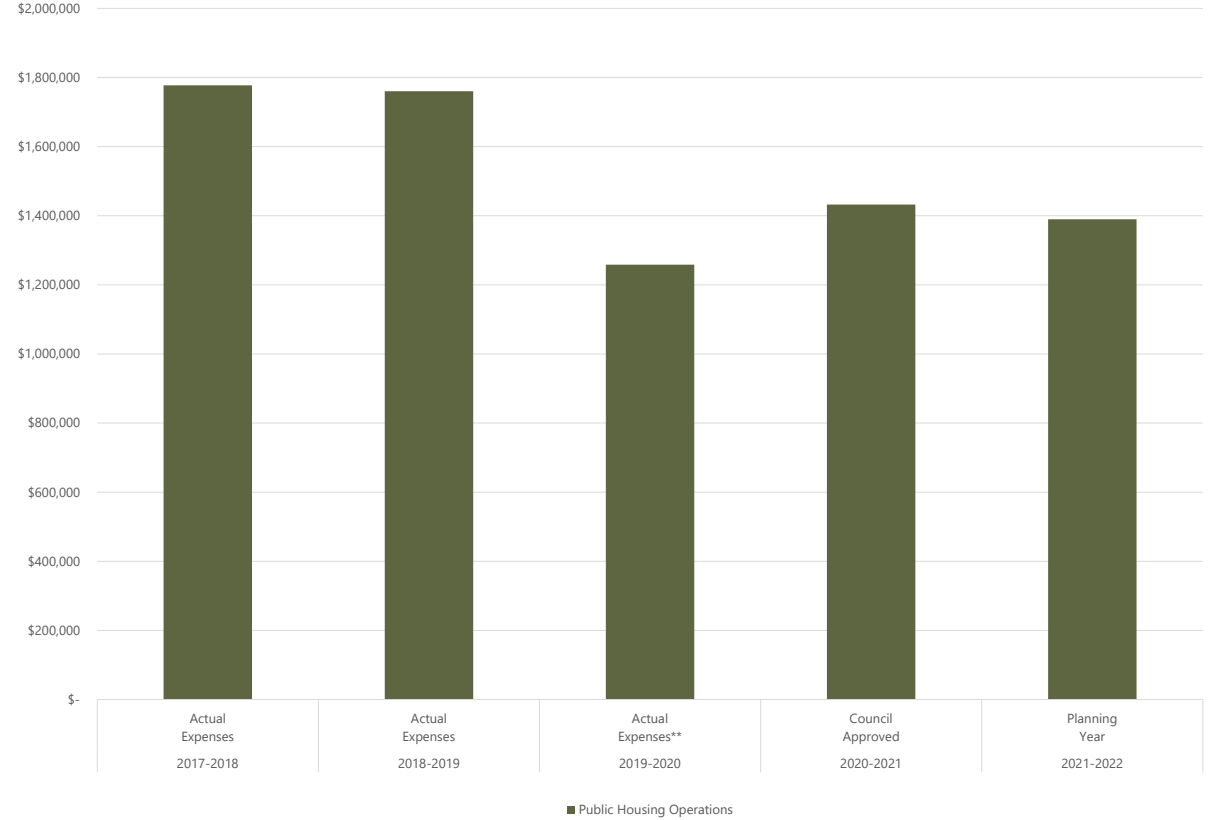


Expenditures

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Public Housing Operations	\$ 1,777,345	\$ 1,760,110	\$ 2,046,143	\$ 1,258,417	\$ 1,432,199	\$ 1,432,199	100.0%	\$ 1,389,730
Total Expenditures	\$ 1,777,345	\$ 1,760,110	\$ 2,046,143	\$ 1,258,417	\$ 1,432,199	\$ 1,432,199	100.0%	\$ 1,389,730

* as amended
**as of June 30, 2020

Expenditure Budget Trend



Public Housing Operations

Mission Statement

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.

Major Services Provided

- Decent, Safe, and Sanitary Housing for our Residents
- Family Self-Sufficiency
- Accounting
- Task Tracking
- Staff Training
- Public Image

Organizational Chart Locator

Fund: 690 Public Housing

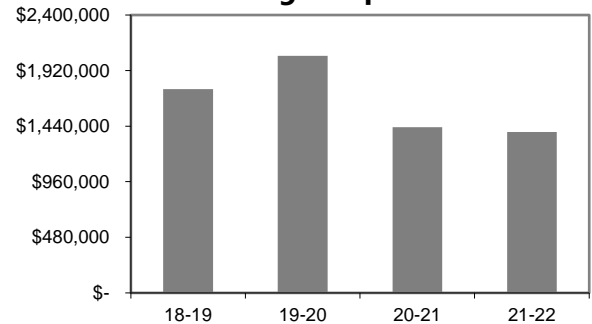
Functional Area: Public Housing

Budget Unit: **1000 Public Housing**

Personnel Summary

Fiscal Year	FTE
17-18	8.6
18-19	9.6
19-20	9.6
20-21	9.1
21-22 Planning	9.1

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Roof replacement for the Logan Community and new shutters for Logan and Mary Chapman Communities.
- 5 Family Self-Sufficiency graduates and 3 participants transitioned to homeownership.
- Over 300 Attendees for National Night Out.
- Implemented online applications.
- Completed architectural and engineering plans for a new maintenance facility and the building permit has been obtained.
- Maintained 99% annual recertification.
- Received the FSS grant to enhance the quality of life for our Public Housing families and
- Received the Human Services Award for Youth Banking from CCHRCO.

FY 20-21 Budget Highlights

- Begin roofing/shutter project for Larkhaven Community.
- Maintain housing stock above quality requirements.
- Promote the self-sufficiency of participant families through credit repair, educational, and socio-economic needs programming.
- Continue to explore new funding through grant opportunities.

FY 21-22 Planning Year Goals

- Continue to explore new funding through new grant opportunities, i.e. Carbon Monoxide Grant.
- Explore installing central air at Logan Community Homes.

Steps/Programs 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.
- 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of leased up units	Effectiveness	100%	100%	98%	100%	100%
		# of days to turnover unit for move-in	Effectiveness	27	15	86	15	15
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents in order to promote the ultimate goal of homeownership.	# of participants in the FSS Program	Effectiveness	74	80	34	30	30
Accounting	Provide accurate financial information, in a timely manner, to the City and the Department of Housing & Urban Development to comply with local/state/ federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	Effectiveness	89%	98%	83%	98%	98%
Task Tracking	Continue Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar existing measures.	% of participants recertified under program	Effectiveness	100%	100%	86%	100%	100%
Public Image	Continue to improve our public image through enhanced communication, coordination & accountability with outside agencies, among the staff & with our residents.	# of participants using Tech Center monthly	Workload	150	130	78	130	130

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 1000	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel	\$ 147,774	\$ 147,187	\$ 173,608	\$ 147,872	\$ 236,382	\$ 236,382	\$ 237,897
Operations	\$ 34,610	\$ 32,157	\$ 54,351	\$ 30,170	\$ 56,978	\$ 56,978	\$ 56,854
Operating Expense-Control	\$ 1,060,333	\$ 1,042,859	\$ 1,137,310	\$ 941,764	\$ 1,054,605	\$ 1,054,605	\$ 1,087,283
Depreciation	\$ 517,688	\$ 517,406	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ 510,685	\$ 62,919	\$ 45,000	\$ 45,000	\$ -
Non-Operating Expense	\$ 16,452	\$ 20,501	\$ 3,637	\$ -	\$ 3,637	\$ 3,637	\$ 3,637
Interest Expense	\$ 488	\$ -	\$ -	\$ -	\$ 4,406	\$ 4,406	\$ 4,059
CARES Act Expenditures	\$ -	\$ -	\$ 127,405	\$ 36,545	\$ -	\$ -	\$ -
Transfers	\$ -	\$ -	\$ 39,147	\$ 39,147	\$ 31,191	\$ 31,191	\$ -
Total Expenditures	\$ 1,777,345	\$ 1,760,110	\$ 2,046,143	\$ 1,258,417	\$ 1,432,199	\$ 1,432,199	\$ 1,389,730

* as amended

**as of June 30, 2020

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, Revenue Manager, 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 Charlie Bridges, at (704) 920-5290 or via email at bridgesc@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 Rita Ellison, Revenue Manager, at (704) 920-5265 or via email at ellisonr@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, Engineering Director, 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 Ryan LeClear, Purchasing Manager, at (704) 920-5441 or via email at leclearr@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

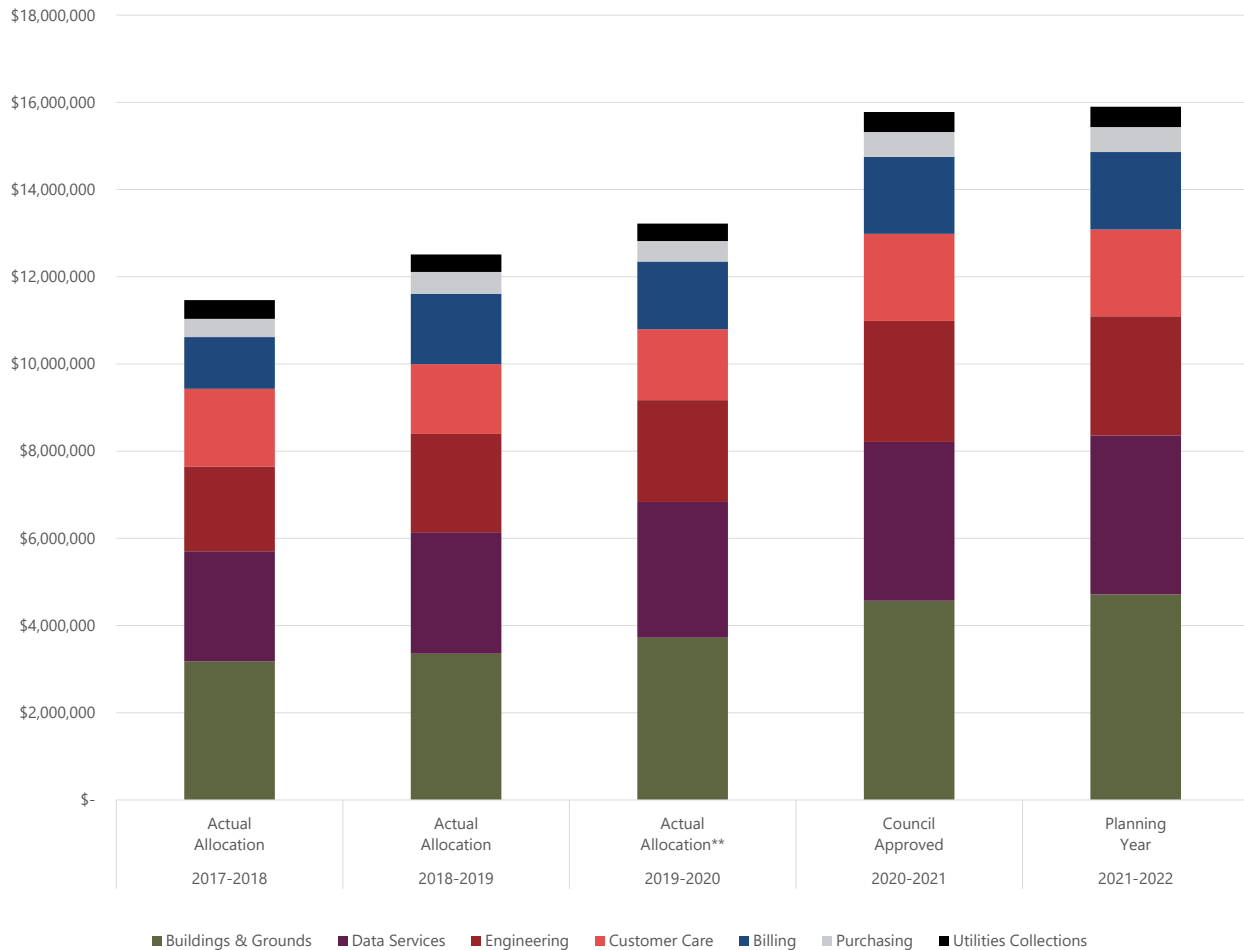
	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2020-2021	2021-2022
Fund 800	Actual	Actual	Council	Actual	Manager	Council	Percentage by	Planning
Budget Units	Allocation	Allocation	Approved*	Allocation**	Recommended	Approved	Budget Unit	Year
Utilities Collections	\$ 428,136	\$ 398,770	\$ 437,558	\$ 401,095	\$ 459,954	\$ 459,954	2.9%	\$ 465,019
Data Services	\$ 2,519,738	\$ 2,787,800	\$ 3,521,668	\$ 3,114,988	\$ 3,639,670	\$ 3,639,670	23.1%	\$ 3,643,370
Billing	\$ 1,186,326	\$ 1,613,417	\$ 1,774,113	\$ 1,553,483	\$ 1,768,852	\$ 1,768,852	11.2%	\$ 1,776,656
Customer Care	\$ 1,781,257	\$ 1,601,014	\$ 1,794,866	\$ 1,625,752	\$ 1,995,130	\$ 1,995,130	12.6%	\$ 1,990,608
Engineering	\$ 1,946,578	\$ 2,254,361	\$ 2,547,637	\$ 2,333,277	\$ 2,777,777	\$ 2,777,777	17.6%	\$ 2,733,860
Purchasing	\$ 419,849	\$ 500,443	\$ 520,199	\$ 469,395	\$ 567,064	\$ 567,064	3.6%	\$ 570,962
Buildings & Grounds	\$ 3,182,179	\$ 3,353,036	\$ 4,232,440	\$ 3,721,102	\$ 4,570,157	\$ 4,570,157	29.0%	\$ 4,717,119
Total Allocated Costs to other City	\$ 11,464,063	\$ 12,508,841	\$ 14,828,481	\$ 13,219,092	\$ 15,778,604	\$ 15,778,604	100.0%	\$ 15,897,594

* as amended

**as of June 30, 2020

Note: All Internal Service Department costs are allocated, or charged out, to other departments.

Expenditure Budget Trend (Allocated Costs)



Utilities Collections

Mission Statement

Utilities Collections 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.

Major Services Provided

- Utility Payment Processing

Organizational Chart Locator

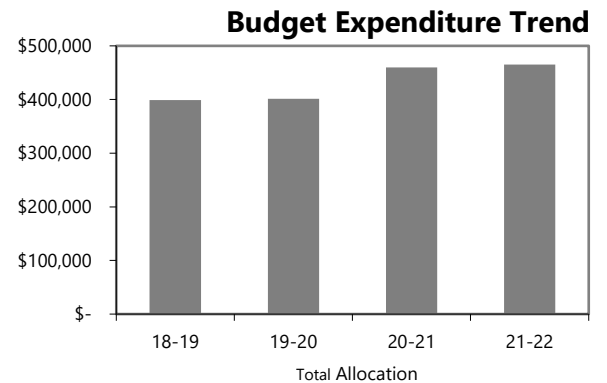
Fund: 800 Internal Services Fund

Functional Area: Finance

Budget Unit: **4200 Utilities Collection**

Personnel Summary

Fiscal Year	FTE
17-18	5
18-19	5
19-20	5
20-21	4.75
21-22 Planning	4.75



FY 19-20 Major Accomplishments

- Promote online payment portal and Autopay for utility customers.
- Researched and cleaned up our Customer Information System database.
- Encouraged autopay for Budget Billing customers.
- Reported delinquent accounts to collection agency more frequently after thorough review.

FY 20-21 Budget Highlights

- Investigate Remote Bank Deposit requirements during Bank Bid process with Finance and evaluate costs.
- Design a plan for automatic refunding of deposits.
- Continue implementation of Automation platform.
- Change online payment provider.
- Transition Budget Billing services to the Billing department.

FY 21-22 Planning Year Goals

- Continue implementation of Automation platform.

Steps/Programs 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.
- Coworkers are cross-trained on all functions so that tasks can be rotated periodically.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Utility Payment Processing	To provide accurate posting of utility payments in order to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	Effectiveness	5.6	5	6.75	5	5

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit#: 4200							
Personnel Services	\$ 275,732	\$ 252,855	\$ 292,489	\$ 256,108	\$ 304,841	\$ 304,841	\$ 306,631
Operations	\$ 120,268	\$ 105,232	\$ 117,464	\$ 106,061	\$ 127,431	\$ 127,431	\$ 130,760
Depreciation	\$ 1,239	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 27,601	\$ 27,677	\$ 27,605	\$ 27,605	\$ 27,682	\$ 27,682	\$ 27,628
Non-Operating Exp	\$ 3,296	\$ 12,886	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (428,136)	\$ (398,770)	\$ (437,558)	\$ (401,095)	\$ (459,954)	\$ (459,954)	\$ (465,019)
Total Expenditures	\$ -	\$ -	\$ -	\$ (11,321)	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Data Services

Mission Statement

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.

Major Services Provided

- Network Infrastructure: design, installation, and maintenance of City network and services
- Computer Hardware and Software: procurement, installation, and maintenance
- Technology Project management and consulting

Organizational Chart Locator

Fund: 800 Internal Services Fund

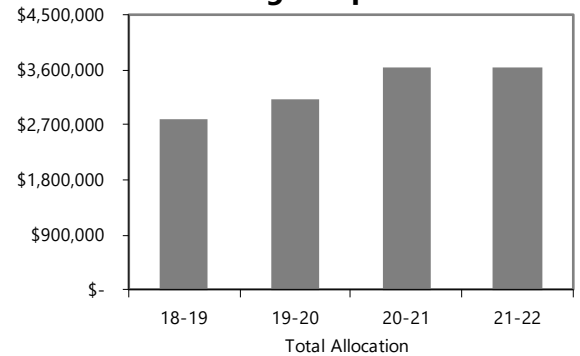
Functional Area: Internal Services

Budget Unit: **4210 Data Services**

Personnel Summary

Fiscal Year	FTE
17-18	1
18-19	1
19-20	1
20-21	1
21-22 Planning	1

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Expanded Virtual Server Farm.
- Completed Windows 10 rollout.
- Continued working with Billing, Electric, and Water on the AMI Project.
- Continued upgrading Network Equipment (Redundancy Project).
- Provided Fiber Infrastructure Support.
- Expanded Departmental Firewalls.
- Replaced and upgraded Cityworks and Laserfiche Servers.
- Began GIS Redundancy Project (GIS3 Map Services Server).
- Continued to broaden tablet-based solutions in the field.
- Expanded report writing/data retrieval capabilities.
- Expanded Public WiFi project.

FY 20-21 Budget Highlights

- Expand Cyber Security resources.
- Replace Domain Controllers.
- Replace Data Storage Arrays.
- Implement Email Phishing prevention service.
- Install Northstar eCare and mCare upgrades.
- Expand Northstar eDocs capabilities.
- Expand GIS Redundancy (GIS1 & GIS3 Map Services Servers) and add GIS Imaging Server.
- Continue upgrade of Network Equipment.
- Continue expanding tablet-based field solutions.
- Begin Northstar/Nexgrid Multispeak Phase 2.
- Continue with Northstar Automation Platform rollout.
- Continue Public WiFi project.

Steps/Programs to Enhance Performance

- Expand cyber security resources.
- 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.
- Continued training of staff in Northstar Utility Billing, GIS, and Cityworks programs.
- Technology Project Management and Consulting.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Network Infrastructure Support	To provide maximum system uptime for internal and external users during normal operating hours in order to ensure access to City information and data.	% of Server and Network Availability	Effectiveness	99%	99%	99%	99%	99%
Computer Hardware and Software	To provide the highest level of computer services to City computer users in order to minimize downtime and disruptions and maximize employee productivity.	% of Customers rating response times to service requests as "Excellent" or "Good"	Effectiveness	80%	85%	82%	85%	90%
Customer Service	N/A	% of customers rating overall Technology Services as "Excellent" or "Good"	Effectiveness	84%	90%	81%	90%	90%

Budget by Category

	2017-2018 Actual Expenses	2018-2019 Actual Expenses	2019-2020 Council Approved*	2019-2020 Actual Expenses**	2020-2021 Manager Recommended	2020-2021 Council Approved	2021-2022 Planning Year
Budget Unit#: 4210							
Personnel Services	\$ 99,921	\$ 106,758	\$ 106,784	\$ 105,720	\$ 115,796	\$ 115,796	\$ 116,208
Operations	\$ 2,133,830	\$ 2,398,785	\$ 2,858,126	\$ 2,812,790	\$ 2,913,955	\$ 2,913,955	\$ 2,996,698
Capital Outlay	\$ -	\$ 1,769	\$ 426,400	\$ 425,285	\$ 479,200	\$ 479,200	\$ 400,000
Depreciation	\$ 155,648	\$ 149,790	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 130,339	\$ 130,698	\$ 130,358	\$ 130,358	\$ 130,719	\$ 130,719	\$ 130,464
Cost Allocation	\$ (2,519,738)	\$ (2,787,800)	\$ (3,521,668)	\$ (3,114,988)	\$ (3,639,670)	\$ (3,639,670)	\$ (3,643,370)
Total Expenditures	\$ -	\$ -	\$ -	\$ 359,165	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Billing

Mission Statement

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.

Major Services Provided

- Utility Billing Services
- Meter Reading Services for Electric, Water, and Wastewater

Organizational Chart Locator

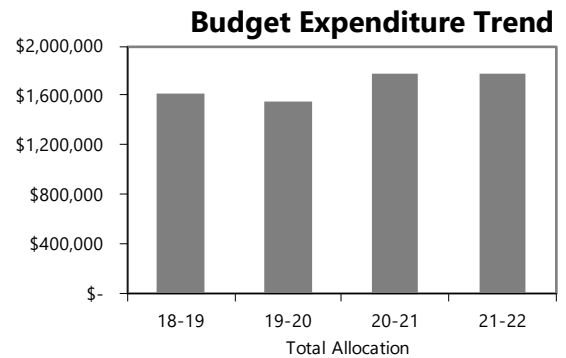
Fund: 800 Internal Services Fund

Functional Area: Finance

Budget Unit: **4215 Billing**

Personnel Summary

Fiscal Year	FTE
17-18	11.25
18-19	14.25
19-20	16.25
20-21	16.25
21-22 Planning	16.25



FY 19-20 Major Accomplishments

- Manually read approximately 11,000 meters monthly while ensuring an average of 50,000 bills are mailed by the bill date.
- Cross-trained 6 meter technicians to rotate through customer service and meter reading functions.
- Launched a sweepstakes through Invoice Cloud to promote E-bill sign-up.
- Met 100% of monthly billing deadlines for 9 consecutive months, despite a month-over-month increase in manual reads. Utilized, on average, four temporary employees to meet utility billing goals.

FY 20-21 Budget Highlights

- Transfer Budget Billing process back to the Billing department. Implemented pre-authorized payment requirement to ease the settlement process.
- Continue to promote E-billing through various customer reaching avenues throughout the City.
- Realign and reassign duties and responsibilities of the Billing department as the Smart Metering system implementation continues to progress.

FY 21-22 Planning Year Goals

- Review additional options regarding billing frequency, changes to due dates, and smart metering system features once the technology is fully deployed.
- Continue to place an emphasis on products such as E-billing, pre-authorized payments, Budget Billing, and additional smart metering monitoring capabilities once they become available.

Steps/Programs to Enhance Performance

- The process to exchange meters with both the Water and Electric Departments is still in progress. This is currently a combined manual and automated process. We are still working to drive this toward a solely automated process and work closely with both utilities as we continue with deployment of smart meter installations.
- Users have continued to attend training and meetings pertaining to all of our utility software in order to gain current updates, which will help us better serve our utility customers.
- Some billing cycles still remain delayed due to the AMI project implementation. However, we continue to stay focused on the integrity and quality of the information delivered in the bills. We extend operating hours when needed to ensure the billing statements are delivered as quickly as possible. It is anticipated all bill delays will no longer exist once software communications have improved.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Meter Reading	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.	Average number of meter re-reads per month	Effectiveness	19,285	800	500	800	800
Billing	To provide on-time and accurate billing statements to our utility customers to encourage on-time remittance of payments.	% of utility bills mailed within 24 hours of due date	Effectiveness	31%	95%	97%	100%	100%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 4215	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 699,428	\$ 976,684	\$ 1,049,512	\$ 1,052,568	\$ 1,189,350	\$ 1,189,350	\$ 1,194,988
Operations	\$ 334,005	\$ 474,748	\$ 446,844	\$ 533,105	\$ 397,397	\$ 397,397	\$ 399,809
Capital Outlay	\$ -	\$ -	\$ 152,000	\$ 97,178	\$ 56,000	\$ 56,000	\$ 56,000
Depreciation	\$ 18,458	\$ 12,042	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 125,739	\$ 126,085	\$ 125,757	\$ 125,757	\$ 126,105	\$ 126,105	\$ 125,859
Non-Operating Exp	\$ 8,696	\$ 23,858	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,186,326)	\$ (1,613,417)	\$ (1,774,113)	\$ (1,553,483)	\$ (1,768,852)	\$ (1,768,852)	\$ (1,776,656)
Total Expenditures	\$ -	\$ -	\$ -	\$ 255,125	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Customer Care

Mission Statement

Customer Care 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.

Major Services 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

Organizational Chart Locator

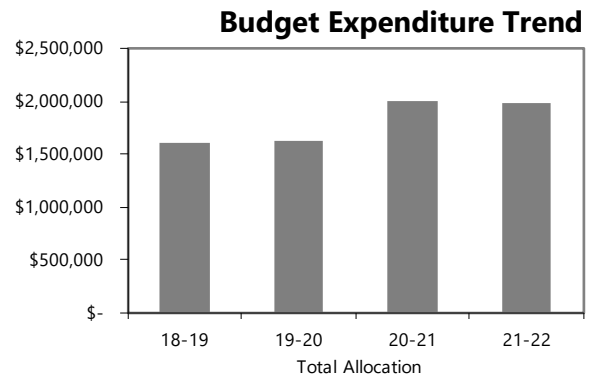
Fund: 800 Internal Services Fund

Functional Area: Finance

Budget Unit: **4220 Customer Care**

Personnel Summary

Fiscal Year	FTE
17-18	27
18-19	25
19-20	25
20-21	25
21-22 Planning	26



FY 19-20 Major Accomplishments

- Worked with phone system software company to create an automatic process for weekly performance reports emailed to Supervisors for each staff member, established a more efficient process, and consistently monitored overall performance.
- Realigned existing duties of Walk-in and Call Center staff to the new Senior Meter Technician position, including but not limited to, radio and phone communication with techs, meter tampering charges and reports, adding water meters to accounts, and running weekly disconnect reports.
- Implemented new payment agreement policy, reducing the amount of time given to customers on active delinquent utility accounts.
- Completed detailed training for staff on the specifics of the newly adopted Water Loss Protection Plan as well as Solid Waste fees that were implemented simultaneously to customers this fiscal year.

FY 20-21 Budget Highlights

- Review options and select a company to provide a web-based chat option to be used in interacting directly between customers and Customer Service staff.
- Incorporate a security feature for our customer identification documents that are sent in electronically and saved internally.
- Automate internal processes by creating reports that run automatically each week, such as weekly employee performance and calls handled.

FY 21-22 Planning Year Goals

- Develop an online (paperless) training manual that can be easily accessed as well as updated electronically as changes in policy and procedure occur in order for the Customer Care staff to stay current with changing information.
- Create a Customer Care Trainer position to assist leadership staff with Walk-In and Call Center staff training needs including, but not limited to, creating training documents, cross training with other departments within the City when changes occur, and one on one training for all departmental new hires and current employees.

Steps/Programs to Enhance Performance

- Continue to incorporate Customer Service training including additional training for new AMI meters.
- Monitor and provide coaching/feedback to Call Center staff to ensure quality and improved service levels.
- Refine the online application process to incorporate that documents are always received and sent securely.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Timeliness	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.	Average # of customers seen per day by each Customer Service Representative	Workload	11	10	8.5	10	>17
Customer Service	To provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.	% of total calls abandoned	Effectiveness	8%	15%	10%	15%	15%
		% of total calls answered	Effectiveness	92%	85%	90%	85%	85%
		Average # of re-queued calls	Effectiveness	36	50	40	50	<50
Illegal Meter Usage	N/A	% of Meter Tampering Charges Recovered	Effectiveness	65%	68%	47.5%	68%	25%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 4220	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 1,389,849	\$ 1,242,042	\$ 1,408,867	\$ 1,357,836	\$ 1,609,810	\$ 1,609,810	\$ 1,617,331
Operations	\$ 154,348	\$ 103,694	\$ 186,629	\$ 140,251	\$ 185,397	\$ 185,397	\$ 173,744
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 15,332	\$ 10,071	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 199,342	\$ 199,890	\$ 199,370	\$ 199,370	\$ 199,923	\$ 199,923	\$ 199,533
Non Operating Exp	\$ 22,386	\$ 45,317	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,781,257)	\$ (1,601,014)	\$ (1,794,866)	\$ (1,625,752)	\$ (1,995,130)	\$ (1,995,130)	\$ (1,990,608)
Total Expenditures	\$ -	\$ -	\$ -	\$ 71,705	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Engineering

Mission Statement

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.

Major Services Provided

- Design
- Construction Inspection
- Surveying

Organizational Chart Locator

Fund: 800 Internal Services Fund

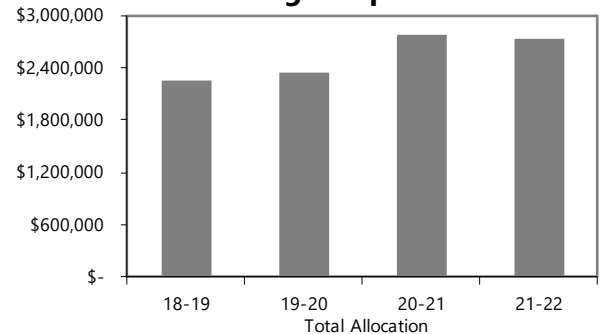
Functional Area: Internal Services

Budget Unit: **4230 Engineering**

Personnel Summary

Fiscal Year	FTE
17-18	26
18-19	26
19-20	26
20-21	26
21-22 Planning	26

Budget Expenditure Trend



FY 19-20 Major Accomplishments

- Bid and inspected construction of the Hector H. Henry II Greenway, Riverwalk Phase.
- Bid and inspected construction of the Highway 49 30" water line upsizing.
- Managed construction of the North East Subset Sidewalks.
- Completed construction administration of the Havencrest Culvert.
- Designed the Virginia St. water line.
- Completed construction administration of the BOC Upper Laydown Yard.
- Developed software to manage construction projects online.
- Inspected the construction of 26,621 linear feet of new water lines and 15,252 linear feet of sewer lines.

FY 20-21 Budget Highlights

- Develop new software for the online water/sewer permit add-on to project tracker.

FY 21-22 Planning Year Goals

- Continue to develop software to improve project construction management.

Steps/Programs 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 laptops to file reports and update as-built drawings to improve accuracy and reduce cost.
- Complete software development to track project bonds that can be accessed online by City staff and manage/monitor construction projects progress online.
- Complete development of software to manage construction projects online so City staff can monitor progress.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Design	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.	Average # of days to turnaround review of engineering drawings	Effectiveness	4	5	2	3	5.5
		% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Construction Inspection	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.	% rating satisfaction with Construction Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
Surveying	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.	% rating satisfaction with Survey Branch as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%
		% rating overall satisfaction with department as "very" or "somewhat" satisfied	Effectiveness	100%	95%	100%	95%	95%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
	Actual	Actual	Council	Actual	Manager	Council	Planning
Budget Unit#: 4230	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	\$ 1,721,490	\$ 1,995,876	\$ 2,196,817	\$ 2,036,585	\$ 2,474,760	\$ 2,474,760	\$ 2,486,900
Operations	\$ 153,686	\$ 155,550	\$ 294,397	\$ 151,313	\$ 226,272	\$ 226,272	\$ 218,960
Capital Outlay	\$ -	\$ -	\$ 56,423	\$ 52,149	\$ 76,745	\$ 76,745	\$ 28,000
Depreciation	\$ 42,085	\$ 53,198	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 29,317	\$ 49,737	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (1,946,578)	\$ (2,254,361)	\$ (2,547,637)	\$ (2,333,277)	\$ (2,777,777)	\$ (2,777,777)	\$ (2,733,860)
Total Expenditures	\$ -	\$ -	\$ -	\$ (93,230)	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Purchasing

Mission Statement

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.

Major Services Provided

- Procurement of goods for Public Services (including guiding departments in following state and local purchasing statutes)
- Warehouse Management of Inventoried Goods

Organizational Chart Locator

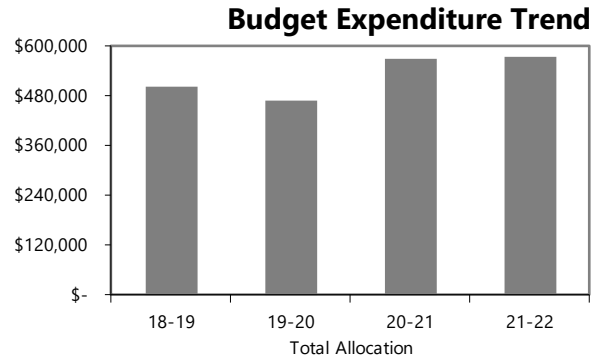
Fund: 800 Internal Services Fund

Functional Area: Finance

Budget Unit: **4250 Purchasing**

Personnel Summary

Fiscal Year	FTE
17-18	7
18-19	7
19-20	7
20-21	7
21-22 Planning	7



FY 19-20 Major Accomplishments

- Implemented new online vendor management tool.
- Enhanced warehouse software and its capabilities.
- Migrated the 5% administrative costs to auction surplus over to the buyers.
- Participation from all Purchasing Team members in professional development training.

FY 20-21 Budget Highlights

- Continuously improve and enhance warehouse management software.
- Offer and promote training for professional development opportunities.
- Collaborate with departments to monitor and close purchase orders or encumbrances once completed.

FY 21-22 Planning Year Goals

- Continue to maximize efficiency while minimizing costs.
- Sustain coworker growth and development.
- Seek opportunities that enhance our value to the City.

Steps/Programs 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 Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Procurement	To provide timely processing of purchase orders and formal bids for departments in order to expedite procurement of needed supplies.	Average # of hours required to process a purchase order	Effectiveness	8	8	8	8	8
Warehouse Management	To reduce the total wait time to fill an inventory order for the various City departments in order to expedite receipt of requested inventory.	Order fill time in minutes for inventory items requested by departments.	Effectiveness	7	7	7	7	<8
Warehouse Management	To accurately account for the physical inventory stored in the warehouse and yard areas in order to adhere to all accounting standards and requirements.	% variance of actual inventory dollars versus reported accounting system value	Effectiveness	.10%	.10%	.10%	.10%	0.25%
		% of departments rating Purchasing services as "excellent" or "good"	Effectiveness	99%	100%	100%	100%	100%

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 4250	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 353,915	\$ 408,036	\$ 433,462	\$ 409,297	\$ 495,508	\$ 495,508	\$ 498,513
Operations	\$ 50,571	\$ 73,389	\$ 86,737	\$ 56,673	\$ 71,556	\$ 71,556	\$ 72,449
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ 9,366	\$ 8,387	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 5,997	\$ 10,631	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (419,849)	\$ (500,443)	\$ (520,199)	\$ (469,395)	\$ (567,064)	\$ (567,064)	\$ (570,962)
Total Expenditures	\$ -	\$ -	\$ -	\$ (3,425)	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

Building & Grounds

Mission Statement

The Buildings and Grounds Department is dedicated to 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.

Major Services Provided

- Building Maintenance
- Grounds Maintenance

Organizational Chart Locator

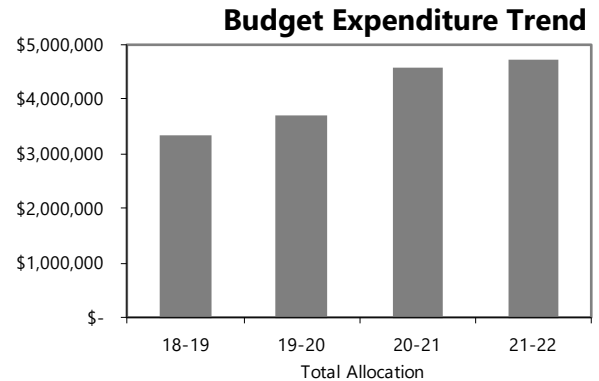
Fund: 800 Internal Services Fund

Functional Area: Internal Services

Budget Unit: **4270 Building & Grounds**

Personnel Summary

Fiscal Year	FTE
17-18	44.6
18-19	47.5
19-20	49.5
20-21	52
21-22 Planning	53



FY 19-20 Major Accomplishments

- Clearwater maintenance became a departmental responsibility.
- Requested new custodial position in response to current workload and limited staff coverage.
- Hired a new grounds maintenance worker due to current workload, arboricultural maintenance support and expansion of the Hector H. Henry II, Riverwalk Phase and the Coddle Creek Phase I greenway expansions.

FY 20-21 Budget Highlights

- Reclassification of 2 PT custodial positions into 2 FT custodial positions in response to current workload, the addition of TMC, expansion into unused space in Police Headquarters, addition of the Housing Administrative Offices, and requested annual deep cleaning of floors in all Fire Stations.
- Reclassification of 2 Grounds Maintenance Workers to 2 Grounds Crew Supervisors for better Grounds Crew Management.
- New Athletics Field Prep and Grounds Maintenance Worker in response to growing athletics programs in Parks & Rec.

FY 21-22 Planning Year Goals

- Evaluate effectiveness of Custodial reclassifications as they relate to increased services in City facilities.
- Evaluate effectiveness of Grounds Division reclassifications and the impacts on the Grounds Maintenance Manager.
- Evaluate Athletic Field Prep Maintenance Worker as they relate to increased services in City Parks and facilities.

Steps/Programs to Enhance Performance

- Career Development.
- Identifying and presenting topics specific to the work of each Division focusing on increasing skill and trade knowledge.
- Continue collaborating with Parks & Recreation concerning ongoing issues, projects, and expansions.
- Continue monthly internal department staff meetings focusing on safety procedures.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	Measure Type	FY 19 Actual	FY 20 Obj.	FY 20 Year-End	FY 21 Obj.	Industry Benchmark
Buildings Maintenance	To provide timely response to and completion of routine and emergency maintenance calls in order to ensure safe and productive working environments.	% of HVAC requests completed within 24 hours	Effectiveness	94%	96%	92%	96%	96%
		% of electrical maintenance requests completed within 2 days	Effectiveness	85%	90%	82%	88%	98%
		% of routine building maintenance requests completed within 2 days	Effectiveness	92%	98%	93%	96%	99%
Buildings Maintenance	To provide quality custodial services to City employees/customers in order to provide a clean and safe working environment.	% of health & safety requests responded to and completed within 4 hours	Effectiveness	90%	100%	100%	100%	100%
		% of City employees rating satisfaction with custodial services as "very good" or "good" (measured annually at year-end)	Effectiveness	94%	100%	95%	99%	99%
Grounds Maintenance	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.	% of landscaped medians & assigned facilities maintained/mowed on-time according to schedule	Effectiveness	90%	90%	92%	100%	90%
Grounds Maintenance	To provide the highest level of public park facility maintenance in order to meet and/or exceed expectations of visitors.	% of park/facility mowing schedules completed on-time	Effectiveness	92%	95%	95%	95%	95%
		% of graffiti/vandalism responded to within 24 hours	Efficiency	100%	100%	100%	100%	100%
Urban Forest	N/A	# of trees added to inventory database	Workload	140	200	619	200	500
		# of trees planted	Workload	57	30	34	50	25
		# of hazard trees removed or abated	Workload	9	<25	72	<25	<25
		% of removed trees replaced	Effectiveness	633%	200%	48%*	200%	100%
		# of trees receiving maintenance	Workload	30	100	150	100	100

*Many trees killed due to emerald ash borer (EAB) beetles.

Budget by Category

	2017-2018	2018-2019	2019-2020	2019-2020	2020-2021	2020-2021	2021-2022
Budget Unit#: 4270	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	\$ 2,312,578	\$ 2,475,275	\$ 2,885,096	\$ 2,641,465	\$ 3,355,186	\$ 3,355,186	\$ 3,431,034
Operations	\$ 680,801	\$ 688,181	\$ 1,046,465	\$ 913,083	\$ 956,866	\$ 956,866	\$ 941,085
Capital Outlay	\$ -	\$ -	\$ 300,879	\$ 297,885	\$ 258,105	\$ 258,105	\$ 345,000
Depreciation	\$ 101,415	\$ 141,673	\$ -	\$ -	\$ -	\$ -	\$ -
Non Operating Exp	\$ 28,605	\$ 47,907	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 58,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocation	\$ (3,182,179)	\$ (3,353,036)	\$ (4,232,440)	\$ (3,721,102)	\$ (4,570,157)	\$ (4,570,157)	\$ (4,717,119)
Total Expenditures	\$ -	\$ -	\$ -	\$ 131,331	\$ -	\$ -	\$ -

* as amended

**as of June 30, 2020

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 & Poors. 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 **51%** 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 A+ from Standard & Poors. 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 **49%** of debt service payments for FY21. 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.

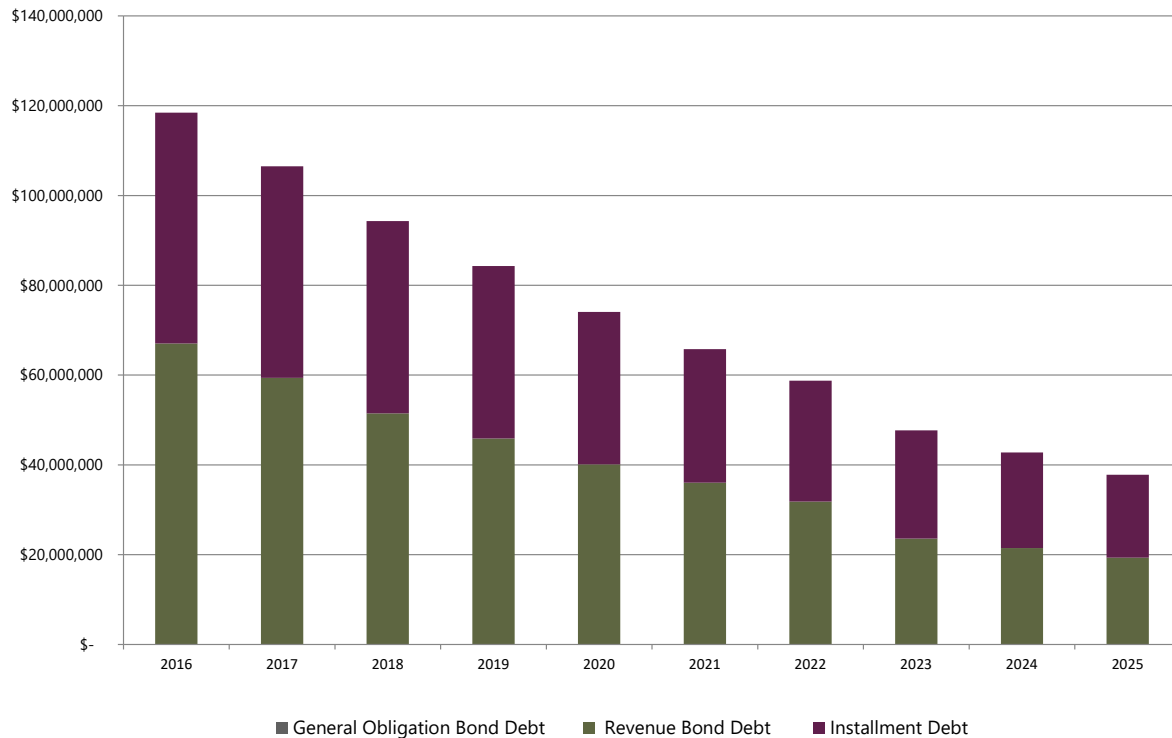
Computation of Legal Debt Margin (June 30, 2020)

Total Assessed Value	\$	11,519,591,919
Debt Limit: 8% of total assessed value (Mandated by N.C.G.S. 159-55 (c))	\$	921,567,354
Gross Debt:		
Outstanding G.O. Bonds	\$	-
Notes Payable/Installment Notes	\$	34,856,079
	<u>\$</u>	<u>34,856,079</u>
Amount of bonded debt incurred:		
For Electric, Water and/or Wastewater Purposes	\$	35,782,000
Legal Debt Margin:	\$	850,929,275
Debt Percentage of Assessed Value:		0.61%

Outstanding Bonded Debt - Fiscal Year 2020-21

Issue Year	Series	Amount Issued	Principal as of 7/1/2020	Amount Retiring in FY 21	Interest Expense in FY 21	Outstanding 6/30/21
Revenue Bonds						
2019	Utilities Bonds Refunding, Series 2019	6,572,000	6,572,000	2,154,000	91,767	4,418,000
2016	Utilities Bonds Refunding, Series 2016	23,146,037	18,340,000	780,000	848,600	17,560,000
2012	Utilities Bonds Refunding, Series 2012	17,635,000	10,870,000	1,005,000	393,581	9,865,000
2009	Utilities Systems Refunding, Series 2009B	40,925,000	0	0	0	0
2009	Utilities Systems Refunding Series 2009	23,935,000	0	0	0	0
2008	Utilities System, Series 2008	27,365,000	0	0	0	0
Total Revenue Bond Debt		139,578,037	35,782,000	3,939,000	1,333,948	31,843,000
Limited Obligation Bonds & Certificates of Participation						
2014	LOB Series 2014	34,130,000	23,035,000	2,360,000	961,194	20,675,000
2010	LOB Series 2010	9,235,000	845,000	845,000	33,800	0
Sub-Total LOBS & COPS		\$ 43,365,000	\$ 23,880,000	\$ 3,205,000	\$ 994,994	\$ 20,675,000
Capital Lease Debt						
2019	Installment Note/Purchase (BBT, Airport)	910,000	910,000	91,000	22,736	819,000
2015	Installment Note/Purchase (BNC, Airport)	5,759,000	4,305,000	386,000	104,181	3,919,000
2017	Installment Note/Purchase (Fire, Airport)	6,533,517	4,767,329	685,455	93,732	4,081,874
2005	Installment Note/Purchase (BOA)	4,500,000	993,750	225,000	44,620	768,750
Sub-Total Capital Lease Debt		\$ 17,702,517	\$ 10,976,079	\$ 1,387,455	\$ 265,269	\$ 9,588,624
Total Loans & Installment Notes/Purchases		\$ 61,067,517	\$ 34,856,079	\$ 4,592,455	\$ 1,260,263	\$ 30,263,624
ALL DEBT		\$ 200,645,554	\$ 70,638,079	\$ 8,531,455	\$ 2,594,211	\$ 62,106,624
Total Principal Plus Interest to be Serviced in FY 2020-21						\$ 11,125,666

Total City Debt Principal by Financing Method

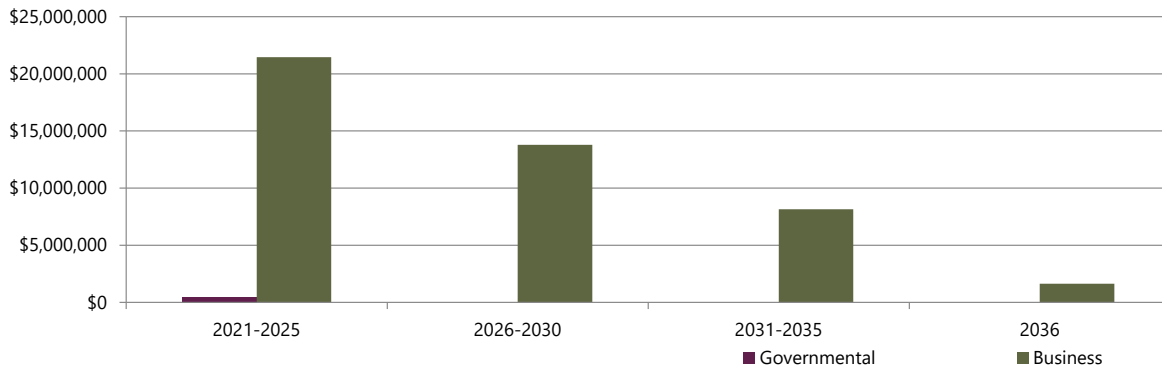


Schedule of Total Debt Requirements by Type

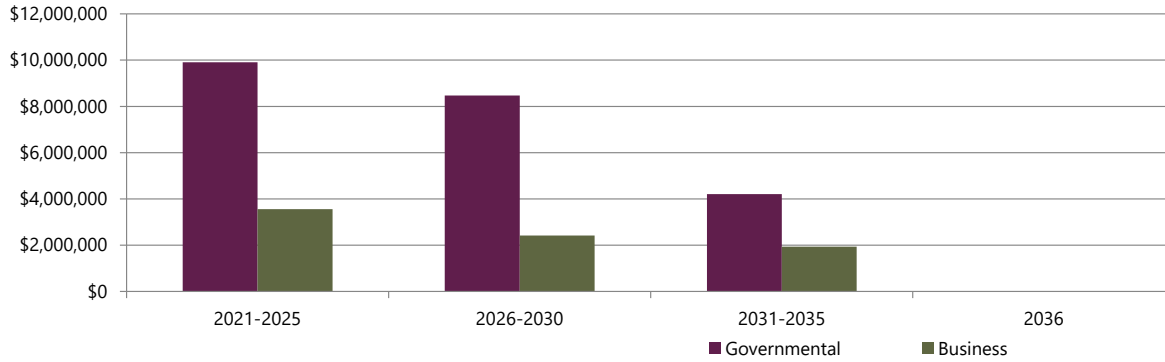
*Please note, in the tables that follow, Governmental types are those payable by General Fund and Business types are those payable by Enterprise Funds.
The City retired all remaining General Obligation Bond debt in fiscal year 2011, so no General Obligation debt is listed in the charts below.*

	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			
2021-2025	437,038	11,029	16,019,962	5,440,200	6,869,425	3,034,270	2,595,575	958,098	1,505,224	6,204,188	43,075,009
2026-2030	0	0	10,765,000	3,025,266	6,934,925	1,535,486	1,860,075	557,982	640,292	3,829,310	29,148,336
2031-2035	0	0	6,960,000	1,189,325	3,849,700	354,873	1,770,300	163,190	0	0	14,287,388
2036	0	0	1,600,000	32,000	0	0	0	0	0	0	1,632,000
Total	437,038	11,029	35,344,962	9,686,791	17,654,050	4,924,629	6,225,950	1,679,270	2,145,516	10,033,498	88,142,733

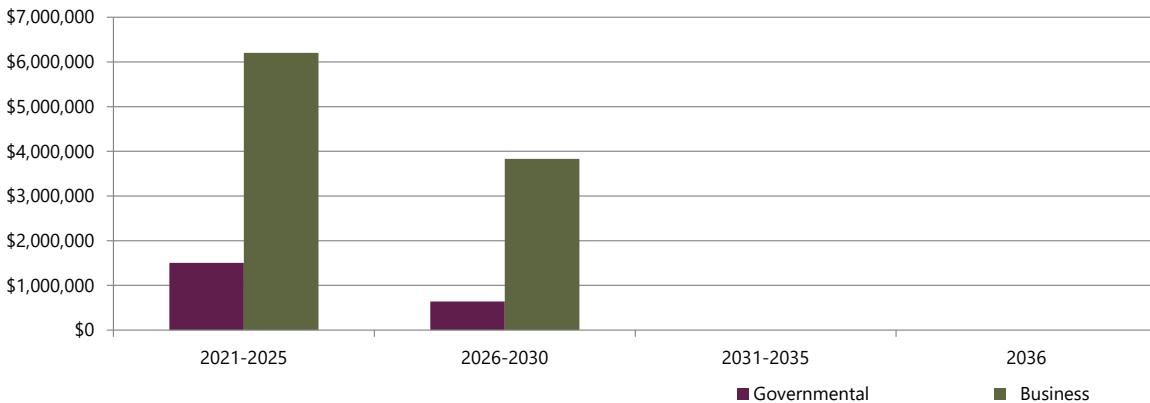
Revenue Bond Debt Principal



Limited Obligation Bonds & Certificates of Participation



Other Lease Purchase & Installment Contracts



FY 2021-25 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 CIP capital expenditures 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. As a rule of thumb, items included in the CIP are those which involve:

- acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicle or equipment purchases,
- any land purchases not associated with another CIP project, or
- 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

If you have any questions regarding this document, please contact the Budget Department at:
(704) 920-5261, (704) 920-5263, (704) 920-6263 or visit the City's website:

www.concordnc.gov/Departments/Finance/Budget/Capital-Improvement-Plan

Operating Impacts Related to First-Year Projects

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. Though the direct expenses related to the project are budgeted in these capital project funds, the projects can have indirect impacts on the operating budgets. Not all projects have operating budget impacts; however, many can result in impacts on revenues and expenses for years to come.

Below are highlights of these impacts; however, not all projects with operating impacts have been listed. Capital equipment and vehicle purchases are directly budgeted in individual operating budgets and no longer included in the CIP.

Transfers from Operating Budgets

A substantial amount of funding for FY 20-21 capital improvement projects comes from transfers from operating budgets. Revenues are generated through sources such as user fees and/or utility rates. The following amounts will be transferred from Operating funds to Capital Project funds:

Stormwater Fund:	\$ 1,678,000
Electric Fund:	\$ 10,331,220
Water Fund:	\$ 5,438,000
Wastewater Fund:	\$ 404,500

Additional Operating Impacts for First Year CIPs

Fire:

Fire Station #12: First year funding allocations for this project are for clearing/grading the site of the new station, construction, and furnishings. Along with these capital costs come the need to add an additional 18 FTEs for this station. These FTEs will be made up of 6 Firefighters, 3 Fire Engineers, 3 Fire Lieutenants, 3 Fire Captains, and 3 Battalion Chiefs. Salary, benefits and equipment for one new Firefighter equals \$62,694 and increases as position level increases. However, the total impact of these new FTEs will not be realized until FY 22, since they have a scheduled start date of April 2021 to align with the completion of the fire station. The other operating impact that will be seen in FY 21 is the cost of the new Fire Engine #12 (\$700,000) and its equipment (\$80,000). *(Total impact in FY 21: \$1,295,630, FY 22: \$1,254,541)*

An additional fire truck is anticipated to come online in FY 25. This truck will bring along another 18 FTEs and corresponding equipment, which is presumed to be slightly higher than the cost of current salary, benefits, and equipment. *(Total impact starting in FY 25: \$2,399,793)*

Other operating impacts that are anticipated to come from this project, but are not as quantifiable, are utilities costs and building maintenance costs. These costs can vary depending on the design and build of the new fire station.

Parks & Recreation:

WW Flowe Park Phase One Improvements & Phase Two Expansion: With the addition of new active recreational amenities, Parks & Recreation will need to increase staffing levels to perform necessary tasks at the park adequately. Seven (7) new FTEs are anticipated in FY 30 at

a cost of about \$269,000 for salary and benefits. *(Total Impact starting FY 30: \$269,033) (For other operating impacts associated with this project, please see Building & Grounds)*

Building & Grounds:

Northwest/West Park Development: With design in FY 21 and construction funding in FY 22, operating impacts of this project are not anticipated until FY 24. Once the construction of the park is finished, the City will need to maintain the park with an increase in Building & Grounds staff. With the size of the new park, an additional B&G crew member and an additional crew supervisor will be required along with all of their equipment, including a crew truck. The total of this crew is anticipated to be around \$151,000 with half being salary and benefits for the new crew. *(Total impact starting FY 24: \$151,426)*

Caldwell Park Improvement: Similar to the Northwest/West Park project, design and construction funding will expand from FY 21 to FY 23 and will not require additional staffing from B&G until FY 24. When the need does arise, one B&G FTE with equipment will be sufficient to maintain the improved park. This is an anticipated cost of around \$44,000. *(Total impact starting FY 24: \$44,087)*

WW Flowe Park Phase One Improvements & Phase Two Expansion: Once the WW Flowe Park development phases are complete, these plots of land will need to be maintained by Building & Grounds coworkers. A two-person crew with equipment is anticipated for the upkeep of the new amenities and grounds of the Park. Two new positions are forecasted to cost around \$86,000 for salary and benefits and \$55,000 for equipment and a vehicle. However, these additional coworkers will not be necessary earlier than FY 30. *(Total Impact starting FY 30: \$141,370)*

Development of McEachern Greenway-Hospital Phase and Parking Lot: Construction for the final section of this Phase of the McEachern Greenway is slated for FY 25. With the increased area for B&G to maintain, another FTE will be necessary to perform this maintenance effectively. This new position is anticipated for FY 26 with a salary of about \$34,000 and equipment and a vehicle costing about \$38,000. *(Total impact starting FY 26: 72,094)*

Development Academy Recreation Center Complex: Incorporating turf on Webb field will subsequently require upkeep. One new B&G employee is anticipated to perform this upkeep starting in FY 23. The anticipated salary for this position is about \$35,116 with equipment costs of about \$10,000. *(Total impact starting FY 23: \$45,116)*

Hartsell Park Improvements: This project's re-development of Hartsell Park and its connectivity to Hartsell recreation center will require the current part-time B&G staff to increase hours to become a regular part-time employee. This will be an anticipated cost of about \$16,000 in FY 26. *(Total operating impact starting in FY 26: \$16,000)*

Water:

Raw Waterline at Coddle Creek WTP: The addition of a second raw waterline will allow Coddle Creek Water Treatment Plant to continue operations in the event of a broken line or if the current line needs rehabilitation. This can have a direct affect on operating revenues. If no water is coming from that plant, less water is being purchased. However, with the redundancy in raw waterlines, revenues will not be impacted as negatively when a line is down.

Coddle Creek WTP dewatering Process Improvements: The purpose of this project is to install the best option for dewatering and solids handling at the Coddle Creek Water Treatment Plant. By increasing the efficiency of the WTP's dewatering processing, it will directly reduce the operating expense that is spent annually on this process.

Communications:

Joint Communications Facility: This project is in tandem with the Training Facility Project mentioned in the Fire Projects Fund. When the new training facility is built, the Emergency Communications and Radio Shop departments plan to use Fire Station #3 as their facility. This will allow them to expand and hire a training coordinator for the Communications Department. This position will be in charge of quality assurance and departmental trainings. The anticipated operating cost for this position is \$77,299 for salary and benefits. *(Total operating impact starting in FY 22: \$77,299)*

Cemeteries:

Rutherford Expansion – Half Acre Inside Fencing & 10.6 Acres Outside the Fence Projects: Expanding the current cemetery may have a positive effect on revenues by allowing more people to have the option of purchasing a burial plot at Rutherford Cemetery. However, there may be operating impacts as well. These include but are not limited to, increased staffing needs, increased equipment needs, or increased fuel needs as well as other maintenance needs.

Transportation:

Upfit of Cabarrus County Facility for City Transportation Department: Upfitting this building will add another building to the City's infrastructure, but it will also require upkeep once the Transportation department has moved there. These upkeep costs will be reflected in utilities and maintenance. This building will also require supplies and furnishing to be properly used as an office site. These expenses are difficult to quantify until upfit has been completed.

Electric:

Construction of New Operations Center: The BOC has been outgrown by staffing growth in its departments. A new operations center for the Electric Department allows for it to expand with the City. With this expansion the new operations center will allow for an expansion in personnel, namely a public relations manager, an operations manager, and an administrative assistant. All three positions will fully impact the operational budget in FY 23. *(Total operating impact starting FY 23: \$176,299)*

This operations center will also come with other operating expenses that cannot be quantified prior the design and engineering of the building. Operating impacts from this building are anticipated to be utilities, maintenance, and furnishings.

Various Projects: The Electric Department has multiple projects that will increase their infrastructure. These infrastructure improvements, such as the New Delivery #4 & 100kV Exits Down Hwy 29 – Interconnect – Phase 1 or the 100kV interconnect Between Delivery #4 and Sub E, may increase maintenance costs for the department. These improvements will also increase efficiency in service provision, which can result in an increase in revenues.

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
Parks & Recreation Capital Projects Fund - 420															
P&R - Capital Projects 8300	Northwest/West Park Development	Bond Proceeds, Bond Proceeds for Fiber, Transfer from Capital Reserves	1,705,031	867,502		8,944,025					151,426				9,962,953
	Caldwell Park Improvements	Bond Proceeds, Bond Proceeds for Fiber, If approved to apply from Council - LWCF Grant (Land and Water Conservation Fund), Transfer from Capital Reserves		500,000		616,000		5,685,000			44,087				6,845,087
	Dorton Park Improvements	Bond Proceeds, Transfer from Capital Reserves		521,640				449,797		4,497,971					5,469,408
	WW Flowe Park Phase One Improvements & Phase Two Expansion	Transfer From General Fund related to Fiber, Transfer from General Fund				377,000		170,000		1,700,000				43,530,403	45,777,403
	Parking Lot - Mountain Bike Trail	Capital Reserve		195,000											195,000
	Gibson Village Pump Track Park	Block Grant, Capital Reserve, Grant Proceeds, Transfer from Capital Reserve for Fiber												762,800	762,800
	Parking Improvements at Logan Multi-Purpose Center	Capital Reserve	47,000	242,000											242,000
	Development of McEachern Greenway - Hospital Phase and Parking Lot	Capital Reserve	413,200	374,000				480,000		1,166,000		3,190,000		72,094	5,282,094
	Development Academy Recreation Center Complex	Capital Reserve		47,000		1,184,875			45,116		1,500,000		10,050,000		12,826,991
	Hector Henry Greenway, Mills at Rocky River	Capital Reserve	256,625	61,460											61,460
	Hartsell Park Improvements	Capital Reserve		85,000							1,000,000		16,000		1,101,000
	Develop Hector Henry Greenway, Cannon Crossing Phase	Capital Reserve	60,000			510,600				4,255,000			135,148		4,900,748
Gibson Field & Village Neighborhood Park	Transfer from General Fund, Transfer from General Fund for Fiber				85,000						1,600,000			1,685,000	

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
	Develop property at David Phillips Activity Center	Transfer from General Fund				258,000		2,100,000							2,358,000
	Northwest/West Recreation Center & Park	Bond Proceeds, Bond Proceeds for Fiber										3,540,502		36,076,204	39,616,706
	Develop Coddle Creek Greenway - Phase 1 & Phase 2	Capital Reserve	679,800				70,094	3,620,000				4,125,000			7,815,094
	Irish Buffalo Creek Greenway	Capital Reserve										820,000		13,848,315	14,668,315
	Clarke Creek Greenway Development, Cox Mill Loop	Capital Reserve						589,000		6,716,000		765,000		5,245,044	13,315,044
	Hector Henry Greenway, Cox Mill Phase	Capital Reserve												7,344,044	7,344,044
	Development of Recreation Center or Park, Central Area	Capital Reserve												33,153,278	33,153,278
	Les Myers Park Improvements	Capital Reserve								138,708				6,310,679	6,449,387
	Develop Hector Henry Greenway, Golf Course/Speedway Phase Development	Transfer from General Fund											1,414,000	4,101,500	5,515,500
	Development of a North/Central Neighborhood Park	Capital Reserve, Transfer from Capital reserve for Fiber												5,741,370	5,741,370
Lake Fisher Development & Improvements	Capital Reserve												1,670,000	1,670,000	
Hector H. Henry II Greenway 8311	Hector Henry Greenway, Riverwalk, Riverwalk Park & Nature Preserve	Capital Reserve	2,654,507	185,000		165,000						190,000		5,179,266	5,719,266
Parks & Recreation Capital Projects Total - Expense			5,816,163	3,078,602		12,140,500	70,094	13,093,797	45,116	18,473,679	195,513	18,144,502	135,148	173,100,997	238,477,948
Parks & Recreation Capital Projects Fund - Revenue Sources & Totals															
Bond Proceeds						8,944,025		5,185,000		4,497,971		3,540,502		35,611,025	57,778,523
Grant Proceeds								500,000						10,000	510,000
Transfer From General Fund						720,000		2,270,000		1,700,000		3,014,000		47,221,500	54,925,500
Community Development Block Grant														10,000	10,000
Operating Revenue							70,094		45,116		195,513		135,148	2,110,678	2,556,549
Transfer From General Capital Reserve				3,078,602		2,476,475		5,138,797		12,275,708		11,590,000		88,137,794	122,697,376
Parks & Recreation Capital Projects Total - Revenue				3,078,602		12,140,500	70,094	13,093,797	45,116	18,473,679	195,513	18,144,502	135,148	173,100,997	238,477,948
Wastewater Capital Projects Fund - 421															
	Poplar Tent Road Sewer Extension At Cobblestone Lane	System Development Fees		360,000											360,000
	Cold Water Creek Tributary Outfall To NC Highway 49	Bond Proceeds		1,783,000		6,930,000									8,713,000

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
Wastewater Projects 8402	Coddle Creek Tributary Outfall To Sunberry Lane	Future Project Reserves, Transfer From Sewer		798,000				2,860,000							3,658,000
	Union StreetScape - Sewer	Transfer From Sewer		234,000											234,000
	Coddle Creek Tributary Outfall Extension From US Highway 29 To Rock Hill Church Road	Transfer From Sewer						418,000		1,322,000					1,740,000
	Muddy Creek Tributary Outfall To NC Highway 24/27	Transfer From Sewer										3,512,000			3,512,000
	Sewer Lining & Manhole Maint.	System Development Fees		1,000,000											1,000,000
Wastewater Capital Projects Total - Expense				4,175,000		6,930,000		3,278,000		1,322,000		3,512,000		19,217,000	
Wastewater Capital Projects Fund - Revenue Sources & Totals															
System Development Fees				1,360,000											1,360,000
Bond Proceeds				1,783,000		6,930,000									8,713,000
Future Project Reserves				627,500											627,500
Transfer From Sewer				404,500				3,278,000		1,322,000		3,512,000			8,516,500
Wastewater Capital Projects Total - Revenue				4,175,000		6,930,000		3,278,000		1,322,000		3,512,000			19,217,000
Transportation Capital Projects Fund - 423															
Street Projects 8600	Brown Center Expansion Road	2.25c Allocation from General Fund		800,000											800,000
	Upfit of Cabarrus County Facility for City Transportation Department	2.25c Allocation from General Fund		1,167,232											1,167,232
	Infrastructure Projects - Pedestrian Improvement Sidewalks	\$5 Vehicle Fees, 2.25c Allocation from General Fund		500,000		500,000		500,000		500,000					2,000,000
	Lincoln St. Bridge Replacement	2.25c Allocation from General Fund				475,000		2,000,000							2,475,000
	US 601 at Flowes Store Road Improvements	2.25c Allocation from General Fund, CMAQ	2,361,469			1,708,404									1,708,404
	I-85 Branding Project	2.25c Allocation from General Fund	250,000	200,000											200,000
	Concord Farms Realignment	2.25c Allocation from General Fund												4,000,000	4,000,000
	Dorland Ave Realignment Phase II	2.25c Allocation from General Fund	200,000											775,000	775,000
Transportation Capital Projects Total - Expense				2,811,469	2,667,232	2,683,404		2,500,000		500,000				4,775,000	13,125,636
Transportation Capital Projects Fund - Revenue Sources & Totals															
Transfer From General Fund				2,277,232		926,682		2,110,000		110,000				4,775,000	10,198,914
Vehicle License-Additional \$5				390,000		390,000		390,000		390,000					1,560,000

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>	
CMAQ Grant						1,366,722									1,366,722	
Transportation Capital Projects Total - Revenue				2,667,232		2,683,404		2,500,000		500,000				4,775,000	13,125,636	
Fire & Life Safety Projects Fund - 426																
Fire Station Projects 8670	Training Facility	Bond Proceeds	3,075,000			15,434,336			719,724						16,154,060	
	Fire Station 12	Financing Proceeds	590,000	5,950,000	1,295,630		1,254,541						1,295,629	2,676,424	12,472,224	
	Fire Station 13	Capital Reserve	300,000					400,000		5,710,000	1,440,636		1,104,164		8,654,800	
Fire & Life Safety Projects Total - Expense				3,965,000	5,950,000	1,295,630	15,434,336	1,254,541	400,000	719,724	5,710,000	1,440,636	2,399,793	2,676,424	37,281,084	
Fire & Life Safety Projects Fund - Revenue Sources & Totals																
Operating Revenue						1,295,630		1,254,541		719,724		1,440,636		2,399,793	2,676,424	9,786,748
Financing Proceeds					5,950,000		15,434,336									21,384,336
Transfer From General Capital Reserve									400,000		5,710,000					6,110,000
Fire & Life Safety Projects Total - Revenue				5,950,000	1,295,630	15,434,336	1,254,541	400,000	719,724	5,710,000	1,440,636		2,399,793	2,676,424	37,281,084	
Water Capital Projects Fund - 429																
	Poplar Tent Road 24" Water Line Extension	System Development Fees	3,888,000	210,000											210,000	
	Raw Waterline at Coddle Creek WTP	Transfer From Water	1,190,000	3,600,000											3,600,000	
	Spring Street 8" Water Line Replacement	Transfer From Water		950,000											950,000	
	US Highway 601 Pump Station Rehabilitation	System Development Fees		250,000											250,000	
	Union StreetScape - Water	Transfer From Water		878,000											878,000	
	NC Highway 73 Water Main Connection to Charlotte Water	System Development Fees		750,000											750,000	
	General Services Drive 12" Parallel Water Line	System Development Fees		64,000			436,000								500,000	
	Zion Church Road 12" Parallel Water Line	System Development Fees		100,000			518,000								618,000	
	Coddle Creek WTP Dewatering Process Improvements	Future Projects From CIP, Transfer From Water		100,000		900,000			6,000,000						7,000,000	
	Poplar Tent Road Widening - East of I-85 to George Liles Boulevard	Future Projects From CIP, Transfer from Water		200,000					1,000,000		1,000,000				2,200,000	
	NC Highway 73 Widening - Poplar Tent Road to US Highway 29	Future Projects from CIP, Transfer from Water		400,000					1,000,000		1,000,000		1,000,000	1,000,000	4,400,000	
	GAC Contactors at Hillgrove WTP	Bond Proceeds	775,000				5,000,000								5,000,000	
	Hillgrove WTP Settling Basin Improvements	Bond Proceeds	300,000				3,750,000								3,750,000	

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
Water Projects 8700	NC Highway 49 24" Water Line Extension - Stough Road to General Services Drive	Bond Proceeds, Bond Proceeds (additional amount for Fiber)	900,000			6,367,250									6,367,250
	Union Cemetery Road Realignment	Transfer from Water	30,000			300,000									300,000
	US Highway 29/601 Bridge Over Irish Buffalo Creek	Transfer From Water	20,000			500,000									500,000
	George Liles Boulevard 24" Water Line Phase 4 - Roberta Road to NC Highway 49	Transfer From Water						575,000		2,875,000					3,450,000
	4 MGD Water Booster Pump Station	Transfer From Water						230,000		1,150,000					1,380,000
	US Highway 601 24" Water Line Extension - Zion Church Road to Miami Church Road	Transfer From Water						281,000		1,402,000					1,683,000
	US Highway 601 Control Vault	Transfer From Water						156,000							156,000
	US Highway 601 16" Water Line Extension - Flowes Store Road to Parks Lafferty Road	Transfer From Water								883,000		4,414,000			5,297,000
	Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road	Transfer From Water								230,000		1,146,000			1,376,000
	Miami Church Road 12"/24" Parallel Water Line Extension - US Highway 601 to Cold Springs Road	Transfer From Water								347,000		1,731,000			2,078,000
	Poplar Tent Road Widening - Derita Road to NC Highway 73	Transfer From Water								300,000		3,000,000			3,300,000
	NC Highway 3 Widening - Dale Earnhardt Boulevard to US Highway 601	Transfer From Water								100,000		1,000,000			1,100,000
Cold Springs Road 12" Water Line Extension - Miami Church Road to NC Highway 49	Transfer From Water											552,000	2,759,000	3,311,000	
Parks Lafferty Road/Flowes Store Road 12" Water Line Extension - US Highway 601 to NC Highway 24/27	Transfer From Water											1,356,000	6,777,000	8,133,000	

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
Water Capital Projects Total - Expense			7,103,000	7,502,000		17,771,250		9,242,000		9,287,000		14,199,000		10,536,000	68,537,250
Water Capital Projects Fund - Revenue Sources & Totals															
System Development Fees				1,374,000		954,000									2,328,000
Transfer From Water				5,438,000		1,700,000		8,242,000		8,287,000		14,199,000		10,536,000	48,402,000
Future Project Reserves				690,000				1,000,000		1,000,000					2,690,000
Bond Proceeds						15,117,250									15,117,250
Water Capital Projects Total - Revenue				7,502,000		17,771,250		9,242,000		9,287,000		14,199,000		10,536,000	68,537,250
General Capital Projects Fund - 430															
BOC Admin Projects 8800	Equipment Shed	Capital Reserve								2,400,000					2,400,000
	Operations Center Parking and BMP Improvements	Transfer from General Fund	494,648											160,000	160,000
	Fleet Services Facility	Debt Financing								780,000		11,920,000			12,700,000
	Traffic Calming on General Services Drive	Future Projects Reserves	100,000	171,460											171,460
General Projects 8804	Union StreetScape	Transfer from Capital Reserve	500,000	3,300,500											3,300,500
	Joint Communications Facility	Capital Reserve, Future Project Reserves for Joint Community Facility		125,000		4,150,000	77,299								4,352,299
	Rutherford Expansion - Half Acre Inside Fencing	Capital Reserve	125,360	28,640											28,640
	Rutherford Expansion - 10.6 Acres Outside the Fence	Capital Reserve		50,000										700,000	750,000
	West Concord Master Plan - 6.3 Acres	Transfer from General Fund	40,000			50,000								900,000	950,000
	Renovate Charlie District Police Substation	Capital Reserve						151,575	135,466						287,041
	Fiber Network Extension	Transfer from Aviation, Transfer from Electric, Transfer From General Fund, Transfer from Stormwater, Transfer from Wastewater, Transfer from Water	392,488			250,000		250,000		250,000					750,000
General Capital Projects Total - Expense			1,652,496	3,675,600		4,450,000	77,299	401,575	135,466	3,430,000		11,920,000		1,760,000	25,849,940
General Capital Projects Fund - Revenue Sources & Totals															
Transfer From General Capital Reserve				3,389,140		4,150,000		151,575		2,400,000				700,000	10,790,715
Operating Revenue							77,299		135,466						212,765
Transfer From General Fund						242,300		192,300		192,300			1,060,000		1,686,900
Financing Proceeds										780,000		11,920,000			12,700,000
Transfer From Stormwater						5,200		5,200		5,200					15,600
Transfer From Aviation						10,650		10,650		10,650					31,950
Transfer From Electric						19,500		19,500		19,500					58,500
Transfer From Sewer						7,025		7,025		7,025					21,075

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
Transfer From Water						15,325		15,325		15,325					45,975
Future Project Reserves				286,460											286,460
General Capital Projects Total - Revenue				3,675,600		4,450,000	77,299	401,575	135,466	3,430,000		11,920,000		1,760,000	25,849,940
Airport Capital Projects Fund - 451															
Airport Projects 6300	Runway Widening	Federal Grant, Local Grant Match				6,000,000		4,000,000							10,000,000
	SDA Commercial Passenger Terminal Building Phase 2	Federal Grant, State Grant, Transfer from Aviation								7,300,000		8,000,000			15,300,000
	Commercial Passenger Terminal Parking Phase 2	Transfer from Aviation								6,000,000					6,000,000
	Runway 20 EMAS	Federal Grant, State Grant, Transfer from Aviation				938,676				3,754,700					4,693,376
	South Development Apron Expansion Phase 2	Federal Grant, State Grant, Transfer from Aviation						4,740,589		250,000		5,914,000			10,904,589
	FBO Terminal Building Rehabilitation	Capital Reserve, Public-Private Partnership								580,000		12,800,000			13,380,000
	Corporate Hangar Development	Grant, Grant Match				3,500,000									3,500,000
	Myint Lane Airport Access Road	Transfer from Aviation				700,000									700,000
	North Apron Expansion Phase 3	Federal Grant, State Grant, Transfer from Aviation				250,000		1,750,000							2,000,000
	Myint Lane Airport Apron Development	Federal Grant, State Grant, Transfer from Aviation				150,000		1,200,000							1,350,000
	North Internal Service Road	Federal Grant, State Grant, Transfer from Aviation						2,149,300							2,149,300
	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 & Taxilane Strengthening	Federal Grant, State Grant, Transfer from Aviation				100,000		5,060,000							5,160,000
East Side Airport Land Acquisition Area	Federal Grant, State Grant, Transfer from Aviation										5,090,000			5,090,000	
Ivy Cline Land Acquisition	Federal Grant, State Grant, Transfer from Aviation								3,400,000					3,400,000	

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
	Airport Helipads	Federal Grant, State Grant, Transfer from Aviation						410,000							410,000
	East Side Commercial Airline Terminal Area	Dedicated Transportation Funds, Federal Grant, Financing Proceeds, Other, State Grant, Transfer from Aviation				600,000		40,000,000							40,600,000
	New Relocated Airport Control Tower	Federal Grant, State Grant, Transfer from Aviation										3,500,000			3,500,000
Airport Capital Projects Total - Expense							12,338,676	60,952,889		21,284,700		35,304,000			129,880,265
Airport Capital Projects Fund - Revenue Sources & Totals															
		Federal Aid				8,550,000		3,600,000							12,150,000
		Transfer From Aviation				1,730,684		2,880,116		6,643,985		1,198,100			12,452,885
		Grant Proceeds				2,057,992		25,472,773		14,060,715		21,305,900			62,897,380
		Other Income										6,400,000			6,400,000
		Transfer From Capital Project								580,000		6,400,000			6,980,000
		Financing Proceeds						23,000,000							23,000,000
		Operating Revenue						6,000,000							6,000,000
Airport Capital Projects Total - Revenue							12,338,676	60,952,889		21,284,700		35,304,000			129,880,265
Electric Capital Projects Fund - 473															
Electric Projects 6949	New Delivery #4 & 100 kV Exits Down Hwy 29 - Interconnect - Phase 1	Transfer From Electric	6,479,912	5,000,000											5,000,000
	Construction of New Electric Substation N in Copperfield Blvd Location	Transfer from Electric	850,000			3,160,000									3,160,000
	100 kV Interconnect Between Delivery #4 and Sub E	Transfer from Utility Capital Reserve		1,000,000				3,658,000							4,658,000
	100 kV Tie Line-Liles Blvd to Sub O	Transfer From Electric	1,000,000			3,465,000									3,465,000
	Construction of New Electric Substation R on Poplar Tent Road	Transfer from Electric	500,000	500,000						3,010,000					3,510,000
	Construction of New Electric Substation S on US Hwy 601 S	Transfer From Electric	526,624	3,510,000											3,510,000
	Delivery #1 Replacement	Transfer From Electric, Transfer from Future Projects Reserve		400,000	300,000				2,125,000						2,425,000

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
	Construction of New Electric Substation T near Concord Parkway South of Concord	Transfer from Utility Capital Reserve		1,000,000								3,010,000			4,010,000
	Replace Existing 750 MCM Along Bruton Smith Blvd. (Between Hwy 29 & I-85)	Transfer from Electric								3,050,000					3,050,000
	Construction of New Electric Substation U near Cabarrus Arena	Transfer from Utility Capital Reserve		1,000,000								4,545,000			5,545,000
	Construction of New Electric Substation V near Weddington Road Ext South West of Concord	Transfer from Utility Capital Reserve		1,000,000								3,545,000			4,545,000
	Substation Transformer LTC Replacements	Transfer From Electric							1,030,000						1,030,000
	Construction of New Electric Operations Center	Bond Proceeds		1,500,000		17,880,500				176,299					19,380,500
	Union StreetScape - Electric	Transfer from Electric		1,108,220											1,108,220
Electric Capital Projects Total - Expense			9,756,536	15,918,220		24,505,500		6,813,000	176,299	6,060,000		11,100,000		64,396,720	
Electric Capital Projects Fund - Revenue Sources & Totals															
Transfer From Electric				10,331,220		6,625,000		3,155,000		6,060,000					26,171,220
Transfer from Utility Capital Reserve				4,000,000				3,658,000				11,100,000			18,758,000
Future Project Reserves				87,000											87,000
Operating Revenue									176,299						176,299
Bond Proceeds				1,500,000		17,880,500									19,380,500
Electric Capital Projects Total - Revenue				15,918,220		24,505,500		6,813,000	176,299	6,060,000		11,100,000		64,573,019	
Stormwater Capital Projects Fund - 474															
Stormwater Projects	Duval Street Culvert Replacement	Transfer From Stormwater		1,112,000											1,112,000
	Dylan Place Culvert Replacement Upper & Lower	Transfer From Stormwater		130,000		1,422,000									1,552,000
	Union StreetScape - Stormwater	Transfer From Stormwater		436,000											436,000
	Brookwood Avenue Roadway Improvements	Transfer From Stormwater				480,000									480,000
	Kerr Street Culvert Replacement	Transfer From Stormwater				569,000		569,000							1,138,000
	Farmwood Boulevard Culvert Replacement	Transfer From Stormwater				91,000		896,000							987,000
	Bridlewood Drive Culvert Replacement	Transfer From Stormwater						103,000		1,379,000					1,482,000

**Capital Improvement Plan Listing (CIP)
for FY 2021-2025**

<i>Fund / Budget Unit</i>	<i>Project Title</i>	<i>Funding Source(s)</i>	<i>Total Funding to Date</i>	<i>FY 2021 Budget</i>	<i>Impact on FY 2021 Operating Budget</i>	<i>FY 2022 Budget</i>	<i>Impact on FY 2022 Operating Budget</i>	<i>FY 2023 Budget</i>	<i>Impact on FY 2023 Operating Budget</i>	<i>FY 2024 Budget</i>	<i>Impact on FY 2024 Operating Budget</i>	<i>FY 2025 Budget</i>	<i>Impact on FY 2025 Operating Budget</i>	<i>Future (remainder of project)</i>	<i>Total Budget Impact</i>
7103	Miramar Culvert Replacements - Palaside Drive & Grandview Drive	Transfer From Stormwater						113,000		1,348,000					1,461,000
	Morris Glen Drive Culvert Replacement	Transfer From Stormwater								41,000		487,000			528,000
	Yvonne Drive Culvert Replacements	Transfer From Stormwater								112,000		1,334,000			1,446,000
	Spring Street Culvert Replacement	Transfer From Stormwater										42,000		493,000	535,000
	Miramar Culvert Replacement - Miramar Drive	Transfer From Stormwater												681,000	681,000
	Glenwood Drive Culvert Replacement	Transfer from Stormwater												862,000	862,000
Stormwater Capital Projects Total - Expense				1,678,000		2,562,000		1,681,000		2,880,000		1,863,000		2,036,000	12,700,000
Stormwater Capital Projects Fund - Revenue Sources & Totals															
Transfer From Stormwater				1,678,000		2,562,000		1,681,000		2,880,000		1,863,000		2,036,000	12,700,000
Stormwater Capital Projects Total - Revenue				1,678,000		2,562,000		1,681,000		2,880,000		1,863,000		2,036,000	12,700,000
Rocky River Golf Course Projects Fund - 475															
Golf Projects 7550	Restroom Facility Construction	Capital Reserve													
	Range Netting	Capital Reserve		100,000											100,000
Rocky River Golf Course Projects Total - Expense				100,000											100,000
Rocky River Golf Course Projects Fund - Revenue Sources & Totals															
Transfer From General Capital Reserve				100,000											100,000
Rocky River Golf Course Projects Total - Revenue				100,000											100,000
CITY OF CONCORD CIP PROJECT TOTAL			78,115,806	44,744,654	1,295,630	98,815,666	1,401,934	98,362,261	900,306	68,947,379	1,636,149	96,042,502	2,534,941	194,884,421	609,565,843

First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2021, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2021-2025 Capital Improvement Plan.

How To Read Example:

Department:	
Project Title:	FY21 Cost
Project Description	<i>Total Capital Cost:</i> Total Cost of Capital Project <i>Total Operating Cost:</i> Total Impact on Operating Budget <i>Funding Source(s):</i> Project's Funding Source

Parks & Recreation Capital Projects:	
Northwest/West Park Development	\$ 867,502
This project consists of the development one of two parks in the Northwest/West to serve the recreation needs of the City. The Comprehensive Parks and Recreation Master Plan identifies the need for a Community Park in the Northwest/West.	<i>Total Capital Cost:</i> \$11,516,558 <i>Total Operating Cost:</i> \$151,426 <i>Funding Source(s):</i> Bond Proceeds, Capital Reserve
Caldwell Park Improvements	\$ 500,000
This project consists of re-master planning and re-developing Caldwell Park. The plan will provide recommendations for possible renovation, improvements and additional amenities, which may include a splash pad. The project also includes a multi-use path along Irish Buffalo Creek, a part of the Carolina Thread Trail.	<i>Total Capital Cost:</i> \$6,801,000 <i>Total Operating Cost:</i> \$44,087 <i>Funding Source(s):</i> Bond Proceeds, Capital Reserve
Parking Lot Improvements - Mountain Bike Trail	\$ 195,000
This project is to develop and construct a gravel parking at the city-owned mountain bike trails located between 2nd St and Brown St. The lot will be located off of 2nd Street or Brown Street.	<i>Total Capital Cost:</i> \$195,000 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> Capital Reserve
Parking Lot Improvements - Logan Multi-Purpose Center	\$ 242,000
This project is to develop parking at the city-owned lot across from Booker Street, and acquire/develop vacant Lincoln Street property adjacent to existing lot.	<i>Total Capital Cost:</i> \$289,000 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> Capital Reserve
McEachern Greenway - Hospital Phase and Parking Lot	\$ 374,000
This project includes land acquisition, design and construction of McEachern Greenway. This project completes the McEachern Greenway in 4 phases.	<i>Total Capital Cost:</i> \$5,695,294 <i>Total Operating Cost:</i> \$72,094 <i>Funding Source(s):</i> Capital Reserve
Development of the Academy Recreation Center Complex	\$ 47,000
This project includes a re-master plan for the Academy Recreation Center Complex, including existing park facilities, the Academy Recreation Center, McInnis Aquatic Center, Historic Webb Field, and McAllister Field.	<i>Total Capital Cost:</i> \$12,781,875 <i>Total Operating Cost:</i> \$45,116 <i>Funding Source(s):</i> Capital Reserve
Hector H. Henry II Greenway- Mills at Rocky River Phase	\$ 61,460
The Hector Henry Greenway, Mills at Rocky River is a 2.4 mile natural surface trail at the Mills at Rocky River development off Rocky River Road. This project will develop approximately 900 linear feet for a neighborhood entrance off Drake Mill Lane to the greenway trail.	<i>Total Capital Cost:</i> \$318,085 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> Capital Reserve
Hartsell Park Improvements	\$ 85,000
This project re-develops Hartsell Park in the Silver Hill Community and will address the connectivity and accessibility between Hartsell Park and the Hartsell Recreation Center.	<i>Total Capital Cost:</i> \$1,101,000 <i>Total Operating Cost:</i> \$16,000 <i>Funding Source(s):</i> Capital Reserve
Hector H. Henry II Greenway- Riverwalk Phase	\$ 185,000
The project addresses bicycle, pedestrian, and greenway needs that were identified in the Parks & Recreation Master Plan along the Rocky River and part of the Riverwalk phase and Weddington Road phase.	<i>Total Capital Cost:</i> \$8,373,773 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> Capital Reserve
Dorton Park Improvements	\$ 521,640
This project consists of re-developing Dorton Park according to a new Master Plan. Recommendations include a parking lot expansion, new playground, and improvements to existing trails including connection to the YMCA connector, under Poplar Tent, and connection to Kannapolis as part of the Coddle Creek Greenway.	<i>Total Capital Cost:</i> \$5,469,408 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> Capital Reserve, Bond Proceeds

Wastewater Capital Projects:	
Poplar Tent Road - Sewer Extension at Cobblestone Lane	\$ 360,000
This project will include the installation of approximately 770' of 8" diameter gravity sewer line along Poplar Tent Road from Cobblestone Lane to serve the property at 4901 Poplar Tent Road.	<i>Total Capital Cost:</i> \$360,000 <i>Total Operating Cost:</i> \$0 <i>Funding Source(s):</i> System Development Fees

Cold Water Creek Tributary Outfall to NC Highway 49		\$ 1,783,000
This project will include the installation of approximately 9,900' of 18" diameter gravity sewer line that will be tributary to Cold Water Creek and will extend to NC Highway 49 in order to abandon the existing Raccoon Hollow Pump Station.	Total Capital Cost:	\$8,713,000
	Total Operating Cost:	\$0
	Funding Source(s):	Bond Proceeds
Coddle Creek Tributary Outfall to Sunberry Lane		\$ 798,000
This project will include the installation of approximately 4,900' of 15" diameter gravity sewer line that will be tributary to Coddle Creek and will extend to Sunberry Lane in order to abandon the existing Province Green and Laurel Park Pump Stations.	Total Capital Cost:	\$3,658,000
	Total Operating Cost:	\$0
	Funding Source(s):	Future Project Reserves, Transfer from Sewer
Union StreetScape - Wastewater		\$ 234,000
This project will consist of replacing sewer lines and manholes, sewer services, and other sewer infrastructure along Union Street for the purposes of completing the proposed Union StreetScape project.	Total Capital Cost:	\$234,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Sewer
Sewer Lining & Manhole Rehabilitation		\$ 1,000,000
This CIP project captures funding used for sewer lining and manhole rehabilitation. This item was previously placed in the operating budget, but was moved to the CIP to maintain records on how capacity funds are being spent.	Total Capital Cost:	\$1,000,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
Transportation Capital Projects:		
Alfred M Brown Center Expansion Road		\$ 800,000
This project would complete the previously planned paving and construction of curb and gutter along the access road connecting the Alfred M. Brown Operations Center (BOC) expansion road from Alfred Brown Jr. Ct. to end of pavement that was constructed with the Traffic Management Center.	Total Capital Cost:	\$800,000
	Total Operating Cost:	\$0
	Funding Source(s):	2.25¢ Allocation from General Fund
Upfit of Former Cabarrus County Facility for Transportation Department		\$ 1,167,232
Purchase and upgrade the existing Cabarrus County Infrastructure and Asset Management Facility to meet the needs of the City's Transportation Admin and Traffic Services Divisions.	Total Capital Cost:	\$1,167,232
	Total Operating Cost:	\$0
	Funding Source(s):	2.25¢ Allocation from General Fund
Pedestrian Improvement Sidewalks		\$ 500,000
This project consists of constructing new City sidewalks and associated infrastructure to expand the existing pedestrian system. The priority of projects is determined annually in October and presented to City Council for approval in accordance with the Pedestrian Improvement Policy.	Total Capital Cost:	Ongoing
	Total Operating Cost:	\$0
	Funding Source(s):	2.25¢ Allocation from General Fund, \$5 Vehicle Fees
I-85 Branding Project		\$ 200,000
This project consists of participating in the NCDOT TIP Project for the construction of gateway monuments at certain interchanges of I-85 and corridors into Concord.	Total Capital Cost:	\$450,000
	Total Operating Cost:	\$0
	Funding Source(s):	2.25¢ Allocation from General Fund
Fire & Life Safety Capital Projects:		
Fire Station #12		\$ 5,950,000
This project consists of land acquisition, design, engineering, and construction of a permanent station in the Roberta Rd. and Roberta Church Rd. area.	Total Capital Cost:	\$9,763,338
	Total Operating Cost:	\$3,250,171
	Funding Source(s):	Financing Proceeds
Water Capital Projects:		
Poplar Tent Road 24" Water Line Extension		\$ 210,000
This project will provide a new 24" water line along Poplar Tent Road from International Drive to Eva Drive as part of a water system improvement.	Total Capital Cost:	\$4,098,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
Raw Water Line at Coddle Creek Water Treatment Plant		\$ 3,600,000
This project is for the addition of a second raw water line from Lake Howell to Coddle Creek WTP.	Total Capital Cost:	\$4,790,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Water
Spring Street 8" Water Line Replacement		\$ 950,000
This project includes the replacement of approximately 3,500 linear feet of the existing 8" water line along Spring Street from Miller Avenue to Fryling Avenue.	Total Capital Cost:	\$950,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Water
US Highway 601 Pump Station Rehabilitation		\$ 250,000
Replacement of pumps and valves at the US Highway 601 pump station.	Total Capital Cost:	\$250,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
Union StreetScape - Water		\$ 878,000
This project will consist of replacing water lines and valves, water services, and other water infrastructure along Union Street for the purposes of completing the proposed Union StreetScape project.	Total Capital Cost:	\$878,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Water

NC Highway 73 Water Main Connection to Charlotte Water		\$ 750,000
This project will provide a connection to the Charlotte Water system located near the NC Highway 73 and Poplar Tent Road intersection.	Total Capital Cost:	\$750,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
General Services Drive 12" Parallel Water Line		\$ 64,000
This project includes providing a new parallel 12" water line along General Services Drive from NC Highway 49 towards the City's Alfred Brown Center Complex as part of a water system improvement.	Total Capital Cost:	\$500,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
Zion Church Road 12" Parallel Water Line		\$ 100,000
This project consists of providing a new parallel 12" water line along Zion Church Road from NC Highway 49 to Southern Chase Court as part of a water system improvement.	Total Capital Cost:	\$618,000
	Total Operating Cost:	\$0
	Funding Source(s):	System Development Fees
Coddle Creek Water Treatment Plant Dewatering Process Improvements		\$ 100,000
This project is to evaluate, design, and install the best option for the dewatering and solids handling process at the Coddle Creek WTP.	Total Capital Cost:	\$7,000,000
	Total Operating Cost:	\$0
	Funding Source(s):	Future Projects, Transfer from Water
Poplar Tent Widening - East of I-85 to George Liles Blvd		\$ 200,000
This project consists of providing water infrastructure replacements and/or relocations as necessary due to the widening of Poplar Tent Road from East of I-85 to George Liles Boulevard as described in the proposed NCDOT project.	Total Capital Cost:	\$2,200,000
	Total Operating Cost:	\$0
	Funding Source(s):	Future Projects, Transfer from Water
NC Highway 73 Widening - Poplar Tent Road to US Highway 29		\$ 400,000
This project consists of providing water infrastructure replacements and/or relocations as necessary due to the widening of NC Highway 73 from Poplar Tent Road to US Highway 29 as described in the proposed NCDOT project.	Total Capital Cost:	\$4,400,000
	Total Operating Cost:	\$0
	Funding Source(s):	Future Projects, Transfer from Water

General Capital Projects:

Traffic Calming on General Services Drive		\$ 171,460
This project is for the installation of a roundabout on Alfred Brown Jr. Ct. SW heading to the BOC facilities adjacent to the Wellness Center drive entrance.	Total Capital Cost:	\$271,460
	Total Operating Cost:	\$0
	Funding Source(s):	Future Projects
Union StreetScape		\$ 3,300,500
This project consists of new sidewalks; street trees and landscaping; signage and sidewalk furnishings; road striping; updates to the infrastructures; and 24 new smart light poles. The area of work is between Killarney Ave. and just below Corban Ave. near Rotary Square. Repaving and road striping on Barbrick Ave. is also included.	Total Capital Cost:	\$3,800,500
	Total Operating Cost:	\$0
	Funding Source(s):	Capital Reserve
Joint Communications Facility		\$ 125,000
Currently, the Communications Center is located on the backside of Fire Station #3. The Radio Shop is located on the backside of Fire Station #7. The growing departmental needs are no longer being met at either location. This project would allow both the Communications Center and Radio Shop to be located at Fire Station #3.	Total Capital Cost:	\$4,269,445
	Total Operating Cost:	\$77,299
	Funding Source(s):	Future Projects, Capital Reserve
Rutherford Cemetery Expansion - Inside the Fencing		\$ 28,640
This project consists of developing the remaining property within the fence line at Rutherford Cemetery to add an estimated 500 additional graves.	Total Capital Cost:	\$154,000
	Total Operating Cost:	\$0
	Funding Source(s):	Capital Reserve
Rutherford Cemetery Expansion - 10.6 Acres Outside Fencing		\$ 50,000
Develop 10.6 acres outside the fence equaling 188,200 square feet of potential acreage, which if fully developed will yield approximately 4,000 grave sites.	Total Capital Cost:	\$750,000
	Total Operating Cost:	\$0
	Funding Source(s):	Capital Reserve

Electric Capital Projects:

New Delivery #4/100 kV - Highway 29, Phase 1		\$ 5,000,000
This project will provide construction of a 100kV power delivery point from which the City will purchase power from the electric grid. This project will also consist of a 3.5 mile 100kV transmission line to integrate this Delivery Point with the existing 100 kV infrastructure on Concord Parkway South.	Total Capital Cost:	\$11,479,912
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Electric
100 kV Interconnect Between Delivery #4 and Sub E		\$ 1,000,000
This project provides interconnection between Del #4 and Substation E on Rock Hill Church Road. This tie line will provide an alternative route of electric power to substations E, J, and K. The total project distance is 2.5 miles.	Total Capital Cost:	\$4,658,000
	Total Operating Cost:	\$0
	Funding Source(s):	Utility Capital Reserves
Construction of Substation R - Poplar Tent Road		\$ 500,000
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's Western service area and enhance the integrity of the current and future electric service to our customers.	Total Capital Cost:	\$4,010,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Electric

Construction of Substation S - US Highway 601		\$ 3,510,000
This project will provide an additional 44kV/12.4kV distribution substation to handle growing capacity needs in the City's Southern service area and enhance the integrity of the current and future electric service to our customers.	Total Capital Cost:	\$4,036,624
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Electric
Delivery #1 Replacement		\$ 300,000
This will provide for replacement of Delivery station #1 at Florence Ave.	Total Capital Cost:	\$2,825,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Electric
Construction of Substation T - Concord Parkway, South		\$ 1,000,000
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's Southwestern service area and enhance the integrity of the current and future electric service to our customers.	Total Capital Cost:	\$4,010,000
	Total Operating Cost:	\$0
	Funding Source(s):	Utility Capital Reserves
Construction of Substation U - Cabarrus Arena		\$ 1,000,000
This project will provide an additional 44kV/12.4kV distribution substation to handle growing capacity needs in the City's Eastern service area and enhance the integrity of the current and future electric service to our customers.	Total Capital Cost:	\$5,545,000
	Total Operating Cost:	\$0
	Funding Source(s):	Utility Capital Reserves
Construction of Substation V - Weddington Road Extension Area		\$ 1,000,000
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's Southwestern service area and enhance the integrity of the current and future electric service to our customers.	Total Capital Cost:	\$4,545,000
	Total Operating Cost:	\$0
	Funding Source(s):	Utility Capital Reserves
Construction of Electric Operations Center		\$ 1,500,000
This project will provide a new state-of-the-art Operations Center for use by the Electric Systems Department.	Total Capital Cost:	\$19,380,500
	Total Operating Cost:	\$0
	Funding Source(s):	Bond Proceeds
Union StreetScape - Electric		\$ 1,108,220
This is the cost associated with the Electric Department cost.	Total Capital Cost:	\$1,108,220
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Electric

Stormwater Capital Projects:		
Duval Street Culvert Replacement		\$ 1,112,000
This culvert replacement and upsizing under Duval Street is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	Total Capital Cost:	\$1,112,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Stormwater
Dylan Place Culvert Replacement - Upper & Lower		\$ 130,000
These culvert replacements and upsizings under Dylan Place in two locations is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	Total Capital Cost:	\$1,552,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Stormwater
Union StreetScape - Stormwater		\$ 436,000
This project will consist of replacing storm drain lines and boxes, and other stormwater infrastructure along Union Street for the purposes of completing the proposed Union StreetScape project.	Total Capital Cost:	\$436,000
	Total Operating Cost:	\$0
	Funding Source(s):	Transfer from Stormwater

Rocky River Golf Course Capital Projects:		
Range Netting		\$ 100,000
This project is for the expansion of the existing range netting at RRG to allow for potential usage during events at the Drag Strip.	Total Capital Cost:	\$100,000
	Total Operating Cost:	\$0
	Funding Source(s):	Capital Reserve

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 obligations 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 \$1,000. All debt per capita will not exceed \$3,000.
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: *non-spendable 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.

INVESTING TODAY IN YOUR FUTURE

CITY OF CONCORD STRATEGIC PLAN 2020 – 2023



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

As representatives of the City of Concord, we pledge to promote a **Culture of Excellence**, provide and expect **Accountability**, openly **Communicate**, protect our **Environment**, focus on **Safety**, and enhance public **Trust**.

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





GOALS & OBJECTIVES

GENERAL GOVERNMENT

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 enhance partnership among management, directors, and Customer Service Advancement Team to serve our employees and citizens, apply best practices to enhance satisfaction levels, and focus on continuous improvement.

Implement recommendations from employee survey to ensure employee voice is a priority throughout our organization.

Invest in coworker compensation and benefits to ensure the recruitment and retention of talent to deliver community services.

Support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.

Explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement.

Redesign City website to make it more user and mobile friendly.

Continue to establish and cultivate relationships at the local, State, and Federal levels to facilitate collaborative projects for Concord.

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

As representatives of the City of Concord, we pledge to promote a **Culture of Excellence**, provide and expect **Accountability**, openly **Communicate**, protect our **Environment**, focus on **Safety**, and enhance public **Trust**.



PUBLIC WORKS

Fund recommendations to fully implement Water, Sewer, and Storm Water master plans.

Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance. Focus on litter through enforcement, communication, and City-led roadside activities.

Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.

Examine ways to better educate the public on importance of recycling.

Explore options for implementing a solid waste fee.

Strengthen the City's fiber infrastructure and ensure all City facilities have fiber capability.

Secure property for Electric Delivery #4 and budget for construction.



PUBLIC SAFETY

Support the projected Public Safety facility, equipment, and personnel needs to meet service demands.

Secure property for Fire Station #12 and budget for construction.

Actively look for property to construct a Fire/Police training facility.

Complete the Weddington Road communication tower relocation.

RECREATION AND CULTURE

Consider enhancing the City's support of public art installations with process and funding models recommended by the Public Art Advisory Committee.

Continue to explore options to acquire property in the northwest area of Concord for the development of passive and active recreation.

Address the deteriorating health of downtown street trees, and communicate with stakeholders and the community in general about how street trees and lighting relate to the Downtown Master Plan's streetscape and beautification goals.

Work with internal City departments to identify projects that offer opportunities for greenway, park, and connectivity development.

Actively look for opportunities to open space/greenspace in Downtown Concord.

Work with Planning Department with a goal of having ordinances in place by 2020 to require dedication and potential construction of greenways and connectivity. Supporting language exists in the Parks and Recreation section of the draft 2030 Land Use Plan.

Pursue funding for acquisition and construction consistent with the Parks & Recreation Open Space Connectivity Analysis and Comprehensive Master Plan.

Support the connectivity of City parks, neighborhoods, and community centers through the enhancement of greenways, sidewalks, and multi-use paths.



ECONOMIC DEVELOPMENT

Implement the 2030 Land Use Plan, including prioritization of follow-up corridor and area plans.

Continue strategic implementation of the Downtown Master Plan, according to the plan's existing implementation matrix.

Evaluate ways to enhance the City's role in maintaining and building affordable housing, including exploring the pros and cons of investing in a General Fund allocation, creation of an affordable housing non-profit entity, and/or establishing formal designation as a Housing Authority.

Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.

Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.

Work with public and private partners to redevelop and revitalize abandoned and blighted properties.



TRANSPORTATION

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 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 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.

Develop a viability analysis process to support privately and/or publicly-owned corporate/general aviation hangars at Concord Regional Airport.

Work with CATS, Cabarrus County, and the City of Kannapolis on the extension of the light rail into Concord/Cabarrus County.

Work with Cabarrus County and the City of Kannapolis to implement recommendations from the Public Transit Master Plan.

CONCORD CITY COUNCIL

Samuel Leder – District 1
W. Brian King – District 2
Ella Mae Small – District 3
Mayor William C. "Bill" Dusch
JC McKenzie – District 4
Terry Crawford – District 5
Jennifer Parsley – District 6
John Sweat, Jr. - District 7

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.

Authorized Positions

Key for Reading	
	New FY 21 positions with details marked in bold
	New FY 21 changes or adjustments with details marked in bold
	Function Subtotal
	Fund Subtotal

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget		
		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	1		1	1		1		1	
		1		1.00	1		1.00		1	
<i>(City Manager's Office)</i>										
City Manager	S	1		1	1		1		1	
Assistant City Manager (1 new position for FY 21)	IV	1		1	1		1		2	
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	
Communications Specialist	210	-		-	1		1		1	
Education Specialist (split with Water & Stormwater)	208	1		0.5	-		-		-	
Senior Executive Assistant	209	1		1	1		1		1	
		7		6.50	7		7.00		8	
<i>(Human Resources)</i>										
Human Resources Director	II	1		1	1		1		1	
Deputy Human Resources Director	114	1		1	1		1		1	
Safety, Health & Risk Manager	113	1		1	1		1		1	
HR Benefits Manager	111	1		1	1		1		1	
Human Resources Analyst	109	5		5	6		6		6	
HR Wellness Coordinator	208	1		1	-		-		-	
Safety, Health & Risk Coordinator	210	2		2	2		2		2	
Senior Executive Assistant	209	1		1	1		1		1	
		13		13.00	13		13.00		13	
<i>(Finance)</i>										
Finance Director	III	1		1	1		1		1	
Deputy Finance Director	114	1		1	1		1		1	
Finance Manager	112	1		1	1		1		1	
Budget & Performance Manager	113	1		1	1		1		1	
Grants Program Administrator	111	1		1	1		1		1	
Budget Analyst	110	1		1	2		2		2	
Senior Accountant	210	1		1	1		1		1	
Accountant (1 new position for FY 21; move from Public Housing)	209	-		-	-		-		1	
Accounting Technician II (additional FTE supervised by Finance, paid by Transit & Airport)	207	1		1	1		1		1	
Accounts Payable Technician	207	3		3	3		3		3	
Payroll Technician	207	2		2	2		2		2	
		13		13.00	14		14.00		15	
<i>(Tax)</i>										
Revenue Manager (split with Utility Collections, Billing) (split changed)	112	1		0.25	1		0.25		1	
Accounting Technician II	207	1		0.5	1		0.5		1	
		2		0.75	2		0.75		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	1		1	1		1		1	
		6		6.00	6		6.00		6	
General Government Sub-total		42.0	0.0	40.3	43.0	0.0	41.8	45.0	0.0	44.0
Public Safety										
<i>(Police*)</i>										
Police Chief	III	1		1	1		1		1	
Deputy Police Chief	P7	1		1	1		1		1	
Police Major	P6	2		2	2		2		2	
Police Lieutenant (1 new position for FY 21)	P4	-		-	4		4		5	
Police Captain	P5	8		8	7		7		7	
Police Sergeant	P3	28		28	29		29		29	
Master Police Officer (Includes SRO positions) (1 new SRO for FY 21)	P2	56		56	66		66		62	
Police Officer (includes SRO positions) (6 new positions for FY 21)	P1	89		89	78		78		89	
Senior Police Crime Analyst (non-sworn)	211	1		1	1		1		1	
Police Crime Analyst (non-sworn)	209	1		1	1		1		1	
Senior Executive Assistant (non-sworn)	209	1		1	1		1		1	
Police Video Technician (non-sworn)	207	1		1	1		1		1	
Senior Administrative Assistant (non-sworn)	206	3		3	3		3		3	
Senior Customer Service Representative (non-sworn)	207	2		2	2		2		2	
Administrative Assistant (non-sworn)	205	2		2	2		2		2	

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		Customer Service Representative (non-sworn)	204	9		9	9		9	
Parking Enforcement Technician (non-sworn)	203	1		1	1		1		1	
<i>*Note: School Crossing Guards are not included in this count. Guards are classified as seasonal PT.</i>										
		206		206.00	209		209.00	217		217.00
<i>(Code Enforcement)</i>										
Code Enforcement Manager	110	1		1	1		1		1	
Code Enforcement Supervisor (reclass from Senior Code Enforcement Officer)	210	-		-	1		1		1	
Senior Code Enforcement Officer	209	1		1	2		2		2	
Code Enforcement Officer	207	7		7	5		5		5	
		9		9.00	9		9.00	9		9.00
<i>(Emergency Communications)</i>										
Communications Director (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	4		4	4		4		4	
Telecommunicator	206	14	4	15	14	4	15	14	4	15
Senior Administrative Assistant	206	1		1	1		1		1	
		25	4	25.50	25	4	25.50	25	4	25.50
<i>(Radio Shop)</i>										
Communications Director (split with Communications)	1	-		0.5	-		0.5	-		0.5
Communications Shop Manager	111	1		1	1		1		1	
Senior Communications Technician	209	2		2	2		2		2	
Communications Technician	206	-	1	0.6	1		1		1	
		3	1	4.10	4	0	4.50	4	0	4.50
<i>(Fire)</i>										
Fire Chief	III	1		1	1		1		1	
Deputy Fire Chief	F8	2		2	2		2		2	
Division Chief (3 new positions for FY 21)	F7	-		-	-		-		3	
Battalion Chief (3 new positions for FY 21)	F7	6		6	6		6		9	
Fire Captain (3 new positions for FY 21)	F6	42		42	46		46		49	
Fire Lieutenant (3 new positions for FY 21)	F4	34		34	46		46		49	
Logistics Officer	F4	2		2	1		1		1	
Senior Firefighter	F3	5		5	4		4		4	
Fire Engineer (3 new positions for FY 21)	F2	43		43	35		35		38	
Firefighter (6 new positions for FY 21)	F1	62		62	73		73		79	
Fire Administrative Manager	TBD	-		-	-		-		1	
Senior Executive Assistant (reclass to Fire Administrative Manager)	209	1		1	1		1		-	
Administrative Assistant	205	2		2	2		2		2	
		200		200	217		217	238		238
<i>(Fire - Prevention)</i>										
Division Chief	F7	1		1	1		1		1	
Deputy Fire Marshal	F6	3		3	3		3		3	
Assistant Fire Marshal	F5	5	3	6.2	5	3	6.2	5	3	6.2
		9	3	10.20	9	3	10.20	9	3	10.20
<i>(Fire - Training)</i>										
Division Chief	F7	1		1	1		1		1	
Fire Captain	F6	3		3	3		3		3	
		4		4.00	4		4.00	4		4.00
<i>(Emergency Mgt. - reports to City Manager's Office)</i>										
Emergency Management Coordinator	113	1		1	1		1		1	
Assistant Emergency Management Coordinator	111	1		1	-		-		-	
		2.00		2.00	1.00		1.00	1.00		1.00
Public Safety Sub-total		458.0	8.0	460.8	478.0	7.0	480.2	507.0	7.0	509.2
<i>Public Works (Streets & Traffic)</i>										
Transportation Director	III	1		1	1		1		1	
Deputy Transportation Director	114	1		1	1		1		1	
Project Engineer	112	1		1	1		1		1	
Streets Superintendent	110	1		1	1		1		1	
Assistant Streets Superintendent	109	-		-	1		1		1	
Staff Engineer	109	1		1	1		1		1	
GIS Coordinator	109	1		1	1		1		1	
Streets Crew Supervisor	210	5		5	5		5		5	
Construction Inspector	208	1		1	1		1		1	
CAD Technician	208	1		1	1		1		1	
Executive Assistant (no longer split with Solid Waste)	208	-		0.5	-		0.5		1	
Senior Equipment Operator	207	8		8	8		8		8	
Equipment Operator	205	6		6	6		6		6	
Streets Maintenance Worker	204	7		7	7		7		7	
		34		34.50	35		35.50	36		36.00
<i>(Traffic Signals)</i>										
Traffic Engineer	112	1		1	1		1		1	
Staff Engineer	109	1		1	1		1		1	
Traffic Signal Supervisor	211	1		1	1		1		1	
Traffic Management Center Operator	210	-		-	1		1		1	
Signal Technician (1 new position for FY 21)	209	3		3	3		3		4	
		6		6.00	7		7.00	8		8.00

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Traffic Services)</i>										
Transportation Coordinator	109	1		1	1		1		1	
Sign Technician II	208	2		2	2		2		2	
Sign Technician I	206	2		2	2		2		2	
		5		5.00	5		5.00		5	
<i>(Solid Waste & Recycling)</i>										
Solid Waste Services Director	1	1		1	1		1		1	
Deputy Solid Waste Services Director	114	-		-	1		1		1	
Solid Waste Project Manager	109	1		1	-		-		-	
Solid Waste Superintendent	109	1		1	1		1		1	
Environmental Education Specialist (split with Water & Stormwater)	209	-		-	1		0.5		1	
Solid Waste Crew Supervisor	210	2		2	2		2		3	
Executive Assistant (no longer split with Transportation)	208	1		0.5	1		0.5		1	
Senior Customer Service Specialist	208	1		1	1		1		1	
Senior Equipment Operator	207	8		8	8		8		8	
Solid Waste Compliance Inspector	205	1		1	2		2		2	
Equipment Operator	205	10		10	10		10		10	
Solid Waste Worker	204	9		9	9		9		8	
		35		34.50	37		36.00		37	
<i>(Cemeteries - Buildings & Grounds)</i>										
Cemetery Maintenance Manager	109	1		1	1		1		1	
Cemetery Crew Supervisor	208	2		2	2		2		2	
Cemetery Maintenance Worker	203	5		5	6		6		6	
		8		8.00	9		9.00		9	
<i>(Fleet Services)</i>										
Fleet Services Director	1	1		1	1		1		1	
Fleet Services Manager	210	1		1	1		1		1	
Fleet Services Supervisor	210	1		1	1		1		1	
Master Mechanic	209	3		3	3		3		3	
Automotive Parts Supervisor	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Fleet Mechanic	207	5		5	5		5		5	
Automotive Parts Clerk	204	1		1	1		1		1	
		14		14.00	14		14.00		14	
Public Works Sub-total		102.0	0.0	102.0	107.0	0.0	106.5		109.0	0.0
Economic Development										
<i>(Planning & Neighborhood Development)</i>										
Planning & Neighborhood Development Director	11	1		1	1		1		1	
Deputy Director of Planning & Neighborhood Development	114	1		1	1		1		1	
Development Review Administrator	112	1		1	1		1		1	
Planning & Development Manager	112	1		1	1		1		1	
Community Development Manager	112	1		1	1		1		1	
Design Manager	112	-		-	-		-		1	
GIS Administrator	110	1		1	1		1		1	
Senior Planner (1 position reclassified to Design Manager for FY 21)	110	5		5	5		5		4	
Planner (1 new position for FY 21)	209	2		2	2		2		3	
Senior Executive Assistant	209	1		1	1		1		1	
Clearwater Artist Studio Coordinator	109	1		1	1		1		1	
Community Development Technician	207	1		1	1		1		1	
Development Services Technician	206	2		2	2		2		2	
		18		18.00	18		18.00		19	
<i>(Economic Development)</i>										
Economic Development Coordinator	111	1		1	1		1		1	
		1		1.00	1		1.00		1	
Economic Development Sub-total		19.0	0.0	19.0	19.0	0.0	19.0		20.0	0.0
Parks & Recreation										
Parks & Recreation Director	11	1		1	1		1		1	
Deputy Parks & Recreation Director	114	1		1	1		1		1	
Facility Manager	111	-		-	1		1		1	
Senior Planner	110	1		1	1		1		1	
Parks & Recreation Coordinator	109	3		3	3		3		3	
Parks & Recreation Supervisor (1 new position for FY 21; Athletic Supervisor)	209	5		5	5		5		6	
Senior Executive Assistant	209	1		1	1		1		1	
Parks & Recreation Assistant Supervisor	208	2		2	2		2		2	
Parks & Recreation Specialist	207	3		3	3		3		3	
Senior Administrative Assistant	206	2		2	2		2		2	
Administrative Assistant	205	-		-	1		1		1	
Fitness Instructor/Event Assistant	206	-	1	0.5	-	1	0.5		-	1
Programmer	205	-	2	1	-	2	1		-	2
Part-Time Recreation Leader	202	-	22	11.0	-	25	13		-	25
		19	25	31.50	21	28	35.00		22	28
Parks & Recreation Sub-total		19.0	25.0	31.5	21.0	28.0	35.0		22.0	28.0
General Fund Sub-Total		640.0	33.0	653.6	668.0	35.0	682.5		703.0	35.0

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Community Development Block Grant										
Federal Program Coordinator	110	-		0.2	-		0.2	-		-
Construction Coordinator	109	1		1	1		1	0		1
		1	0	1.20	1	0	1.20	1	0	1.00
CDBG Sub-total		1.0	0.0	1.2	1.0	0.0	1.2	1.0	0.0	1.0
Home Consortium										
Federal Program Coordinator	110	1		0.8	1		0.8	1		1.0
		1		0.80	1		0.80	1		1.00
Home Consortium Sub-total		1.0	0.0	0.8	1.0	0.0	0.8	1.0	0.0	1.0
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	112	1		1	1		1	1		1
Electric Systems Special Project Manager	112	1		1	1		1	1		1
Electric Systems Coordinator I	111	3		3	3		3	3		3
Electric Systems Technician II	210	6		6	6		6	5		5
Electric Systems Analyst	210	1		1	1		1	1		1
Electric Systems Line Technician I	208	-		-	-		-	1		1
Electric Systems Technician I	208	6		6	6		6	6		6
		18		18.00	18		18.00	18		18.00
<i>(Tree Trimming)</i>										
Electric Tree Trimming Supervisor	212	1		1	1		1	1		1
Electric Tree Trimming Crew Leader (1 new position for FY 21)	209	2		2	2		2	3		3
Electric Tree Trimmer II (1 new position for FY 21)	208	2		2	2		2	3		3
Electric Tree Trimmer I	207	3		3	3		3	3		3
		8		8.00	8		8.00	10		10.00
<i>(Electric Construction)</i>										
Electric Systems Coordinator II	112	2		2	2		2	2		2
Electric Safety Coordinator	211	1		1	1		1	1		1
Electric Construction Supervisor	212	7		7	7		7	7		7
Electric Systems Coordinator I	111	2		2	2		2	2		2
Electric Systems Line Technician III	211	12		12	12		12	12		12
Electric Systems Line Technician II	210	5		5	5		5	5		5
Electric Systems Line Technician I	208	8		8	8		8	8		8
		37		37.00	37		37.00	37		37.00
<i>(Electric Engineering)</i>										
Electrical Engineer	113	1		1	1		1	1		1
Project Engineer	112	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	210	3		3	3		3	3		3
		8		8.00	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		79.0	0.0	79.0	79.0	0.0	79.0	81.0	0.0	81.0
Stormwater										
Water Resources Director (split with Water & Wastewater)	III	-		0.33	-		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)	112	1		0.34	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		0.33	1		0.33	1		0.34
Water Safety Coordinator (was split with Water & Wastewater)	209	1		0.33	1		0.33	-		-
Environmental Education Specialist (split with Solid Waste & Water)	209	-		0.25	-		0.25	-		0.25
Water Crew Supervisor	210	4		4	4		4	4		4
Technical Equipment Operator	208	3		3	3		3	3		3
Senior Equipment Operator	207	5		5	5		5	5		5
Equipment Operator	205	2		2	2		2	2		2

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget							
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE					
		Utility Service Worker	204	3		3	3		22		20.58	22		20.58	21
Stormwater Sub-total		22.0	0.0	20.6	22.0	0.0	20.6	21.0	0.0	20.3					
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	2		2	2		2	2		2					
Custodian	202	1		1	1		1	1		1					
		16		16.50	16		16.50	16		16.50					
<i>(Waterlines Operations & Maintenance)</i>															
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.34	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 Operations Manager	112	1		1	1		1	1		1					
Project Engineer (split with Stormwater & Wastewater)	112	-		0.33	-		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 (split with Wastwater)	110	1		0.5	1		0.5	1		0.5					
Water Resources Project Manager	109	-		-	1		1	1		1					
Staff Engineer (split with Stormwater & Wastewater)	109	-		0.33	-		0.33	-		0.33					
Water Meter Services Supervisor	210	1		1	1		1	1		1					
Water Safety Coordinator (was split with Stormwater & Wastewater)	209	-		0.33	-		0.33	-		1					
Environmental Programs & Outreach Coordinator (split with Solid Waste & Stormwater)	209	-		0.25	-		0.25	-		0.25					
Water Crew Supervisor	210	5		5	5		5	5		5					
System Protection Inspector	208	1		1	1		1	1		1					
Executive Assistant	208	1		1	1		1	1		1					
Senior Customer Service Specialist	208	1		1	1		1	1		1					
GIS Technician	207	1		1	1		1	1		1					
Senior Equipment Operator	207	4		4	4		4	4		4					
Utility Services Technician	207	3		3	3		3	3		3					
Administrative Assistant	205	1		1	1		1	1		1					
Equipment Operator	205	4		4	4		4	4		4					
Utility Service Worker (1 new position for FY 21)	204	7		7	7		7	8		8					
		36		35.09	37		36.09	38		37.76					
Water Resources Sub-total		67.0	0.0	66.1	68.0	0.0	67.1	69.0	0.0	68.8					
Public Transit															
Transit Director	I	1		1	1		1	1		1					
Transit Manager	113	1		1	1		1	1		1					
Transit ADA Coordinator	109	1		1	1		1	1		1					
Transit Grants Compliance Coordinator	109	1		1	1		1	1		1					
Accounting Technician II (split with Aviation)	207	-		0.50	-		0.50	-		0.50					
Senior Customer Service Representative	207	2		2	2		2	2		2					
		6		6.50	6		6.50	6		6.50					
Transit Sub-total		6.0	0.0	6.5	6.0	0.0	6.5	6.0	0.0	6.5					
Wastewater Resources															
<i>(Wastewaterlines Operation & Maintenance)</i>															
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)	112	-		0.33	-		0.33	-		0.33					
Staff Engineer (split with Stormwater & Water)	109	-		0.34	-		0.34	-		0.33					
System Protection Superintendent (split with Water)	110	-		0.5	-		0.5	-		0.5					
Water Resources Superintendent	110	1		1	1		1	1		1					
Water Safety Coordinator (was split with Stormwater & Water)	209	-		0.34	-		0.34	-		-					
System Protection Inspector	208	1		1	1		1	1		1					
Water Crew Supervisor	210	6		6	6		6	6		6					

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		W/WW Systems Supervisor	211	2		2	2	2	2	
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	4		4	4	4	4		4	
Utility Service Worker	204	2		2	2	2	2		2	
		29		31.83	29		31.83	29		31.48
Wastewater Resources Sub-total		29.0	0.0	31.8	29.0	0.0	31.8	29.0	0.0	31.5
Aviation (Concord Regional Airport)										
Aviation Director	II	1		1	1		1		1	
Assistant Aviation Director	113	1		1	1		1		1	
Aviation Operations Manager	112	1		1	1		1		1	
Aviation Coordinator	210	1		1	2		2		2	
Building Maintenance Supervisor	210	1		1	1		1		1	
Customer Service Supervisor	210	1		1	1		1		1	
Aviation Supervisor	208	1		1	4		4		4	
Executive Assistant	208	1		1	1		1		1	
Airport Electrician	208	1		1	1		1		1	
Aviation Service Worker Lead	207	4		4	-		-		-	
Accounting Technician II (split with Transit, supervised by Finance)	207	1		0.5	1		0.5		0.5	
Airport Maintenance Mechanic	206	1		1	2		2		2	
Aviation Service Worker	205	18		18	18		18		18	
Customer Service Representative	204	8		8	9		9		9	
Administrative Assistant	205	1		1	1		1		1	
Custodian	202	2		2	2		2		2	
		44	0	43.50	46	0	45.50	46	0	45.50
Aviation Sub-total		44.0	0.0	43.5	46.0	0.0	45.5	46.0	0.0	45.5
Housing Department (HUD Funded)										
Housing Director	I	1		1	1		1		1	
Housing Manager	111	1		1	1		1		1	
Housing Inspector/ Maintenance Supervisor	210	1		1	1		1		1	
Accountant (move to Finance)	209	1		1	1		1		-	
Senior Executive Assistant	209	1		1	1		1		1	
Building Maintenance Mechanic II	208	3		3	3		3		3	
Public Housing Specialist	205	1		1	1		1		1	
Family Self-Sufficiency Specialist	205	1		1	1		1		1	
Section 8 Housing Specialist	205	2		2	2		2		2	
Resident Service Coordinator	204	1		1	1		1		1	
Customer Service Representative	204	1		1	1		1		1	
		14	0	14.00	14	0	14.00	13	0	13.00
Housing Department Sub-total		14.0	0.0	14.0	14.0	0.0	14.0	13.0	0.0	13.0
Internal Services										
<i>(Utilities Collections)</i>										
Revenue Manager (split with Tax & Billing)	112	-		0.5	-		0.5	-		0.25
Accounting Technician II	207	-		0.5	1		1.5	1		1.5
Accounting Technician I	206	4		4	3		3	3		3
		4		5.00	4		5.00	4		4.75
<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>										
Revenue Manager (split with Tax & Utilities Collections)	112	-		0.25	-		0.25	-		0.25
Utility Billing Manager	109	1		1	1		1	1		1
AMI Monitoring Lead	210	1		1	1		1	1		1
Senior Meter Technician	209	1		1	1		1	1		1
Meter Technician	206	6		6	8		8	8		8
Utility Billing Specialist	206	5		5	5		5	5		5
		14		14.25	16		16.25	16		16.25
<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	3		3	3		3
Customer Service Specialist	205	18		18	18		18	18		18
		25		25.00	25		25.00	25		25.00

Position	Salary Grade	FY 2018-2019 Budget			FY 2019-2020 Budget			FY 2020-2021 Budget			
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	
<i>(Engineering)</i>											
Engineering Director	III	1		1	1		1		1		
Deputy City Engineer	114	1		1	1		1		1		
Engineering Manager	113	1		1	1		1		1		
Project Engineer	112	2		2	2		2		2		
Engineering Construction Manager	111	1		1	1		1		1		
Surveyor / Real Estate Manager	111	1		1	1		1		1		
Engineer Coordinator	109	1		1	1		1		1		
Engineering Construction Supervisor	209	1		1	1		1		1		
Assistant Surveyor Supervisor	210	1		1	1		1		1		
Senior Engineering Technician	209	2		2	3		3		3		
Building Construction Specialist	209	1		1	1		1		1		
Construction Inspector	208	6		6	6		6		6		
Right of Way Agent	208	1		1	1		1		1		
Executive Assistant	208	1		1	1		1		1		
CAD Technician	208	2		2	2		2		2		
Survey Technician II	207	2		2	2		2		2		
Senior Administrative Assistant	206	1		1	-		-		-		
		26		26.00	26		26.00		26		26.00
<i>(Purchasing)</i>											
Purchasing Manager	111	1		1	1		1		1		
Warehouse Supervisor	210	1		1	1		1		1		
Purchasing Technician	207	2		2	2		2		2		
Warehouse Clerk & Safety Representative	205	1		1	1		1		1		
Warehouse Clerk	203	2		2	2		2		2		
		7		7.00	7		7.00		7		7.00
<i>(Buildings & Grounds Maintenance)</i>											
Buildings and Grounds Director	I	1		1	1		1		1		
Deputy Buildings and Grounds Director	114	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	3		3	3		3		3		
Custodian Supervisor	209	1		1	1		1		1		
Grounds Crew Supervisor (2 Grnds Maint Wrks to Crew Supervisors)	208	4		4	4		4		6		6
Building Maintenance Mechanic II	208	3		3	3		3		3		3
Building Maintenance Mechanic I	206	1		1	1		1		1		1
Grounds Maintenance Worker (1 new position for FY 21)	203	18		18	19		19		18		18
Custodian (reclass 2 PT to 2 FT & 1 summer PT to regular PT)	202	9	7	12.5	10	7	13.5	12	6	15	
		44	7	47.50	46	7	49.50	49	6	52.00	
Internal Services Sub-total		121.0	7.0	125.8	125.0	7.0	129.8	128.0	6.0	132.0	
TOTAL FULL-TIME EMPLOYEES		1024			1059			1098			
TOTAL PERM. PART-TIME EMPLOYEES			40			42			41		
TOTAL FTE				1,042.8			1,078.7			1,118.2	

City of Concord, NC
COMPENSATION PLAN GRADE ASSIGNMENTS - 7/01/2020

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
202	32,136.00	42,419.52	53,024.40	1,236.00	1,631.52	2,039.40	15.45	20.39	25.49
203	33,100.08	43,692.11	54,615.13	1,273.08	1,680.47	2,100.58	15.91	21.01	26.26
204	34,093.08	45,002.87	56,253.58	1,311.27	1,730.88	2,163.60	16.39	21.64	27.04
205	35,115.87	46,352.96	57,941.19	1,350.61	1,782.81	2,228.51	16.88	22.29	27.86
206	36,169.35	47,743.55	59,679.43	1,391.13	1,836.29	2,295.36	17.39	22.95	28.69
207	37,466.41	49,643.02	61,819.60	1,441.02	1,909.35	2,377.68	18.01	23.87	29.72
208	40,838.40	54,110.86	67,383.37	1,570.71	2,081.19	2,591.67	19.63	26.01	32.40
209	44,513.86	58,980.86	73,447.87	1,712.07	2,268.49	2,824.92	21.40	28.36	35.31
210	48,520.10	64,289.14	80,058.18	1,866.16	2,472.66	3,079.16	23.33	30.91	38.49
211	52,886.92	70,075.16	87,263.39	2,034.11	2,695.20	3,356.28	25.43	33.69	41.95
212	57,646.74	76,381.93	95,117.12	2,217.18	2,937.77	3,658.35	27.71	36.72	45.73
109	52,324.55	69,330.02	86,335.52	2,012.48	2,666.54	3,320.60	25.16	33.33	41.51
110	57,033.75	75,569.73	94,105.71	2,193.61	2,906.53	3,619.45	27.42	36.33	45.24
111	62,166.80	82,371.01	102,575.23	2,391.03	3,168.12	3,945.20	29.89	39.60	49.32
112	68,383.49	90,608.10	112,832.73	2,630.13	3,484.93	4,339.72	32.88	43.56	54.25
113	75,221.83	99,668.93	124,116.01	2,893.15	3,833.42	4,773.69	36.16	47.92	59.67
114	82,744.00	109,635.82	136,527.61	3,182.46	4,216.76	5,251.06	39.78	52.71	65.64
I	84,043.66	111,357.84	138,672.03	3,232.45	4,282.99	5,333.54	40.41	53.54	66.67
II	89,762.08	118,934.76	148,107.45	3,452.39	4,574.41	5,696.44	43.15	57.18	71.21
III	100,533.54	133,206.94	165,880.34	3,866.67	5,123.34	6,380.01	48.33	64.04	79.75
IV	112,597.56	149,191.78	185,785.97	4,330.68	5,738.15	7,145.61	54.13	71.73	89.32
V	120,479.39	159,635.19	198,791.01	4,633.82	6,139.82	7,645.81	57.92	76.75	95.57
F1	36,450.29	50,139.16	63,828.06	1,401.93	1,928.43	2,454.93	12.48	17.17	21.85
F2	42,053.56	53,309.12	64,564.67	1,617.44	2,050.35	2,483.26	14.40	18.25	22.10
F4	45,337.83	58,386.19	71,434.56	1,743.76	2,245.62	2,747.48	15.80	21.07	27.34
F5	49,958.45	64,894.14	79,829.82	1,921.48	2,495.93	3,070.38	17.02	23.20	29.38
F6	55,983.24	74,282.69	92,582.14	2,153.20	2,857.03	3,560.85	18.92	25.71	32.51
F7	64,818.05	86,508.88	108,199.70	2,493.00	3,327.26	4,161.53	21.16	28.59	36.02
F8	74,746.43	99,030.35	123,314.28	2,874.86	3,808.86	4,742.86	23.94	32.61	41.29
P1	40,163.52	53,818.66	67,473.81	1,544.75	2,069.95	2,595.15	18.01	24.14	30.26
P2	45,781.81	58,451.34	71,120.87	1,760.84	2,248.13	2,735.42	20.53	26.21	31.90
P3	53,988.89	73,285.52	92,582.14	2,076.50	2,818.67	3,560.85	24.21	32.87	41.52
P4	57,033.75	77,851.07	98,098.04	2,193.61	2,994.27	3,773.00	25.42	34.43	44.16
P5	58,591.43	80,792.52	102,993.62	2,253.52	3,107.40	3,961.29	26.17	35.84	45.52
P6	71,857.58	92,631.68	113,405.78	2,763.75	3,562.76	4,361.76	34.55	44.53	54.52
P7	75,185.34	103,091.12	130,996.93	2,891.74	3,965.04	5,038.34	36.15	49.56	62.98

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.

Budget Unit: An organizational budget / operating unit within each City department or division (e.g. Tree Trimming is a budget unit within the Electric Systems department.).

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.

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.

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 activity 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 30-35% 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 Measure: An indicator designed to determine whether or not a service objective has been met. It assesses 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 an assessment 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 expenditures 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 Fee/Charge."

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

HCV = Housing Choice Vouchers

NCGS = North Carolina General Statute

NCLGPMP = North Carolina Local Government Performance Measurement Project

PIP = Pedestrian Improvement Plan

PM = Performance Measurement

ROW = Right-of-Way

UDO = Unified Development Ordinance

WSACC = Water & Sewer Authority of Cabarrus County

WTP = Water Treatment Plant

FY 2020-21 FEES, RATES AND CHARGES SCHEDULE

(Effective July 1, 2020 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	Single Engine Piston Remain Over Night (RON): \$15.00; Hangar In Common (HIC): \$35.00; Landing:\$12.00 All Cessna 100/200 Series Models, Tripacer, Colt, Comanche, Cherokee, Pacer, Musketeer, Bonanza, Mooney, Rockwell Commander, Lance, Arrow, Cirrus. Monthly HIC \$255.00. Fuel purchase of 10 gallons will waive the RON.
Category II	Multi Engine Piston 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. Monthly HIC \$353.00. Fuel purchase of 25 gallons will waive the RON.

Category III	Twin Turbine RON: \$35.00; HIC: \$75.00; Landing: \$50.00 Kingair, Twin Beech (D-18), Queenair, Aero/Grand Commander, Cheyenne, Turbo-Commander, Conquest, MU-2, Metroliner, Merlin, Caravan, Jetstream, Avanti, Palatus. Monthly HIC-\$636.00. Fuel purchase of 50 gallons will waive the RON.
Category IV	Light Jet RON: \$75.00; HIC: \$125.00; Landing: \$75.00; Ramp \$75.00. 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. Monthly HIC \$755.00. Fuel purchase of 100 gallons will waive the RON/Ramp Fees.
Category V	Medium Jet RON: \$100.00; HIC: \$175.00; Landing: \$110.00; Ramp \$100.00. 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. Monthly HIC \$1395.00. Fuel purchase of 200 gallons will waive the RON/Ramp Fees.
Category VI	Large Jet RON: \$150.00; HIC: \$300.00; Ramp \$150.00. 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. Monthly HIC \$1700.00. Fuel purchase of 300 gallons will waive the RON/Ramp Fees.
Helicopters	RON: \$25.00; HIC: \$75.00; Landing: \$25.00. 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	\$ 50.00/day
Twin Engine - piston	\$ 60.00/day
King Air 90 and 100 series	\$ 75.00/day

MONTHLY RATES

Open Tie-Down:

Category I	\$ 80.00/month
Category II	\$105.00/month
Category III	\$175.00/month
Category IV	\$250.00/month
Category V	\$300.00/month
Category VI	Negotiated

T-Hangars:

T-10	\$280.00/month
T-40	\$310.00/month
T-50	\$415.00/month

HIC - Helicopter (Jet Ranger, Hughes 500, Astar)	\$300.00/month
HIC - Helicopter (S-76, Bell 222)	\$375.00/month
Terminal Office Space	\$1.60 month/sq foot
HIC Office Space	\$1.55 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	\$50.00/day or \$25 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	\$50.00 per day or \$300.00/month or 10 % Gross Revenue
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 – Sightseeing Flights	\$100.00/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.

MISCELLANEOUS FEES

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)
Lavatory Service	\$65.00
De-icing Service	\$20/gallon
T-Hangar Cleaning	\$75.00
Defueling Cart	\$15.00/day (No charge for first day use)
Aircraft Defueling	\$250.00
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	\$100.00/day
Commercial Helicopter Shuttle	\$50.00/trip or \$100.00/day per helicopter
Terminal Admin 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)
Terminal Small Conference Room	\$75.00/day or \$50.00/half day
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	\$1000.00/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 of at least \$500 per month and/or % 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
Rideshare (Uber, Lyft, etc.)	\$1.50 for each Trip
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	One hour free for pickups/drop-offs, \$12.00 per day/per vehicle
Lost Parking Ticket Fee	\$100.00
Parking Remote Area	\$5.00 per day
Remote Parking Shuttle	\$5.00 per passenger/round trip

Rental Vehicle Facility Fee
Concessions

\$3.00 Per day per transaction
Percentage of gross or set fee

BADGING/ SECURITY PROCESSING FEES

Initial Airport ID Badge fee	\$30.00
Airport ID Badge Renewal Fee	\$30.00
Lost or Damaged Badge Replacement	\$25.00
Airport Proximity Access card fee	\$10.00
CHRC processing for SIDA badges	\$50.00 initial
Digital Fingerprinting	\$10.00
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	\$95.00/hour (2-hour minimum)
4 - 6 hours	\$90.00/hour
7 or more	\$85.00/hour
Refundable Cleaning Deposit	\$250.00
Refundable Security Deposit	\$Half of calculated rental amount
Artwork Exhibit Takedown Fee (optional)	\$300.00

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.

GREENWAY GALLERY (LOWER LEVEL)

Hourly Event Rental Rates	
1-3 Hours	\$95.00/hour (2-hour minimum)
4-6 Hours	\$90.00/hour
7 or more	\$85.00/hour
Refundable Cleaning Deposit	\$250.00
Refundable Security Deposit	\$ Half of calculated rental amount

STUDIO LEASE RATES

Up to 250 sq ft	\$5.75/sq ft per year
251-600 sq ft	\$5.50/sq ft per year
601-1,499 sq ft	\$5.25/sq ft per year
1,500+ sq ft	\$3.75/sq ft per year

NOTE: Monthly Lease Rates will be rounded up to the nearest whole dollar amount. For example, the rent calculation for 205 sq ft studio at \$5.75/sq ft would equal \$1,293.75, or \$107.81 monthly. That amount would be rounded up to \$108.00 monthly. A 10% discount will be given to any tenant artist who pays for the full year in advance.

ELECTRIC

This fee schedule contains all fee changes, revisions and additions that will become effective as of July 1, 2019. 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 \$0.98

GENERAL SERVICE AGREEMENTS

REPS Monthly Charge \$3.79

INDUSTRIAL SERVICE AGREEMENTS

REPS Monthly Charge \$15.21

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:

Upon completion and the City's acceptance of an Interconnection Agreement and Purchase Power Agreement, this schedule is available for electrical energy supplied by Eligible Qualifying Facilities located in the City of Concord, North Carolina service territory which have non-hydroelectric qualifying facilities fueled by trash or methane derived from landfills, hog waste, poultry waste, solar, wind, and non-animal forms of biomass which are interconnected directly with the City's system and which are qualifying facilities as defined by the Federal Energy Regulatory Commission pursuant to Section 210 of the Public Utility Regulatory Policies Act of 1978.

RATE¹:

Administrative Charge	\$19.91 per month
All KWH production	3.54 ¢ per KWH

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
---------------	------------

Change in Ownership of a Renewable Generator

Application Fee (non-refundable)	\$50.00
----------------------------------	---------

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.

<u>HID Lighting</u>	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	Rate New Wooden Pole	Rate New Wood Pole Wooden 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
-------------------------------	--------

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	6.0863¢ 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	11.9717¢ 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

On-Peak Demand Charge per month	\$12.00 per KW
Economy Demand Charge	\$ 3.50 per KW

Energy Charge

All Energy per month 3.50 cents per kWh

On-Peak Hours

Summer Months	Winter Months
<u>April 1 –October 31</u>	<u>Nov. 1 – March 30</u>
2:00 pm to 6:00 pm	7:00 am to 10:00 am
Monday-Friday	Monday-Friday

Off-Peak Period Hours

All hours except the hours of:
1) 2 pm to 6 pm during April 1 – October 31, Monday through Friday.
2) 7 am to 10 am during November 1 – March 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.

Rate Adjustment - This rate will apply for a term of 3 years.

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 ElectriCities, 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 35 Cabarrus Avenue West (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	\$109.00
400 amp single-phase overhead/underground	\$196.00
200 amp poly-phase (3 phase) overhead/underground	\$169.00
400 amp poly-phase (3 phase) overhead/underground	\$272.00
200 amp single-phase underground mobile home pedestal	\$295.00

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

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/FEEES

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/submittal
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; \$50.00/per hour (Non-City resident)
Community Rooms (refundable deposit/clean-up fee)	\$50.00-\$500.00 deposit
Charitable, non-profit, governmental – exempt, deposit/clean up fee	\$50.00-\$500.00 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

Overcrowding	is found to contain no key or incorrect key. In usual practice, one written warning precedes citation.) \$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 subsection 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	10,001-20,000
\$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
4 th Visit (After 10-days)	Civil Penalties & Fines Issued
5 th Visit (After 10-days)	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
½ Marathon Training		\$75.00/session
Road Races Registration - 5K		\$20.00; Early Registration \$15.00
Road Races Registration - 10K		\$30.00; Early Registration \$25.00
Volleyball		\$250.00/ team

Youth:		
Youth Basketball	\$200.00/sponsor	\$40.00/child (City); \$80.00/child (All others)
Youth Baseball/Softball (Spring/Fall)	\$225.00/sponsor	\$40.00/child (City); \$80.00/child (All others)
Youth Soccer (Spring/Fall)	\$200.00/sponsor	\$40.00/child (City); \$80.00/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)
Special Recreation Classes – Youth to Adult	\$3.00 to \$25.00
Wellness Classes-Variou Levels	\$3.00 to \$90.00
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)
Summer Playground	\$375.00/(City); \$530.00 (All others) per session
Trips	\$1.00 - \$100.00/person/trip
Youth to Adult Classes	\$3.00 to \$100.00
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
Swimming lessons		\$35.00 (City); \$40.00 (All others)
Individual Swimming Lessons (per½ 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

Deposits per reservation \$50.00 - \$500.00

Hourly Rate:

	City Residents	Non-City Residents
Meeting Room	\$10.00	\$20.00
Gymnasium	\$50.00	\$100.00
Recreation Center	\$100.00	\$200.00
Community Buildings/Rooms	\$25.00	\$50.00
Fire Station Community Rooms	\$25.00	\$50.00

Picnic Shelters and Amphitheaters

\$10.00/half day or \$20.00/full day (City Residents)

\$25.00/half day or \$50.00/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.

\$4.00/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.

\$4.00/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 City Resident/\$475 Non-City Resident 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
Reserve field (No line-off/ No lights)	\$15.00/hour (City); \$30.00 (all others)
Reserve field (w/lights)	\$35.00 (City); \$70.00 (all others)
Line off Fee for Baseball/Softball	\$20.00 one-time charge
Line off Fee for Soccer/Football	\$50.00 one-time charge
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 / MULTI-PURPOSE (Dorton, Caldwell Park, WW Flowe, Webb)

NOTE: We do not have lighted soccer fields.

Reserve Field 1 hour – not lined off	\$15.00/hour (City); \$30.00/hour (all others)
Reserve Field 1 hour – lined off	\$60.00 (City); \$75.00 (all others)
Reserve Field 2 hours – lined off	\$75.00 (City); \$105.00 (all others)

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+)	\$4.00 (City); \$ 8.00 (All others)
Youth 12-16	\$4.00 (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
After-the-Fact Certificate of Appropriateness	\$100.00
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
Small Cell Wireless Facility	\$100.00 Application for first 5 + \$50/application for each additional (up to 25 may be submitted as a bundled application)
Small Cell Attachment Fee	\$50.00/pole per year
Eligible Facilities Request	\$100.00 Commercial Upfit

Substantial Modification	\$300.00 Commercial Zoning Compliance Permit
New Wireless Tower	\$600.00 Special Use Permit
Technical Consulting Fee	Up to \$500.00 for small wireless facilities Up to \$1000.00 for eligible facilities requests and collocations

PUBLICATIONS

Historic Handbook & Guidelines	\$ 10.00
--------------------------------	----------

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 \$100.00 for every acre pervious
Grading/Paving/Land Disturbing Approval Permit:	
	\$200.00 less than 1 acre \$400.00 1-5 acres \$600.00 over 5 acres
Flood Study Review Permit:	
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	
Construction Plans	\$100.00
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
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
Copy Fee		\$ 1.00
Fingerprinting fee (includes 1 card)		\$10.00
		\$ 5.00 each additional card
Application Processing Fee for City-Sponsored Festival, Private Alcohol Sales		\$50.00
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

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

Debris Removal Fees:

½ Truck or Trailer Load up to Two (2) Tons	\$200.00
One (1) Truck or Trailer Load up to Four (4) Tons	\$400.00
Anything Over One Trailer or Over Four (4) Tons	Send out to bid request to approved contractors

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

Mowing, Trimming, & Collecting Misc. Loose Trash Fees:

Residential Lots One (1) Acre and Under	\$100.00
Residential Lots between One (1) and Two (2) Acres	\$200.00
Residential Lots Over Two (2) Acres	Send out bid request to approved contractors
Vacant Lots One (1) Acre and Under	\$90.00
Vacant Lots between One (1) and Two (2) Acres	\$180.00
Vacant Lots Over Two (2) Acres	Send out to bid request to approved contractors

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)	\$52.00	\$62.00	\$72.00
Nine Hole (A)	\$29.00	\$35.00	\$37.00
Eighteen Hole – Concord Resident	\$44.00	\$54.00	\$64.00
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)	\$35.00	\$44.00	N/A
Juniors (F) (Cart Fees extra)	\$27.00	\$30.00	\$32.00
Junior Nine Hole (Cart Fees extra)	\$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.

FEES INCLUDE CART UNLESS NOTED FOR WALKING AND JUNIORS

	Mon-Thurs	Friday	Sat-Sun
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	N/A
Juniors (F) (Cart Fees extra)	\$25.00	\$25.00	\$30.00
Junior Nine Hole (Cart Fees extra)	\$15.00	\$15.00	\$15.00
Walking (G)	\$32.00	\$35.00	\$40.00
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+)
- (D) College (with current valid 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.

Legacy Cart Plan – Must have participated in unlimited cart plan continuously since June 30, 2018 or earlier to be eligible to continue under the Legacy Cart Plan.

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)

Annual Plan:

Resident	\$2,750.00
Add spouse	\$1,000.00
Non-Resident	\$4,000.00
Add spouse	\$1,000.00

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.

Senior (60+) Resident	\$1,500.00
Add spouse	\$ 800.00

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.

Weekday Plan:

Non-Resident	\$2,850.00
Add spouse	\$ 800.00
Resident	\$1,900.00
Add spouse	\$ 800.00

Driving Range Plan:

Individual: \$800.00

Benefits:

- Unlimited complimentary range balls any time.
- 10% discount on merchandise, except sale items.
- 10% discount on food purchases

Legacy Cart Plan:

Individual \$1,500.00

Requirements:

- Must have participated in unlimited cart plan continuously since June 30, 2018 or earlier to be eligible to continue under the Legacy Cart Plan.

SOLID WASTE AND RECYCLINGRESIDENTIAL GARBAGE, RECYCLING, AND BULKY COLLECTION

Residential Solid Waste Fee	\$2.24 per residential unit/per month
Yard Waste Removal (vacant lots zoned residential):	
< 2 cubic yards	No Charge
2-5 cubic yards	\$150.00 minimum
5+ cubic yards (limit of 10 cubic yards)	\$150.00 + \$30/CY if over 5CY
Residential Yard Waste Removal (As allowed by City Ordinance)	No Charge
Second Chance (Scheduled fee-based loose-leaf collection is available after loose-leaf season ends)	\$75.00 [See Note 1]
Bulky Waste Collection (Multi-family housing, business, and residential properties exceeding collection limits)	\$50.00 for 1 to 5 items, or any portion thereof
Residential Garbage Rollout Containers	No Charge (1 st container); \$9.00/month/container for each additional container (Residents with additional containers must recycle; maximum of 3 containers per residence - 1 Green and 2 Brown)
Residential Recycling Rollout Containers	No charge for 1 st or 2 nd container
Residential Rollout Container Left at Curb after Collection Day	\$25.00 fee per 95 gallon rollout cart (See Note 4)
Lost or damaged rollout container replacement (Beyond normal wear & tear)	\$70.00 / 95-gallon rollout cart

CODE ENFORCEMENT REMOVAL FEES

Yard Waste Removal/ Code Enforcement Collection (where fees apply)	\$250 minimum (\leq 10CY), plus \$25.00/ CY if > 10 CY (See Note 2)
Special Load Collection/Code Enforcement Cleanup	\$350 minimum (< 10 CY), plus \$35.00 / CY if > 10 CY [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 per tire

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 CY or total volume of materials exceeding 10 CY 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: Residents who place or leave their garbage containers and recycling containers on the street in violation of this policy shall receive a violation notice for the first offense. Second or future violations will result in a \$25.00 civil penalty.

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 the City's contract collector. | |
| b. City to bill for carts on utility bills per city policy | |
| c. Roll out must be approved by Solid Waste Services Director | |
| d. Only City carts may be used | |
| e. Residential recycling rollout cart service is available to customers subscribing to City-provided Commercial Garbage Rollout Service. Limit of three (3) recycling carts per rollout subscription. If the customer needs more than three (3) carts, then the customer shall obtain the Solid Waste Director's approval. Any business can sign up for Rollout Recycling Service. | |
| f. Rollout Container left at curb after Collection Day | \$25.00 civil penalty 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 (OCC) 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 CY per week flattened or greater) will be provided an 8 CY container(s) specifically designed for corrugated collection and weekly collection service. Commercial generators generating in excess of 24 CY 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 the 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 (OCC) collection service will be on a set schedule. Any additional containers or pick-ups needed by the generator will require the generator to call the City's OCC collection contractor at that time. The additional containers or pick-ups shall be paid by the generator.

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 CY container per 25 units emptied twice per week. Alternatively, the owner may provide a recycling program equal to city residential curbside 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 CY container per the equivalent of 25 two-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/ROLLOUT CONTAINER SERVICES IN DOWNTOWN BUSINESS DISTRICT

DOWNTOWN BUSINESS DISTRICT MIXED-USE DUMPSTER /ROLLOUT CONTAINER SERVICE

<u>Category</u>	<u>Minimum Under 2,000 SF</u>	<u>Cost per 100 Sq Ft Over 2,000 SF</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 SF of floor space plus an additional fee for every additional 100 SF of floor space over 2,000 SF, 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 into the dumpster(s) or commercial rollout container 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 or commercial rollout container 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 or commercial rollout container 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

MOTOR VEHICLES

A \$25.00 General Municipal Vehicle Tax * is levied and a \$5.00 Municipal Vehicle Tax for Public Transportation** is levied for a total license tax of \$30.00 on every motor vehicle resident within the City of Concord and licensed or required to be licensed by the State of North Carolina. Of the General Municipal Vehicle Tax, \$5.00 is dedicated exclusively to Sidewalk Construction.

Source:

*G.S. 20-97(b) General Municipal Vehicle Tax \$25.00

**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

Local Service:

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
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)
Touch Pass Smart Card	\$2.00 (for purchase of Smart Card)
Fare Capping (Digital Fare Payment System Users)	\$40.00 for each 31-day period

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 be used anywhere in the system within 85 minutes of being issued.

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

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:
¾"	\$4.04	\$4.54
1"	\$5.76	\$6.61
1 ½"	\$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	\$24,677.00
O&M Rate	\$3.54/1,000 gallons (Required base amount purchased monthly is set per contract)

City of Kannapolis

Fire hydrant volume charges \$1.52/1,000 gallons (Base charges n/a)

Water tanker \$8.36/1,000 gallons

Water use permit for tank/tankers \$8.36/1,000 gallons

\$50.00 annually

ECONOMIC DEVELOPMENT RIDER

Availability:

This rider is available only at the option and approval of the City Manager to Industrial water users receiving service from the City who average greater than 500,000 gallons per day of water usage.

Application of Credit:

Beginning with the Operational Date, a credit based on the percentages below will be applied to the total bill for water use, calculated on the applicable rate schedule.

Months 01-12	20%
Months 13-24	15%
Months 25-36	10%
Months 37-48	5%
After month 48	0%

WATER METER PROTECTION PLAN: High bill assistance due to leaks, Opt Out available.

Meter size:

¾"	\$0.50
1"	\$1.25
1½"	\$2.50
2"	\$4.00
3"	\$8.75
4"	\$25.00
6"	\$40.00
8"	\$70.00
10"	\$110.00
12"	\$220.00

Excludes Industrial meters. Irrigation meters are charged the same as regular meters.

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 system development fee, installation fee, and meter fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

System Development Fee: \$1,262 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 system development 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"	\$2,589 (\$1,262 capacity + \$1,134 installation + \$193 meter)
1"	\$3,759 (\$2,103 capacity + \$1,261 installation + \$395 meter)
2"	\$9,369 (\$6,730 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"	\$21,033.00
6"	\$42,065.00
8"	\$67,304.00
10"	\$100,956.00
12"	\$ 222,945.00

Installed by others on water main extensions not yet owned by the City of Concord

Meter Size*:	Connection Charge: (includes meter fee)
3/4"	\$1,455 (\$1,262 capacity + \$193 meter)
1"	\$2,498 (\$2,103 capacity + \$395 meter)
2"	\$7,504 (\$6,730 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"	\$21,033.00
6"	\$42,065.00
8"	\$67,304.00
10"	\$100,956.00
12"	\$ 222,945.00

***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"	\$ 50.00
1 1/2"-2"	\$ 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 system development fee and installation fee. Residential charges do not apply to hotels, motels, resorts, and campgrounds; commercial charges shall apply to these facilities.

System Development Fee: \$1,135 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 system development 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

4 inch sewer service

Water Meter Size*:	Connection Fee:
3/4"	\$2,135 (\$1,135 capacity + \$1,000 installation)
1"	\$2,892 (\$1,892 capacity + \$1,000 installation)
2"	\$7,054 (\$6,054 capacity + \$1,000 installation)
4"	\$19,920 (\$18,920 capacity + \$1,000 installation)
6"	\$38,839 (\$37,839 capacity + \$1,000 installation)
8"	\$61,543 (\$60,543 capacity + \$1,000 installation)
10"	\$91,814 (\$90,814 capacity + \$1,000 installation)
12"	\$201,549 (\$200,549 capacity + \$1,000 installation)

6 inch sewer service

Water Meter Size*:	Connection Fee:
3/4"	\$2,935 (\$1,135 capacity + \$1,800 installation)
1"	\$3,692 (\$1,892 capacity + \$1,800 installation)
2"	\$7,854 (\$6,054 capacity + \$1,800 installation)
4"	\$20,720 (\$18,920 capacity + \$1,800 installation)
6"	\$39,639 (\$37,839 capacity + \$1,800 installation)
8"	\$62,343 (\$60,543 capacity + \$1,800 installation)
10"	\$92,614 (\$90,814 capacity + \$1,800 installation)
12"	\$202,349 (\$200,549 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):
3/4"	\$1,135.00
1"	\$1,892.00
2"	\$6,054.00
4"	\$18,920.00
6"	\$37,839.00
8"	\$60,543.00
10"	\$90,814.00
12"	\$200,549.00

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
Wastewater permit application review

(See "ENGINEERING")
(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 1/2 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.