An abstract painting with a textured surface. The background is a mix of dark and light blue. Overlaid on this are broad, expressive brushstrokes in yellow and orange. A large, thick white outline of the letter 'C' is centered on the page, partially overlapping the brushstrokes.

FY 2021-22

Annual Operating Budget
& Performance Plan

CONCORD, NC



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, 2020

Christopher P. Morill

Executive Director

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Mayor & City Council

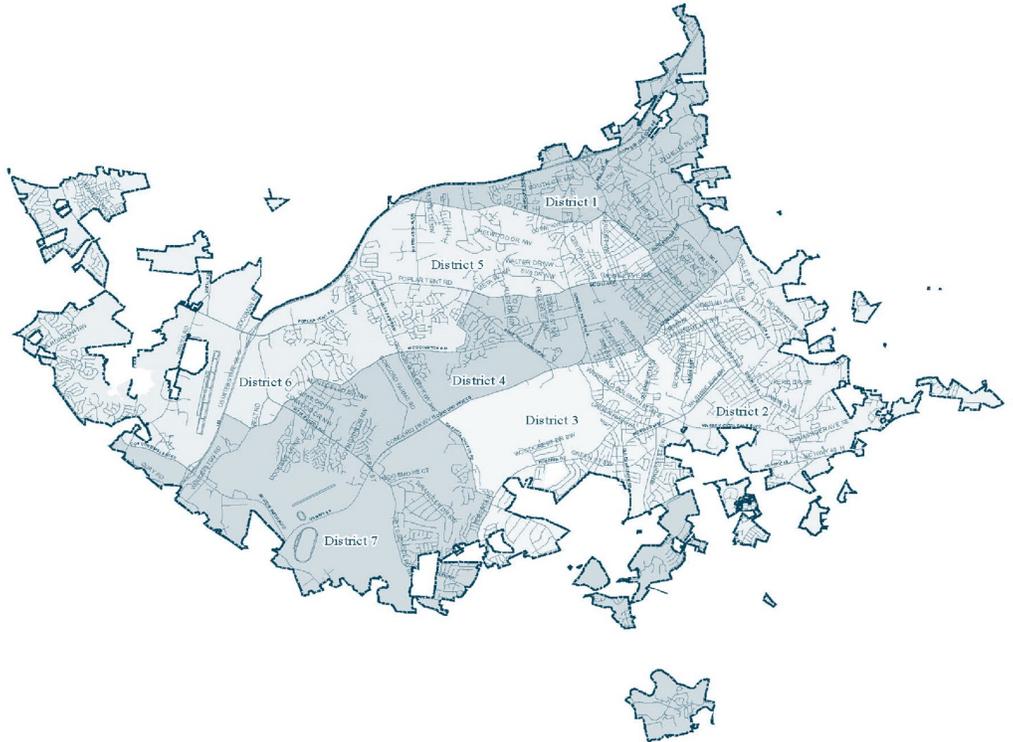
In Concord, the Mayor and City Council serve part-time and are elected on a non-partisan basis. Under the council-manager form of government, the City Council acts as the legislative body in establishing policy and law and the City Manager handles the day-to-day management of the City organization. The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



MAYOR
 William C. "Bill" Dusch
 Term Expires: 12/21
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DISTRICT 7
 John Sweat, Jr.
 Term Expires: 12/23
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DISTRICT 1
 Andy Langford
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DISTRICT 6
 Jennifer P. Hubbard
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Mayor Pro Tem
DISTRICT 5
 Terry Crawford
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DISTRICT 4
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DISTRICT 3
 Ella Mae Small
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DISTRICT 2
 W. Brian King
 Term Expires: 12/23
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Organizational Chart

Since 1965, the City of Concord has operated as a council-manager form of government, where a professional City Manager serves at the pleasure of City Council as the organization's chief executive. 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.



City Manager
Lloyd Payne
704-920-5215

City Attorney
VaLerie Kolczynski
704-920-5115

CITY CLERK
Kim Deason
704-920-5205

Assistant City Manager
Josh Smith
704-920-5215

Assistant City Manager
Pam Hinson
704-920-5215

Assistant City Manager
LeDerick Blackburn
704-920-5215

AVIATION
Dirk Vanderleest
704-920-5912

COMMUNICATIONS
Bethany Ledwell
704-920-5590

FINANCE
Jessica Jones
704-920-5222

HUMAN RESOURCES
Chantel Thompson
704-920-5101

BUILDINGS & GROUNDS
Susan Sessler
704-920-5380

ELECTRIC SYSTEMS
Alex Burris
704-920-5335

EMERGENCY MANAGEMENT
Ian Crane
704-920-5211

FIRE
Jake Williams
704-920-5524

PLANNING AND NEIGHBORHOOD DEVELOPMENT
Steve Osborne
704-920-5132

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

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

PUBLIC AFFAIRS & PROJECT MANAGER
Lindsay Manson
704-920-5210

DIVERSITY, EQUITY & INCLUSION COORDINATOR
Emma Sellers
704-920-6206

SOLID WASTE & RECYCLING
Robin Barham
704-920-5351

TRANSPORTATION
Phillip Graham
704-920-5338

POLICE
Gary Gacek
704-920-5007

ROCKY RIVER GOLF CLUB
Contract
704-455-1200

DATA SERVICES
Contract
Charlie Bridges
704-920-5290

WATER RESOURCES
Jeff Corley
704-920-5372





May 28, 2021

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 2021-2022 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 2021-2022. I want to offer a special thank you to Assistant City Managers Joshua Smith, LeDerick Blackburn and Pam Hinson; Finance Director Jessica Jones; Budget & Performance Manager Lesley Reder, Budget Analysts Amanda Newton and Brandon Edwards; and all Department Directors for their commitment to developing a budget that maintains the excellent service provided to our citizens.

The City wide budget totals \$275,070,238 for all funds, including utilities and special revenue funds. This is an overall budget increase of 2.3% over the FY 21 adopted budget.

The recommended General Fund budget for FY 2021-2022 totals \$109,257,712 and maintains the tax rate at 48¢ per \$100 of valuation, which is the same tax rate since 2013. The proposed tax rate continues restricting the 2.5¢ budgeted for use in the Transportation Improvement Fund, 1¢ for Parks & Recreation Projects, and 1¢ designated to Affordable Housing as mandated by City Council.

Per the Cabarrus County tax collector's office, the City's updated assessed property values are \$14,420,691,632, which is an increase of 3.5% over the previous year. One cent on the property tax rate equates to \$1,414,018 after the City's collection rate is applied.

No rate increases are anticipated for Stormwater or Wastewater funds, despite a 1.3% 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. I am proposing a 2% increase in Water rates to help plan for future growth needs in the system and cover the costs associated with Albemarle's proposed 4% rate increase for the purchase of finished water under our take-or-pay agreement. In the coming year, the City will pursue revenue bonds for major capital improvements at our water treatment plants and for water line extensions.

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 \$7,805,404 from the City's General Capital Reserve Funds. In addition, I am recommending \$19,080,276 from the City's Utility Capital Reserve Fund to pay for construction of a new Electric Operations

Facility and the electrical portion of the Union StreetScape project. 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 is contained within the budget documents. I have highlighted some of the noteworthy items recommended in the FY 2021-2022 budget below:

GENERAL GOVERNMENT

Public Services Administration

- Smoke Detectors at the Brown Operations Complex – Ready Room & Warehouse: \$33,600
- Roof & Mezzanine Restorations at 3 Sheds: \$38,500

City Manager's Office

- Neighborhood Matching Grant funds – allow neighborhoods to participate in an annual grant program to make qualified improvements in their community: \$30,000
- Biennial Citizen Satisfaction Survey: \$16,000
- First full year of Diversity, Equity, & Inclusion Coordinator position

Human Resources/Wellness Center

- Additional funding for telehealth provider Teladoc: \$6,000
- Funding to assume annual Coworker Service Awards, Jo Atwater Award, and Journey through Concord: \$28,200 (previously funding in City Manager's Office budget)
- Expanded Wellness Center hours and staffing due to COVID-19 related demands (will be covered with American Rescue Plan funding): \$144,000

Finance

- Position Reclass to better match skills and current job duties – Senior Payroll Technician II

Non-Departmental

- Worker's Comp pool – money set aside to pay for unanticipated claims that cannot be handled in individual operating budgets
- Customer Service Advancement Team expenses shifted to this budget unit due to a change in team facilitator arrangements: \$55,150

PUBLIC SAFETY

Police

- 8 New Police Officers: a percentage of costs will be offset by a \$1 million Community Oriented Policing Services (COPS) grant for the next 3 years
- 1 New Officer to act as District Court Liaison
- Mobile Radio Replacements (32): \$109,529
- Year 2 of 2 for Patrol Rifle Optics (64): \$25,400
- Carpeting Replacement, Phase 2 of 2: \$90,000

Code Enforcement

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

Emergency Communications

- Reclass for 911 Communications Center Manager

Radio Shop

- Fusion Splicer Kit for Fiber: \$10,400
- 1 New Communications Technician

Fire

- 1 New Logistics Officer I (January 2022 start)
- 1 New Training Captain (January 2022 start)
- Mobile and Portable Radio replacements: \$231,034
- New Ladder Truck for Fire Station #10: \$1,400,000
- Replacement Pumper Truck FD114: \$725,000
- Replacement generators for Fire Stations #2 & #7: \$174,000

Emergency Management

- Centralization of first aid supply ordering: \$2,300

PUBLIC WORKS

Transportation/Powell Bill

- 2.5¢ dedicated to Transportation Projects: \$3,535,045
- Street Resurfacing: \$2,396,695
- Crack Sealing Equipment & Supplies for In-house Application: \$157,080
- Automated Traffic Signal performance measure software: \$25,000
- Reclass 2 Signal Technicians to Signal Technicians II
- Mini-Excavator for Sidewalk and Utility Cut repairs: \$75,500

Solid Waste & Recycling

- 2 New Senior Equipment Operators (May 2022 start)
- 2 New Solid Waste Workers (May 2022 start)

ECONOMIC DEVELOPMENT

Planning & Neighborhood Development

- Complete Logan National Registry District: \$23,000
- Updates to the Downtown Master Plan: \$15,000
- Funding for Public Art: \$25,000

Economic Development

- Downtown Façade Grants: \$50,000
- Reclass of Economic Development Coordinator due to a change in supervisory responsibilities
- Economic Incentives – funds for approved economic development: \$561,315

CULTURE & RECREATION

Parks and Recreation

- 1¢ dedicated to Parks & Recreation projects: \$1,414,018
- 1 New PT Recreation Center Leader for Teen Room staffing
- Replacement Playground Equipment at McGee Park: \$165,000
- Field Maintenance at Cox Mill & Pitts School Elementary Schools: \$35,500
- Lights at Cox Mill & Pitts School Elementary School Fields: \$21,600
- Logan Gym Floor Restoration: \$15,000
- Roof Replacement at Hartsell Recreation Center: \$178,717
- Replacement Lights at Hartsell & Beverly Hills Parks: \$229,245
- Automatic Goals at Recreation Centers (10): \$30,560

Parks and Recreation – Aquatics

- Replacement Lifeguard Stands: \$7,125

GENERAL FUND EXPENDITURE HIGHLIGHTS (CAPITAL PROJECTS)

PARKS AND RECREATION

- Northwest/West Park (design): \$2,137,404
- Caldwell Park Improvements (design & grant match): \$1,205,000
- WW Flowe Park Phase 1 Improvements (design, construction phase 1, & playground): \$460,000
- Clarke Creek Greenway Development, Cox Mill Loop (design): \$323,520
- David Phillips Activity Center Property Development (construction): \$250,000

GENERAL CAPITAL PROJECTS

- Fleet Services Facility (design): \$810,100
- David District Police Substation (design): \$250,000
- West Concord Master Plan (core bore): \$50,000
- Fiber Network (expansion & maintenance): \$250,000

GOLF COURSE

- Clubhouse Improvements/Renovation: \$940,000

TRANSPORTATION

- Pedestrian Improvement Plan for Sidewalks: \$500,000
- Intersection Improvements at Poplar Tent Rd/Harris Rd (engineering): \$1,445,000
- Lincoln Street Bridge Replacement (design/right-of-way): \$475,000
- Road Improvements at Flowes Store Rd (construction): \$1,718,404

SPECIAL REVENUE & INTERNAL SERVICE FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)

MUNICIPAL SERVICE DISTRICT

- The recommended tax rate for the MSD is 23¢ per \$100, which is unchanged. The City collects these monies and appropriates the full amount to the Concord Downtown Development Corporation, which became a unit of the City in 2020. It is anticipated this amount will be \$123,963 for FY 22.

AFFORDABLE HOUSING FUND

- 1¢ dedicated to the affordable housing projects: \$1,414,018

INTERNAL SERVICE FUND

Purchasing

- Replacement Forklift WO300: \$65,000

Buildings & Grounds

- Interstate 85 Interchange Maintenance Agreement: \$148,000
- 1 New Building Maintenance Mechanic II
- New Grounds Maintenance Crew: 1 Supervisor & 3 Grounds Crew Workers

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (OPERATIONS)

STORMWATER FUND

- 1 New Equipment Operator
- Replacement Street Sweeper SW327: \$300,000

WATER FUND

Water Operations & Maintenance

- 1 New Utility Systems Technician
- New Pickup Truck for Technician: \$35,000
- Replacement Crew Truck W138: \$80,000
- Replacement Excavator W344: \$65,000

Coddle Creek Water Treatment Plant

- Structural Facility Improvements: \$80,000
- Additional Water Sampling Stations (10): \$7,500

Hillgrove Water Treatment Plant

- Chemical Feed Control Panel Replacement: \$150,000

WASTEWATER FUND

- WSACC 1.3% rate increase: \$98,958
- Replacement S119 Crew Truck: \$80,000
- Sewer Lining & Manhole Rehabilitation: \$1,000,000

ELECTRIC FUND

- 1 New Operations Manager
- 1 New Project Engineer
- Substation Security Cameras (8): \$90,000
- 100 kV Spare Transformer: \$750,000
- Geographical Inventory of Electric Assets: \$60,000
- Update to ARC Flash Study: \$50,000
- Overhead Construction contract: decrease of \$50,000
- Underground Construction contract: increase of \$100,000

AVIATION

- 1 New Customer Service Specialist
- 1 New Grounds Maintenance Worker
- Continue resurfacing hangar floors: \$120,000
- Replace T-Hanger Door Tracks and Roller Wheels (34): \$29,000
- Upgrade Ramp Lighting to LED: \$20,000
- Replacement Generator for Parking Deck: \$85,000
- AC Unit Replacements in Terminal South & Hangars A, E, & Honda: \$76,489
- Natural Gas Conversion Project: \$99,316
- 2 Lighted Xs to alert incoming pilots of runway closures: \$36,500
- Gate 7 Generator: \$34,000

TRANSIT

- Funding for Security Personnel at the Transit Center: \$126,368

ENTERPRISE FUND EXPENDITURE HIGHLIGHTS (CAPITAL PROJECTS)

WATER FUND

- General Services Drive 12" Parallel Waterline (construction): \$476,000
- GAC Contactors at Hillgrove Water Treatment Plant (construction): \$5,000,000
- Settling Basin Improvements at Hillgrove Water Treatment Plant (construction): \$3,750,000
- Highway 49 24" Waterline Extension (construction & right-of-way): \$7,697,250
- 5 MGD Water Booster Pump Station (design & right-of-way): \$450,000

- Union StreetScape (construction): \$1,091,534
- Coddle Creek Water Treatment Plant, Dewatering Process Improvements: \$200,000

WASTEWATER FUND

- Cold Water Creek Tributary Outfall to NC Highway 49 (construction): \$6,951,000
- Coddle Creek Tributary Outfall Weyburn Drive to Sunberry Lane (construction): \$1,600,000
- Union Street Streetscape (construction): \$171,105

STORMWATER FUND

- Dylan Place Culvert Replacement, Upper & Lower (construction): \$1,800,000
- Brookwood Avenue Roadway Improvements (construction): \$480,000
- Farmwood Boulevard Culvert Replacement (design & right-of-way): \$171,000
- Mall North Culvert Replacement (design, right-of-way, & construction): \$136,000
- Union StreetScape (construction): \$466,446

ELECTRIC FUND

- New Electric Substation N near Copperfield Blvd (construction): \$4,996,500
- New Electric Operations Center (construction): \$17,912,500
- Union StreetScape (construction): \$1,167,776

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 included under the Operations category. For FY 2021-2022, personnel expenditures total \$94,690,761; approximately \$11.5 million of which is cost-allocated out from our internal service budget units.

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 12, 2021. I am proposing a continuation of our career development program in the coming year to allow staff to enhance their skill 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 1 PT and 27 FT additional staff positions for FY 2021-2022. The recommended positions are as follows:

General Fund (16.5 FTE)

- Police: Court Liaison Officer
- Police: 8 Police Officers
- Radio Shop: Communications Technician
- Fire: Logistics Officer I (Jan 2022 start)
- Fire: Training Captain (Jan 2022 start)
- Solid Waste: 2 Senior Equipment Operators (May 2022 start)
- Solid Waste: 2 Solid Waste Workers (May 2022 start)
- Parks & Recreation: PT Recreation Center Leader

Other Funds (11 FT)

- Aviation: Administrative Assistant
- Aviation: Grounds Maintenance Worker
- Stormwater: Equipment Operator

- Electric/Administration: Operations Manager
- Electric/Electric Engineering: Project Engineer
- Water Resources: Utility Systems Technician
- Building & Grounds: Building Maintenance Mechanic II – HVAC
- Building & Grounds: Grounds Maintenance Supervisor
- Building & Grounds: 3 Grounds Maintenance Workers

Reclasses & Moves

- Finance: Payroll Technician to Senior Payroll Technician
- Emergency Communications: 911 Communications Center Manager grade change
- Traffic Signals: 2 Signal Technician I to Signal Technician IIs
- Economic Development: Economic Development Coordinator to Manager
- GIS Coordinator: funding moves from Data Services to Fire, Cemeteries, & Solid Waste to better reflect workload

A total of 1,148.2 full-time equivalent positions are recommended for funding. This figure includes 1,129 full-time and 41 part-time positions.

The City is self-insured for the medical insurance available to employees and their dependents. For FY 2021-2022, the City is adding a third health insurance option, the High Performance Network Plan. This Plan offers greatly reduced premiums for family coverage in exchange for a limited network of covered providers. Coworkers also have the option of selecting the Basic Plan or an HRA plan, which offer lower deductibles and larger provider networks but have higher premiums. All three plans are self-funded and administered by Blue Cross/Blue Shield. No premium increases are recommended for the upcoming fiscal year.

Wellness efforts are a priority, both for the benefit of our coworkers and to reduce costs. The Wellness Center provides a basic level of routine medical services and health screenings to all full-time City of Concord employees, retirees, spouses, and dependents enrolled in a City 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. Clinic hours were expanded in FY 2020-21 and will continue into FY 2021-2022 to help with increased demand due to the COVID-19 pandemic.

Coworkers continue to be offered incentives 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 attend a tobacco cessation program 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 is preparing for this cost by ensuring annual contributions are made to fund a trust for post-employment benefits. In addition, the Human Resources Department offers multiple health/wellness-oriented trainings each month for coworkers.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase again in FY 2021-2022. The contribution rate for general employees is now 11.35%, while the contribution rate for law enforcement officers is 12.10%. 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

EMERGING FROM COVID-19

This past year has been one of uncertainty due to the COVID-19 pandemic. An array of emotions ranging from despair and desperation to hope have surrounded us. We, like most other local governments, adjusted our FY 21 budget late in FY 20 and prior to adoption due to the revenue uncertainties caused by shuttered (and temporarily closed) businesses, private sector furloughs, and general uncertainty about individual spending habits. Travel came to a screeching halt, impacting our City due to the loss of tourism monies many of our businesses rely on to thrive.

Work from home became common place in Concord and across our country as we strove to provide the same levels of customer service and responsiveness that our citizens have come to expect and deserve. There was no playbook to guide our response, but I feel Team Concord did an excellent job in their service delivery.

We are cautiously optimistic as we enter FY 2021-2022. Many vaccination options are available to most age groups who want to get vaccinated. More citizens are receiving their vaccination(s) each day, and we are hopeful a more normal atmosphere is within reach. Sales tax numbers during FY 2020-2021 exceeded our predictions as they did for the State of North Carolina. This was certainly a positive for most local governments. No COVID-19 impacts are anticipated in FY 2021-2022 as our overall economy has remained relatively strong. Due to our fiscally conservative approach, we were able to continue all of our capital plans and projects, and I anticipate this to continue in the coming year.

DOWNTOWN DEVELOPMENT

Construction will begin soon on the new Union StreetScape in Downtown Concord. 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". Demolition of the former Police Department and former City Hall buildings was completed in the spring of 2021. It is anticipated these projects will continue to 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. 66 Union Street, site of the original City Hall, is being redeveloped into commercial office space, with the City partnering with the developer to offer discounted office space rentals to local non-profits on the building's lower level.

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 will pay for these projects using a mix of funding sources – including reserves, operating revenues, and bond proceeds. In the coming year, the City will pursue revenue bonds for projects, which will bring important improvements to our water and wastewater systems.

My proposal includes a 2% rate increase for Water rates to meet the needs of a growing system. The Water department will undertake two large projects at Hillgrove Water Treatment Plant, begin studying process improvements at Coddle Creek Water Treatment Plant, and continue water line extensions. There are three planned Stormwater culvert replacements in the City and stormwater-related roadway improvements. The

Wastewater fund will begin two major sewer line extensions that will allow for the abandonment of existing pump stations, which is a goal of staff.

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. While it is still early in the contract, NTE's performance has been exceptional. 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 substations, planning to build new substations, 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

Citizen surveys continue to state the need for transportation improvements across the City. This budget maintains the 2.5¢ of dedicated pennies for the Transportation Improvement Fund as directed by the City Council to fund transportation projects. The primary focus of these dedicated monies is to fund roadway projects and will be supplemented by dollars generated from local vehicle license fees.

Staff continue to work closely with NCDOT on projects in our City to reduce traffic and congestion concerns. The City maintains 279.8 miles of sidewalk and 361.5 miles of roads. Despite continuing cost increases, we can and should improve the maintenance of these assets. In addition, there are still areas across the City where sidewalks are needed 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 road resurfacing. Major projects in this proposal include road improvements at US 601/Flowers Store Road, engineering work for the intersection at Poplar Tent Rd/Harris Rd, and design/right-of-way acquisition for the Lincoln Street Bridge replacement.

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 in 2020 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 and County transit staff continue to work together to determine which of the recommendations we can feasibly accomplish in the near future. The upcoming budget includes funding for security staffing by off-duty Concord Police personnel to better assist with policy enforcement and dispute resolution.

Concord-Padgett Regional Airport

No other City operation experienced the impact of the pandemic as quickly or as dramatically as Concord-Padgett Regional Airport. With the collapse of air travel in the spring of 2020, parking revenue and other aviation-related revenues (i.e. sale of fuel) at the Airport saw steep declines. Two years ago, Allegiant Travel Company announced plans to establish a base of operations at Concord-Padgett Regional Airport. The Las Vegas-based company had planned to 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 resume at some point in the future. As I draft this message, flights are resuming at the Airport and the future looks much more promising.

PUBLIC SAFETY

After some construction delays, permanent Fire Station #10 opened in April 2021. Construction of Fire Station #12 is expected to be completed in December 2021. Fire, Police, and Communications continue to work with our State and County partners to discuss options for a joint training facility. With the construction of a facility comes the possibility of relocating our current Communications Department (currently housed in Fire Station #3) to said facility or within a renovated Station #3. 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 continues 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 an increase in the volume of yard waste setouts and bulky items, Solid Waste expects this to level off in the coming year. The City continues to work towards transitioning to a completely in-house collection model and will begin collecting bulky waste starting in July 2022. Recycling and garbage collection are planned to come in-house starting in July of 2023. A solid waste fee was implemented in FY 20 to offset some of the expense that was covered by property tax revenues. A small increase to this fee is proposed for FY 22 to cover cost increases for recyclable processing from FY 20 and FY 21.

AFFORDABLE HOUSING

Affordable housing is an area that needs greater emphasis in our City and is specifically called out in the City's Strategic Plan. An affordable housing study conducted in FY 20 showed a sizable deficit in the number of affordable units within the City. Later that year, 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. I am continuing to recommend that 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.

RECREATION AND OPEN SPACE

The adopted Comprehensive Master Plan and Open Space Connectivity Plan continue to drive Parks and Recreation programming, greenway development, park development, and connectivity to neighborhood parks and schools across the City. Staff continues to focus on site control for greenway development, improved connectivity and other pedestrian-friendly trails throughout the City through donation and dedication, with a goal of having 30 miles of greenways by the year 2030. In the coming year, staff will focus on the master plans for the Academy/Gibson area, Hartsell Park/Recreation Center Complex and the WW Flowe Complex. The completion of the YMCA connector greenway will add .5 miles to the existing trail within Dorton Park by Summer of 2022. Final design for renovations to Caldwell Park, based on the adopted master plan, will be completed by Summer 2022. Staff will begin the design of the Clarke Creek Greenway-Cox Mill Loop providing connectivity from the proposed Northwest Park to area schools and neighborhoods. By Spring 2022, the design of the Coddle Creek Greenway, connecting Dorton Park to the existing George Liles Parkway Greenway, will be completed. The City continues to utilize the 1¢ tax rate dedicated to parks and recreation to help accelerate connectivity and recreational needs across the City.

CUSTOMER SERVICE AND CITIZEN COMMUNICATIONS

Excellent customer service remains at the core of what the City's staff strive for daily. I am proud of the work done by Team Concord to provide continuous communications with our citizens throughout the challenges of the last year. Citizen communications will continue to be varied and expansive. Direct mailings such as the "City Circular" newsletter, newspaper placements, the CityLink electronic newsletter, website, news releases, television, radio, and other outlets will continue. The City's new website debuted in March 2021. It is user-friendly and much easier to navigate. We will continue to focus on utilizing our social media outlets to keep our citizens and the public informed about important projects and updates across our City.

The Journey Through Concord program was paused in 2020 and early 2021 due to the Governor's restrictions on gatherings. It will continue to be an important internal tool for our employees to gain a more thorough understanding of the entirety of City operations once it is able to resume. 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. Due to the continuing efforts of our staff, all three public outreach education programs were able to continue in an online-only, virtual format. Youth Council continues to flourish and provides a great venue for high school students to be engaged in our community and to enhance their leadership abilities.

EMPLOYEES: A DIVERSITY FOCUS, BENEFITS, & COMPENSATION

My goal is to attract and retain the very best employees possible. Our ability to do this is vital to the City's success in maintaining the level of customer service we are committed to providing to our citizens. In addition, the City's focus has moved toward a goal of having a workforce that more closely resembles the citizens we serve. To achieve this, our Human Resources department has worked hard to help departments through the hiring process by providing interviewing training and assisting with candidate screening. This past year, all City employees were required to attend at least one diversity, equity, and inclusion training and all newly hired employees have diversity training now incorporated into their orientation. The City hired its first Diversity, Equity, and Inclusion Coordinator who will partner with the Concord United Committee and develop a plan for providing equitable practices and policies throughout our organization.

We continue to compete, not only with other governmental entities, but also with the private sector for many of our positions. 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. The pandemic provided us with a unique opportunity to test out remote work, virtual meeting platforms, flexible scheduling, enhanced internal communication, and additional training opportunities (including across Departments). In addition, I anticipate our completion of the job specification study in FY 22 whereby all City positions will be examined to ensure we maintain a competitive workforce.

EXTERNAL AGENCY FUNDING

As we have all seen throughout the last year, 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 during difficult times. City funding provided to these agencies allows 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.

City Council's recommendations call for allocations to many of the agencies that received City support last year. \$104,500 is recommended from the General Fund. \$96,750 is recommended from Community Development Block Grant monies. \$30,000 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 2021-2022 budget proposal pursues 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. I feel the proposed FY 22 annual budget does this.

As always, City staff have worked closely with me to develop this proposed budget for FY 22. Concord continues to grow, and our aim is to ensure we are correctly positioned and have the resources available to handle this growth responsibly. It certainly takes all of us working together to meet this goal, and Team Concord strives to do this each day for our citizens.

Respectfully submitted,

A handwritten signature in cursive script that reads "Lloyd Wm. Payne, Jr.".

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

What's New or Changed for FY 2021-22

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.

New Funds and/or Budget Units

Additional budget units were added to the Aviation capital project fund as a way of better tracking and accounting for the varied state and federal project grants.

American Rescue Plan

Fund 330 and Budget Unit 3300 were created to track spending associated with American Rescue Plan. As of the adoption of this budget, the City is awaiting more detailed guidance before developing a plan for programming these funds.

Planning Year Budgets

The City continues to include a second-year budget for departmental use in forecasting future expenditures to better help departments assess future demands on their revenue. Planning Year budgets will be refined as the City moves forward with preparations for upcoming budget years.

Personnel Changes

A total of 27.5 FTE in additional staffing is recommended for FY 2021-22. Additional detail regarding the new positions can be found below:

Police: Eight new Police Officers and 1 Court Liaison Officer will be added with this budget. The City's salary, benefit, and equipment costs for these officers is \$1,216,239.

Radio Shop: One new Communications Technician will assist with field work including construction data installations, data moves, radio maintenance, and telephone installations. Salary, benefits, and equipment cost is \$61,471.

Fire: Fire will add 1 Logistics Officer I and 1 Training Captain to assist with the needs of a growing department. The cost of these positions is pro-rated to begin in January 2022. Their salaries, gear, uniforms, and radios will be \$203,283.

Solid Waste: Solid Waste will begin laying the groundwork for bringing garbage and recycling collection in-house. Two Senior Equipment Operators and 2 Solid Waste workers will be hired in May 2022. The partial year cost of salary/benefits and supplies for these positions will be \$56,245.

Parks & Recreation: One new Part-time Recreation Center Leader will be added to ensure that the City's three recreation centers have two staff present for the closing of each facility for coworker safety. This new position will be added at a cost of \$18,203.

Aviation: One new Grounds Maintenance Worker will be added to assist with airfield, fence line mowing, and lawn care. An Administrative Assistant will also be added to provide support for the Airport's maintenance team. The cost of salaries, benefits, and supplies for these positions will be \$110,740.

Stormwater: Adding 1 Equipment Operator to the Stormwater group will allow the City to create an additional in-house crew, thereby improving the level of service provided to citizens. This position is approved at a salary and benefits cost of \$53,929.

Electric Systems: Two positions will be added to Electric for FY 2022: 1 Operations Manager and 1 Project Engineer. Adding these positions will allow for the Electric Systems to better develop, plan, and manage the growing number of capital projects for the system. Salaries, benefits, and related equipment will be \$297,006.

Water Resources: One new Utilities Systems Technician will assist with a new unidirectional water flushing and valve program. The cost of this position with benefits and a vehicle is \$91,981.

Buildings & Grounds: The City will assume maintenance responsibilities for Cox Mill-area athletics facilities and the future home of J.E. "Jim" Ramseur Park. Buildings & Grounds will add a new crew with 3 Grounds Maintenance Workers and 1 Grounds Maintenance Supervisor to handle the additional workload. The cost of salary, benefits, and related equipment for this crew will be \$310,373. Buildings & Grounds will also add a Building Maintenance Mechanic II - HVAC position to help manage the increasing number of City facilities. Salary, benefits, equipment, and vehicle costs for this position will be \$115,558.

Reclassifications: As the City continues to align staffing with the evolving needs of the organization, this budget includes funding to reclassify 4 position types. The estimated cost for these changes is budgeted at \$20,196.

Budget Unit	Existing Position(s)	Proposed Position(s)	Estimated Cost
Finance	Payroll Technician	Senior Payroll Technician	\$4,570
Emergency Communications	911 Telecommunications Center Manager	Communications Center Manager	\$4,671
Traffic Signals	Signal Technician I (2)	Signal Technician II (2)	\$7,244
Economic Development	Economic Development Coordinator	Economic Development Manager	\$3,711

Changes to the Budget Document:

The FY 2021-22 Budget continues to build on the improvements made in prior years to enhance the user-friendliness of the document. Informational pages continue to be re-worked to include additional illustrative graphics. Among these changes is an illustration explaining the components of the chart formats used in the document, a new Fund/Budget Unit Matrix, and improved detail on debt service pages, including aligning the calculation of the City's Legal Debt Margin to match the Annual Financial Report. The Adopted Fees & Charges Schedule has been removed from the Budget Document. The most up to date version can be found on the City's website [here](https://concordnc.gov/Adopted-Fees-Schedule):
<https://concordnc.gov/Adopted-Fees-Schedule>

For the online version of the book, Return to Table of Contents buttons have been added and page formatting was adjusted to assist the reader with navigation and readability. 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, changes, and the City's financial condition. Other components of the introduction include a summary of the City's budget process and calendar, an organizational chart, a discussion of what is new or has changed, a brief history of the City, the City Profile, Strategic Plan highlights, 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.

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.

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

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

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.

General Fund Expenditures

Functional Area	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Function	2022-2023 Planning Year
General Government	10,519,619	15,638,886	20,946,126	18,256,471	11,361,349	11,361,349	10.4%	12,434,319
Public Safety	48,457,365	50,058,376	56,531,862	52,892,398	61,155,270	61,155,270	56.0%	66,207,119
Public Works	17,135,604	16,578,067	30,091,038	22,339,575	22,034,514	22,034,514	20.2%	24,910,951
Economic Development	6,796,122	4,899,215	6,153,934	4,920,859	4,727,417	4,727,417	4.3%	4,739,206
Cultural & Recreational	6,214,219	6,584,512	10,612,121	7,942,119	9,979,162	9,979,162	9.1%	10,615,431
TOTAL EXPENDITURES	\$89,122,930	\$93,759,056	\$124,335,081	\$106,351,422	\$109,257,712	\$109,257,712	100.0%	\$118,907,026

* as amended
**as of July 16, 2021

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.

Budget by Category

Budget Unit #: 6120	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	1,686,199	1,743,321	2,281,145	1,625,461	2,405,859	2,405,859	2,437,950
Operations	1,630,746	2,101,815	3,334,729	1,592,968	3,181,329	3,181,329	3,310,351
Capital Outlay	144,128	269,720	107,909	125,198	-	-	100,000
Debt Service	194,560	184,600	175,760	175,760	-	-	-
Cost Allocations	1,974,838	2,167,993	3,175,475	2,967,127	2,764,904	2,764,904	2,838,185
Transfers	476,787	-	1,351,664	1,351,664	1,414,018	1,414,018	1,744,298
Total Expenditures	\$ 6,107,258	\$ 6,467,448	\$ 10,426,682	\$ 7,838,178	\$ 9,766,110	\$ 9,766,110	\$ 10,430,784

* as amended
**as of July 16, 2021

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

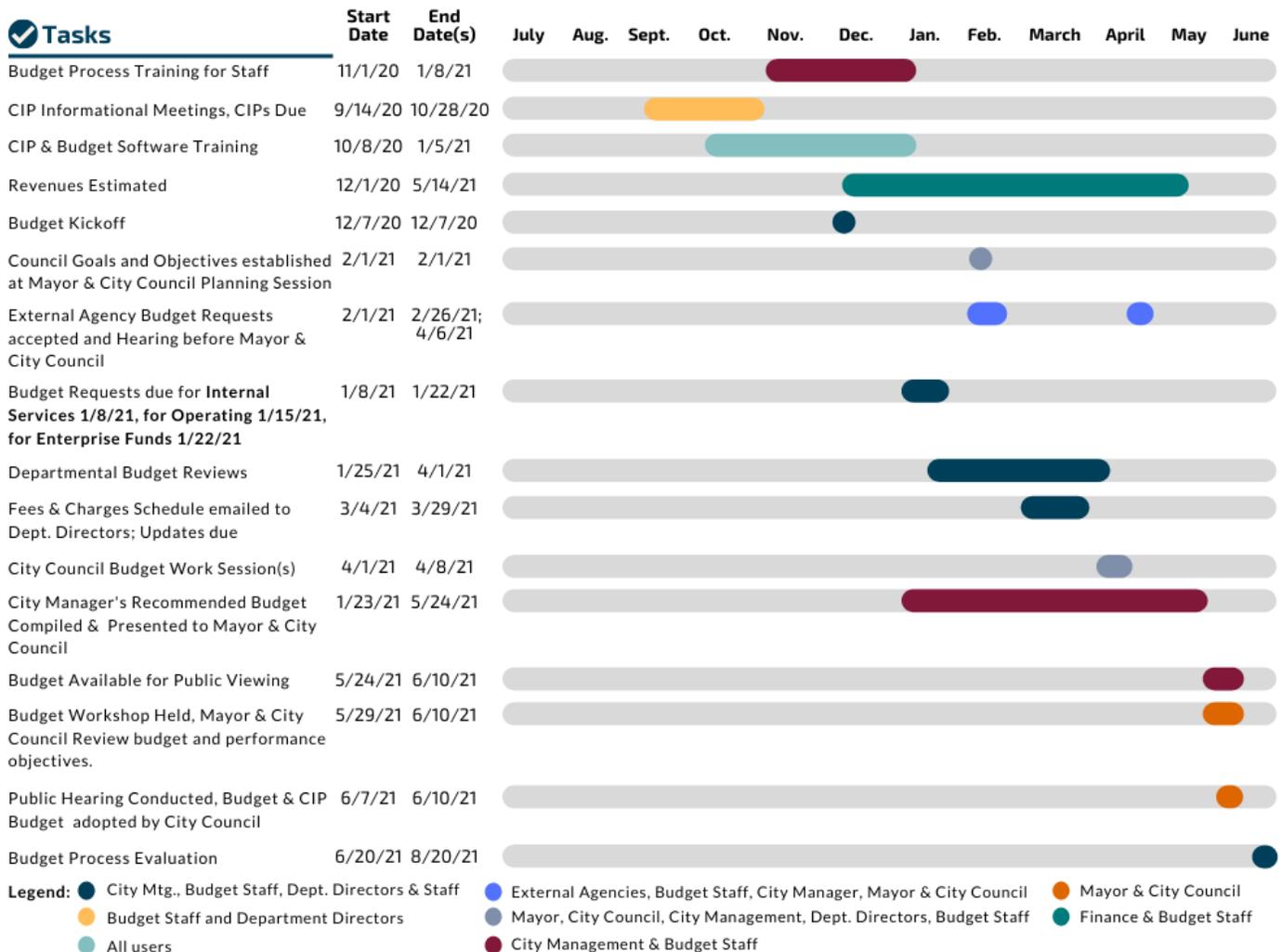
The annual budget document outlines policy direction and serves citizens by providing an understanding of the City's operating fiscal programs. It reflects the City's commitment to maintaining necessary services, improving the quality of service, and keeping the impact of taxes to citizens at a minimum.

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.

FY 2021-22 Operating/CIP Budget & Performance Plan Development Calendar



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 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. Below is a chart that walks through the different levels of control in changing the budget throughout the year.

Budget Change Occuring	Who has legal level of control?
Changes in departmental allocation for various expenditures (under \$10,000). This includes changes between line items within a department.	Approval from the City Manager or approved designee.
Changes in departmental allocation for various expenditures (over \$10,000). This includes changes between line items within a department.	Approval from the City Manager.
Changes in interdepartmental transfers in the same fund (moving monies from one department to another).	The City Manager can change interdepartmental transfers in the same fund, not to exceed 10 percent of the appropriated monies for the department whose allocation is reduced. Changes larger than 10% must be approved by City Council.
Transfer Contingency funds	The City Manager can appropriate and/or transfer up to \$50,000 in Contingency funds. The transfer must be reocrded by a budget amendment at the next regularly scheduled City Council meeting.
All other transfers of monies or changes	All other changes must be made with City Council approval.

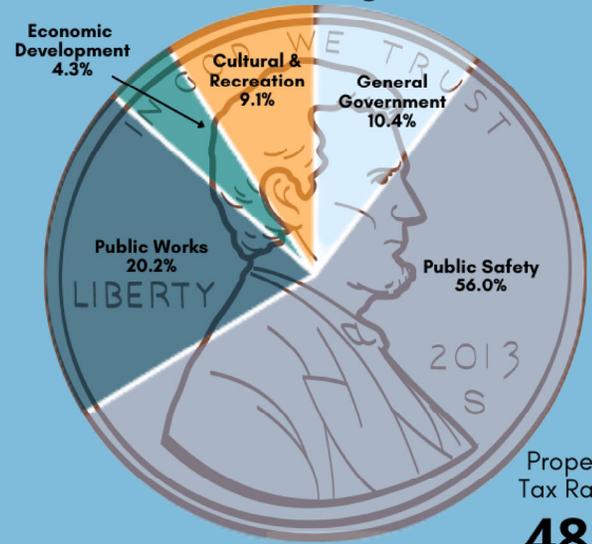
Encumbrances: All monies at fiscal year-end lapse and spending authority ceases, unless specific services or goods are encumbered. Encumbrances are a financial commitment or earmark for services, contracts, or goods that have not been delivered by June 30 – the end of the fiscal year. Encumbered monies 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 (Financial Report) is prepared using Generally Accepted Accounting Principles, or GAAP. All governmental funds are reported using the modified accrual basis of accounting. Although the Financial Report 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.



To learn more, visit: concordnc.gov/budget

FY 21-22 General Fund Budget = **\$109,257,715**



Property Tax Rate = **48¢**

Budget Highlights



General Government: First full year of Diversity, Equity, & Inclusion Coordinator position, introduce less costly health insurance plan, and continue \$30,000 in Neighborhood Matching Grant funds.



Public Safety: 8 new Police Officers & 1 new Court Liaison Officer funded with a COPS grant, full impact of Fire Station #12 personnel, 1 new Logistics Officer, 1 new Training Captain, and 1 new Communications Technician. Will purchase Ladder Truck #10.



Parks & Recreation: New playground for McGee Park, replacement of the lights at Beverly Hills Tennis Courts, replacement of Hartsell Recreation Center's roof, and Aquatics will transition to contracted lifeguard services in Summer 2022.



Planning & Neighborhood Development: Begin construction of downtown Union StreetScape, complete study of Historic Resources in the Logan community, and open below-market office space rentals for nonprofits at 66 Union Street.



Solid Waste & Recycling: 67¢ monthly increase to the Solid Waste fee, work to address citywide litter issues, and begin the process of bringing garbage & recycling services in-house by 2023.



Transportation: \$2.39 million for Street Resurfacing. Will purchase Crack Sealing Equipment to allow work to be performed by in-house crews at a reduced cost.



Water Resources: 2% increase in volumetric water rates to fund continued system improvements & expansions. 1 new Utility Systems Technician to begin a unidirection water flushing & valve program to support water quality goals.



Housing: Continue affordable housing partnership with City departments & the Concord Family Enrichment Association. Secured new Vouchers for Veterans Affairs Supportive (11) & Emergency Housing (26).



Electric: No rate increase, continue system maintenance, and begin construction of an Electric Operations Center & substations to support system growth.



Personnel: Add 1 new part-time and 27 new full-time positions. Citywide total of 1,129 full-time & 41 part-time coworkers or 1,148 FTE.

Stay Connected!

Citizens...

can get where they want to go...



Rider Transit from Concord to Kannapolis



267 Signals Maintained

Concord-Padgett Regional Airport

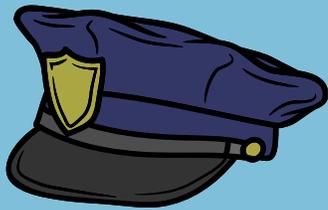


712.32 Street Lane Miles



283.58 Miles of Sidewalks

...are kept safe through...

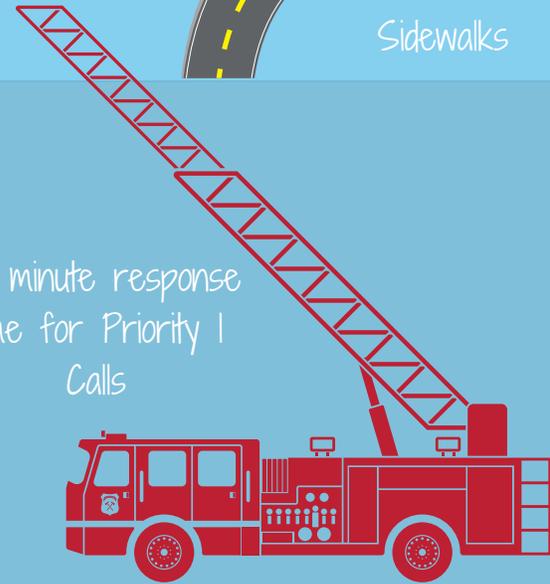


4.7 minute response time for High Priority Calls

1,004 Calls Dispatched*



3.9 minute response time for Priority 1 Calls



...are able to enjoy recreation activities...

8 Parks



13 Playgrounds

122 Program Offerings and 6 Sports Available



9+ Miles of Greenways + Trails

...all while keeping our City clean

*per thousand population

10.5 million gallons of water treated each day at our Water Treatment Plants

88 tons of Recyclables Collected*

107 tons of Yard Waste Collected*



Concord's City Profile

As of June 30, 2021 unless otherwise noted

General Demographics

Date of Incorporation: 1796
Date of City Charter: 1798
Land Area: 63.627 square miles
Elevation: 705 feet above sea level
Population: 105,240



Did you know? Concord means 'harmony'.

Citywide Economy and Taxes

Civilian Labor Force: 49,589
Employed Residents: 47,272
Unemployed Residents: 2,317
Unemployment Rate: 4.7%
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



U.S. Census, 2019 ACS Survey

Residents

- **Population by Gender**
 - Male: 48.4% Female: 51.6%
- **Population by Race**
 - White: 58.7% Black: 20.5% Hispanic: 12.7%
 - Asian, AIAN, NHPI, Other, 2 or more Races: 8.1%
- **Age (Estimated)**
 - (Birth-19): 28.3%
 - (20-34): 19.1%
 - (35-64): 40.6%
 - (65+): 12%
- **Median Income:** \$67,984
- **Number of Households**
 - 2000: 22,485
 - 2010: 32,130
 - 2017: 33,835
 - 2018: 33,523
 - 2019: 36,101



Education

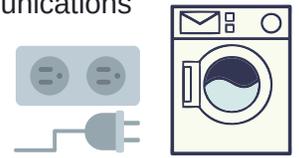
Public Schools in City Limits: 19
Long School Exceptional Children: 1
Parochial and Private: 7
Higher Education

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



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: \$305,000
Fair Market Rent (FMR) of 1BR Apartment: \$870
FMR of 2BR Apartment: \$995
FMR of 3BR Apartment: \$1,310
Public Housing Units: 174
Housing Choice Voucher Units: 541
VASH & Homeless Vouchers: 37



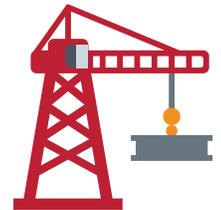
Infrastructure

Miles of Power Lines

- Overhead: 712.21
- Underground: 763.66

Miles of Water Lines: 753.71
Miles of Wastewater Lines: 598.39
Lane Miles of City Streets: 765.79

- Paved (City Maintained): 371.71
- Paved (State Maintained): 92.79
- Paved (Interstate): 18.55



Want to learn more? Check out these links!

Website: concordnc.gov

Strategic Plan: concordnc.gov/strategicplan

FY 21-22 Budget in Brief: concordnc.gov/budget

 @ConcordNCgov

 City of Concord Government

 concordncgov

 City of Concord

 ConcordNCgov

 City of Concord

History of Concord

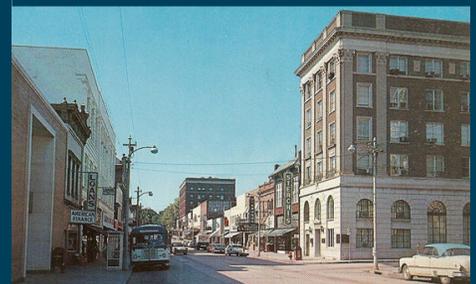
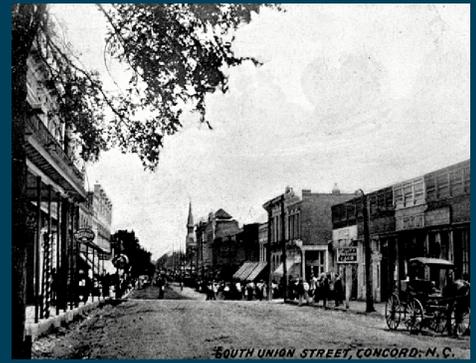
Concord's history dates back more than 200 years. In the late 1700's, the German and Scotch-Irish settlements in the area disagreed over exactly where the County seat of the newly formed County of Cabarrus should be located. Eventually, a compromise was reached, and the new city was founded in 1796 on 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. Home to Charlotte Motor Speedway, 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 (27,347 in 1990, 55,977 in 2000, 79,066 in 2010, and 105,240 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, the wonderful mixture of progress, heritage, and the perfect blend of business, industry, and residential life, you can see that Concord still embodies the meaning of its name - "harmony."



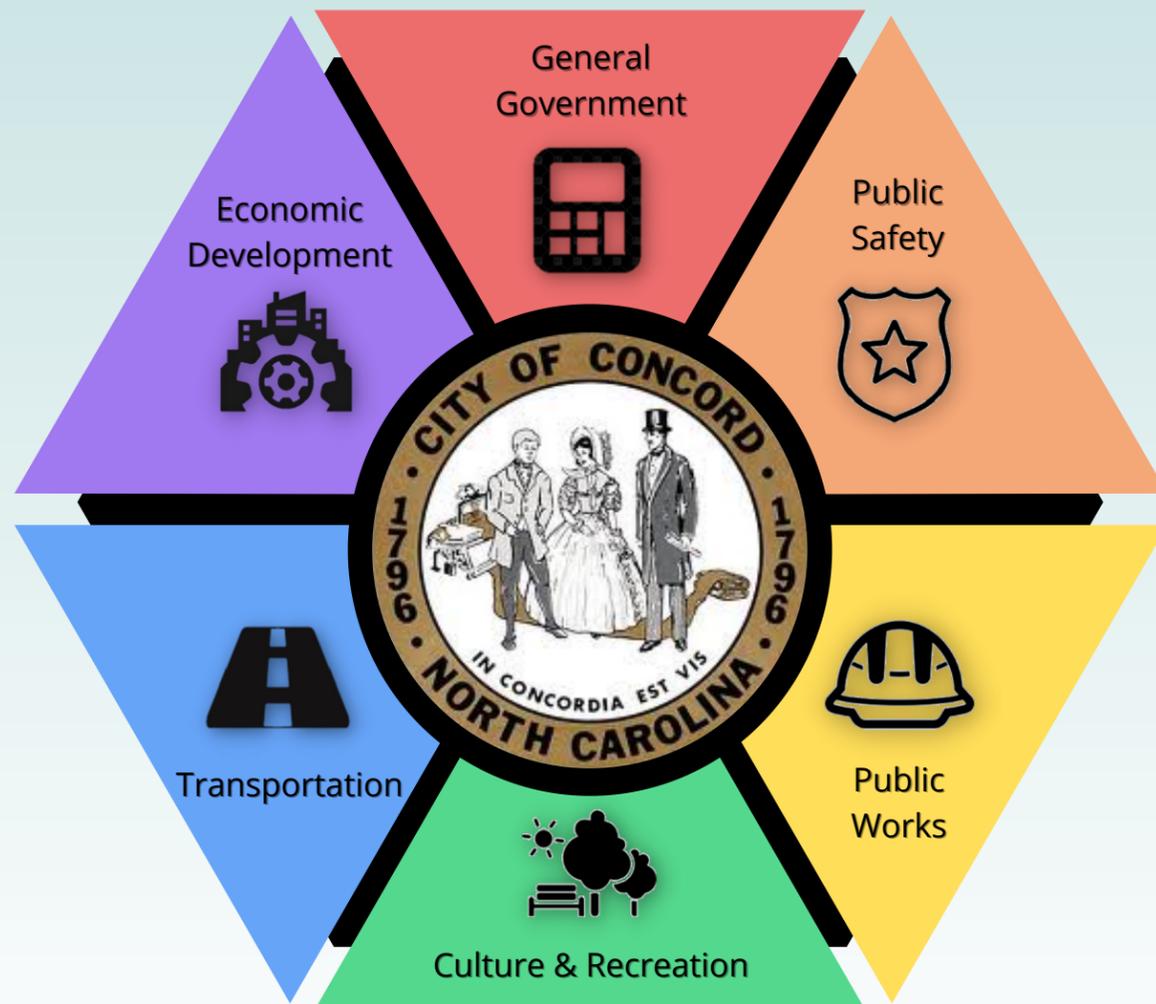
Strategic Plan 2020-2023

Budget & CIP Highlights

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.**



General Government

FY 21: Competitive Compensation Plan, HR Market Study (\$40,000), Video production services (\$15,000), & Annual Council Retreat (\$5,000). Completed the update of the City website and are budgeting for maintenance. Asking for public input on how to use CDBG and HOME funding from the federal government.

FY 22: CSAT budget moved to 4190 to better enable transition between leadership of different departments. Competitive Compensation Plan. 7 Job reclasses to match compensation with increasing workloads. Neighborhood Matching Grant and Liaison Awards (\$38K). Video Production Services. Community partnerships with the Concord United Committee and the Barber Scotia Task Force.

Recreation & Culture

FY 21: Allocated 0.5¢ of the Ad Valorem tax rate for Park land/ROW needs (\$675,832) & Increase funding for Public Art (\$35,000). Purchased land for NW park development.

FY 22: Allocated 1¢ of the Ad Valorem tax rate for Park land/ROW needs (\$1,418,852). Funding for Public Art (\$25,000). Memorial tree dedication program.

Projects: All Parks and Recreation CIP projects have been identified as being linked to the City's Strategic Plan.

Public Safety

FY 21: 29 new public safety personnel in order to properly staff for community needs.

FY 22: 11 new public safety personnel to properly staff for community needs. Purchase of Ladder 10 with the personnel anticipated in the FY 23 budget. To address public Safety facility needs, \$90K is appropriated to replace carpeting in Police Headquarters.

Projects: David District Substation

Transportation

FY 21: Allocation of an additional 0.25¢ of the Ad Valorem tax rate to the transportation fund (\$337,916).

FY 22: Projects: Allocation of 2.5¢ of the Ad Valorem tax rate to the transportation fund (\$3,547,130).

Projects: Streets projects with Grant funding or 2.5¢ funding have been identified as linked to the Strategic Plan

Public Works

FY 21: Purchase Fiber Splicing Trailer (\$30,000) & Fiber Reel Trailer (\$2,700).

FY 22: Purchase Fusion Splicer Kit for Radio Shop to use on fiber splicing projects. Increased the solid waste fee to \$2.91. \$4K budgeted for educational programming (recycling, reduction, reuse). Continue to use CARTology to educate customers on proper recycling techniques and procedures. 4 new Solid Waste personnel to begin in May 2021 to begin transition to in-house service provision.

Projects: Projects related to the Water, Wastewater and Stormwater Master Plans.

Economic Development

FY 21: 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 1¢ of the Ad Valorem tax rate for Affordable Housing (\$675,832).

FY 22: Added Barber Scotia location to the Downtown Master Plan (\$15K). Allocated 1¢ of the Ad Valorem tax rate for Affordable Housing (\$1,418,852). Continue to provide incentive grants to businesses in within City limits. Redevelop 66 Union St. S to create a nonprofit center where NGOs can work and collaborate.

Projects: Union StreetScape Project (is linked to Culture & Recreation as well)



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.

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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.

2021-2022 BUDGET ORDINANCE

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this 10th day of June 2021 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND: Revenues totaling \$109,257,712 are hereby approved from the following sources:

Ad Valorem Taxes	\$68,682,889
Sales Taxes	20,516,278
Unrestricted Intergovernmental Revenue	5,974,645
Restricted Intergovernmental Revenue	4,530,516
Licenses, Permits and Fees	2,182,500
Sales & Services Revenue	3,439,684
Other Revenues	838,200
Investment Earnings	0
Transfer from Capital Reserves	3,093,000
 TOTAL	 \$109,257,712

A total of \$109,257,712 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 255,984
Public Services – Admin.	139,984
City Manager’s Office	841,636
Human Resources	868,867
Wellness Center	223,329
Finance	818,294
Tax	428,514
Legal	472,788
Non-Departmental	7,311,953
Police	27,053,064
Code Enforcement	1,138,879
Communications	2,042,298
Radio Shop	605,240
Fire	28,423,722
Fire – Prevention	1,036,443
Fire – Training	650,824
Emergency Management	204,800
Streets & Traffic	8,895,884
Powell Bill	1,638,619
Traffic Signal Division	1,305,184
Traffic Services	628,067
Solid Waste & Recycling	8,822,094
Cemeteries	744,666
Fleet Services (costs are direct billed)	0
Planning & Neighborhood Development	3,389,586
Transportation Planning	348,820
Economic Development	989,011
Parks & Recreation	9,766,110
Parks & Recreation - Aquatics	213,052
 TOTAL	 \$ 109,257,712

SECTION II. SPECIAL REVENUE FUNDS: Revenues totaling \$9,192,424 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 \$9,192,424 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$219,613
Housing Assistance Voucher Program Fund	4,976,635
Community Development Block Grant Fund	677,769
H.O.M.E. Consortium Fund	1,447,773
\$5 Vehicle Tax – Transit Fund	390,000
Market Rate Units Fund	66,616
Affordable Housing Revolving Fund	1,414,018
TOTAL	\$9,192,424

SECTION III. STORMWATER FUND: Revenues are hereby approved comprised of \$5,169,875 in operating revenue, \$6,000 in non-operating revenues, and \$1,500,731 in retained earnings appropriated. A total of \$6,676,606 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$6,676,606
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SECTION IV. ELECTRIC FUND: Revenues are hereby approved comprised of \$83,484,000 in operating revenues, \$70,000 in non-operating revenues, and \$0 in retained earnings appropriated. A total of \$83,554,000 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$6,918,694
Purchased Power	49,259,326
Maintenance - Power Lines	9,163,203
Tree Trimming	1,232,719
Electric Construction	15,263,397
Electric Engineering	1,396,040
Utility Locate Services	320,621
TOTAL	\$83,554,000

SECTION V. WATER FUND: Revenues are hereby approved comprised of \$26,166,680 in operating revenue, non-operating revenue of \$58,000, and \$1,549,118 in retained earnings appropriated. A total of \$27,773,798 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$3,731,463
Coddle Creek Water Plant	7,325,452
Waterlines - Operation & Maintenance	16,716,883
TOTAL	\$27,773,798

SECTION VI. TRANSIT FUND: Revenues are hereby approved comprised of \$317,766 in operating revenues, restricted intergovernmental revenue of \$4,378,295, and transfer of \$390,000 from the \$5 Vehicle Tax – Transit Fund. A total of \$5,086,061 is hereby authorized to be expended from the Transit Fund as follows:

Transit Farebox/Local Expense	\$964,262
Transit Grant Expense	4,121,799
TOTAL	\$5,086,061

SECTION VII. WASTEWATER FUND: Revenues are hereby approved comprised of operating revenues of \$18,058,000, non-operating revenues of \$2,000, and \$1,080,115 in retained earnings appropriated. A total of \$19,140,115 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$19,140,115
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SECTION VIII. GOLF COURSE FUND: Revenues are hereby approved comprised of \$1,916,091 in operating revenues and \$18,273 in other revenues. A total of \$1,934,364 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating	\$1,934,364
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SECTION IX. AVIATION FUND: Revenues are hereby approved comprised of \$8,506,511 in operating revenue, \$89,200 in non-operating revenue, \$1,544,738 in restricted intergovernmental revenues, \$49,060 in licenses, and a transfer of \$860,270 from the General Fund. A total of \$11,049,779 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating	\$11,049,779
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SECTION X. PUBLIC HOUSING FUND: Revenues are hereby approved comprised of \$445,000 in operating revenues, \$70,000 in other revenue, a Transfer from Market Rate fund of \$3,320, and HUD contributions of \$887,059. A total of \$1,405,379 is hereby authorized to be expended from the Public Housing Fund as follows:

Public Housing Operations	\$1,405,379
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SECTION XI. DEBT SERVICE (FIRST CONCORD): Revenues are hereby approved comprised of transfers from operating funds in the amount of \$2,358,781. A total of \$2,358,781 is hereby authorized to be expended from First Concord for debt service payments as follows:

2014 LOBS	\$2,358,781
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SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2021: Funds appropriated in the 2020-2021 budget and encumbered at June 30, 2021, shall be authorized as part of the 2021-2022 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, 2021, 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 22. 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 2021-2022. The adopted tax rate is based on an estimated valuation of \$1 (including motor vehicles) and an estimated 98% collection rate.

A Municipal Service District Tax of \$0.23 per \$100 property valuation (other than personal property of public service corporations) is hereby established for revitalization and other services permitted under N.C. General Statute 160A-536 in the Downtown Municipal

Service District created July 1, 1989. The adopted MSD rate reflects an estimated valuation of \$5 with an estimated 98% percent collection rate.

Allocation of the 2021-2022 tax rates will be as follows:

GENERAL FUND	\$ 0.4800
MUNICIPAL SERVICE DISTRICT	\$ 0.2300

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/she 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.

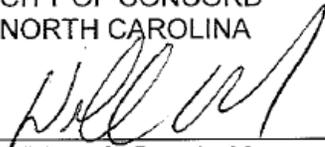
SECTION XVII. UTILIZATION OF BUDGET AND BUDGET ORDINANCE:

This Ordinance includes the 2021-2022 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 2021-2022 Schedule of User Fees, Rates and Charges is also included within the Annual Operating Budget document and is thereby adopted under this ordinance.

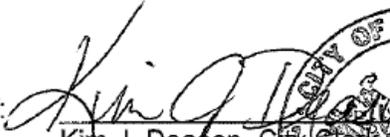
This Ordinance shall be the basis of the financial operation of the City of Concord during the 2021-2022 fiscal year. The City Manager shall administer the budget, and he shall insure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget. 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.

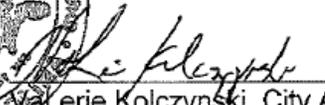
This Ordinance is approved and adopted this 10th day of June 2021.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA



William C. Dusch, Mayor

ATTEST: 
Kim J. Deason, City Clerk

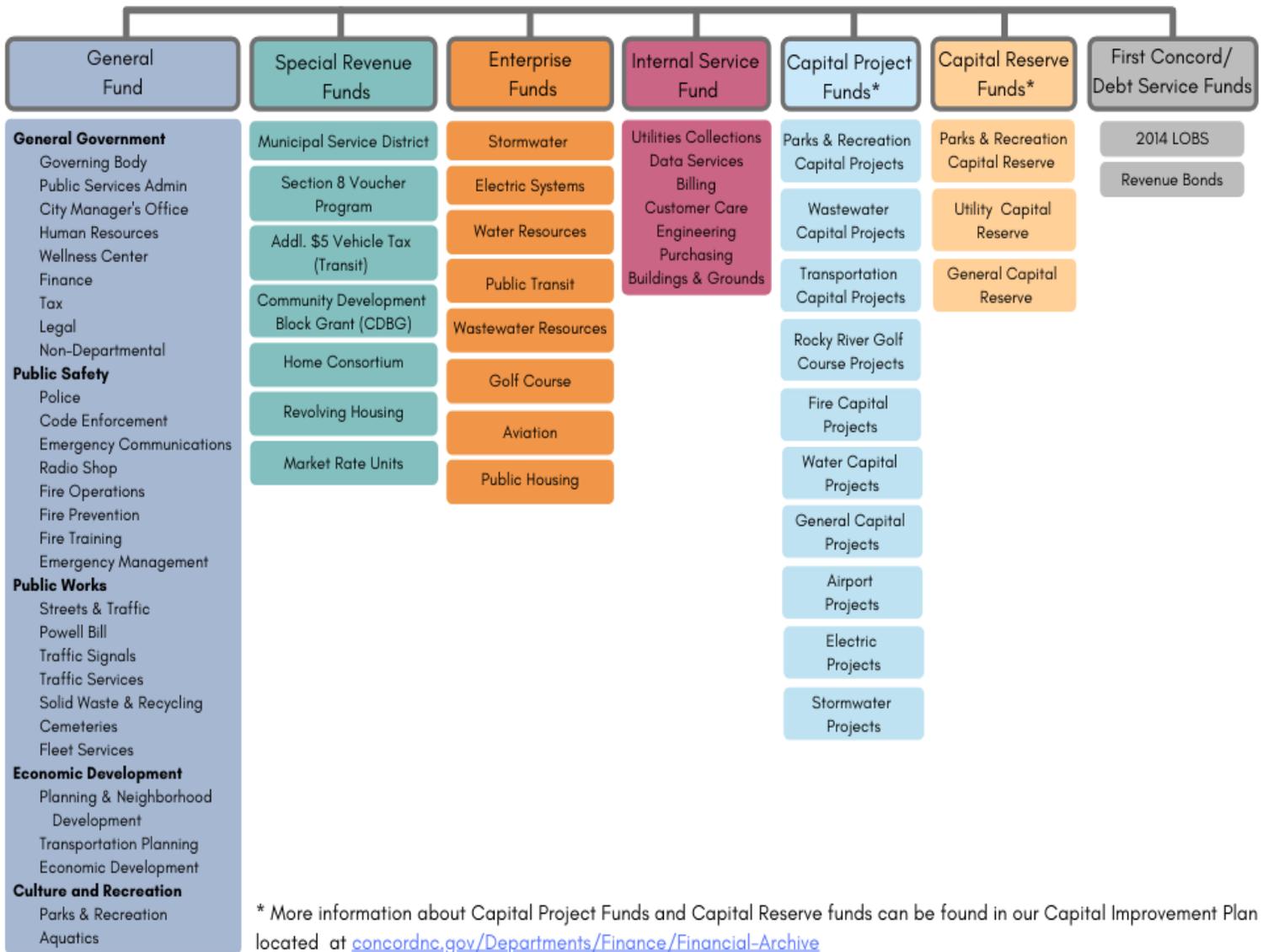



Lerie Kolczynski, City Attorney

Appropriated Funds Matrix

The appropriated funds matrix shows the relationship between the City's funds and budget units. Differences between funds occur when funds have specific revenue sources (monies coming in) or expenditures (monies going out) that require individual reporting. Some funds must be self-sufficient while others are supported through grants, federal funding, or other revenues. For example, the General Fund is predominantly supported through property tax and sales tax dollars with services available for all citizens. Enterprise funds, such as the Electric Fund, are supported through rates and charges with services only available to users. All funds are required to be balanced.

The chart below shows all active budget units and funds.



Fund & Budget Unit Structure (FY 2021-2022)

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 & 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 – 3115
2. Projects – 3116

Fund 320 – Home Consortium Fund

1. Administration – 3213
2. Projects – 3214

Fund 350 – Market Rate Units Fund

1. Market Rate Units – 3500

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. Electric Engineering Services – 7250
7. 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 552 – 2014 LOBS

1. 2014 LOBS First Concord – 6990

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

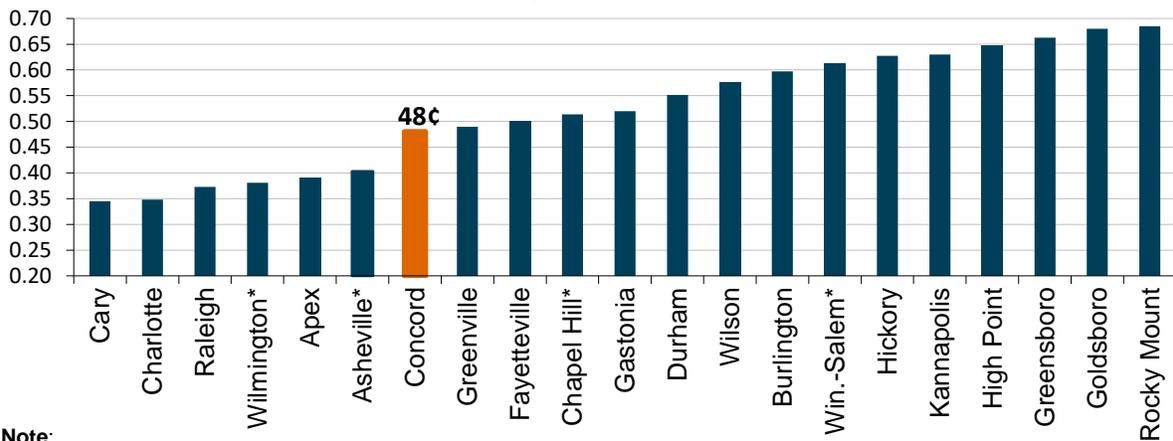
1. Capital Reserve Expenditures – 8150

Major Revenue Sources

General Fund: The current General Fund budget for the 2021-22 fiscal year totals \$109,257,712 compared to the original adopted budget of \$102,168,959 for FY 2020-21. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$8,622,646 (9%) when compared to the original adopted current budget. The increase in revenues for the City’s General Fund budget proposal is a result of a very conservative approach to revenue projections at the onset of the pandemic. The City’s current tax rate of 48¢ per \$100 will not change in this budget proposal. This rate should produce approximately \$68,104,889 in current year ad valorem revenue. Sales tax collections are estimated conservatively for FY 2021-22, as these revenues are directly related to economic conditions. The 2021-22 budget includes an increase in expected revenue from the Local Option sales tax source in the amount of \$2.3 million or 13% when compared to current year budgeted collections. Due to ongoing effects of the COVID-19 pandemic, the City continues to estimate revenues conservatively. Staff utilized information provided by the North Carolina League of Municipalities, historical and statistical trends, and other local factors. This budget was prepared under the assumption that the City of Concord will receive all of its State shared revenues for the 2021-22 fiscal year.

Property Taxes: The budget is balanced with a property tax rate of 48¢ per \$100 valuation. This rate will yield \$68,682,889 in total current and prior year ad valorem tax revenue based on an average real and personal property collection rate of 99%. This collection rate is projected to result in an increase of \$4.6 million in property tax revenue. The City’s updated assessed value used in this budget preparation represents a 3% increase in property values for a total valuation of \$14,420,691,632 (including motor vehicles). One cent on the City’s tax rate produces \$1,414,018 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)**



Note:

*Municipalities that had property revaluations this year resulting in changes in their tax rates

Sales Taxes: The State of North Carolina collects sales taxes and distributes them to the local units. 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, 2009, the State took over the full ½-cent of the Article 44 local option sales tax. The City is reimbursed for the loss of this revenue through hold-harmless payments.

Local option sales taxes, telecommunications sales taxes and video programming sales taxes are estimated to be \$20,516,278 for fiscal year 2021-22. Sales tax allocations for municipalities in Cabarrus County are based on proportional property tax levies. The City is projected to receive 20% of the County allocation. This total revenue source is expected to increase 13% when compared to the current year budgeted collections. Sales tax distribution growth has remained strong throughout the COVID-19 pandemic. While it is anticipated that sales tax distributions will continue to increase into the proposed budget year 2021-22, it is impossible to predict exactly what the economic recovery will look like. Therefore, a conservative estimate of growth projection ensures the City can react to any changes in revenue distribution methods and economic fluctuations.

As State and local tax rates change, the net proceeds on which the municipal distribution is based also changes keeping municipality's revenue share neutral. The rate is currently 18.7%. The projected budget for the telecommunications sales tax included in FY 2021-22 is \$314,280, which represents a 3% decrease when compared to FY 2020-21 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 2021-22 budget proposal is \$440,000, which represents 12% decline in this revenue source when compared to FY 2020-21 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: The general sales tax rate is applied to the sales of electricity. Forty-four percent of the proceeds from the sales tax are returned to cities and towns. That percentage was chosen with the intent that it would be sufficient to hold municipalities harmless from the amount they were currently receiving in utility franchise tax distributions. The amount of electricity franchise tax municipalities received in Fiscal Year 2013-14 serves as a baseline for the amount received going forward. The City has projected Electric Sales Tax in FY 2021-22 to be \$4,726,800 which a 4% increase when compared to estimated collections in FY 2020-21.

The general sales tax rate is 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 2021-22 proposed budget of \$200,000 represents a 3% decline when compared to estimated collections for FY 2020-2021.

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 forced to close during the pandemic may not reopen.

Powell Bill Street Allocation: 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 \$2,295,162 for FY 2021-22, which represents a 4% decrease 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 \$55,215,807 as of June 30, 2020. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2021. The City has allocated around \$7.8 million for one-time expenses related capital projects and capital outlay. These purchases will reduce the general fund unassigned fund balance by an estimated \$7.8 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. The proposed budget for FY 2021-22 does not include an appropriation from fund balance.

The recommended budget does appropriate \$7,805,404 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 \$34 million at June 30, 2020) 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. Also included in the Special Revenue Fund is the budget request for Community Development Block Grant Funds, the HOME Consortium, Affordable Housing 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 is \$9,192,424.

Enterprise Funds: Stormwater, Electric, Water, and Wastewater rates and operating charges will generate \$132,878,555 in revenues. Anticipated rate revenues for FY 2020-21 were decreased in response to COVID-19 as customers may have difficulty paying on time. Projections for FY 2021-22 were based on final collection estimates for FY 2020-21.

Stormwater: The Stormwater Fund is comprised of \$5,169,875 in operating revenues, \$6,000 in non-operating revenues and an appropriation of \$1,500,731 for one-time capital expenses. No fee increases are proposed for the Stormwater program. Rate revenue for FY 2021-22 is expected to increase 6% when compared to FY 2020-2021 year-end estimates. Increases in rate revenue correlate with anticipated customer base growth in the City.

Electric Fund: The Electric Fund is comprised of \$83,484,000 in operating revenues and \$70,000 in non-operating revenues, with no appropriation from retained earnings. Electric revenues are estimated using the City's rate model. The proposed budgeted revenue does not include a rate increase. The purchase power adjustment to rates will be evaluated during the year, but the FY 2021-22 budget proposal does not include increases in purchase power rate adjustments. FY 2021-22 rate revenue is anticipated to decline 1% when compared to FY 2020-2021 year-end estimates. The FY 2020-21 rate revenue was lower than projected due to the COVID-19 pandemic causing many of the City's large commercial and industrial customers to close

during the pandemic.

Water Fund: The Water Fund is comprised of \$26,166,680 in operating revenue, non-operating revenue of \$58,000, and there will be an appropriation from retained earnings of \$1,549,118 for one-time expenses. There is a 2% water rate increase included in the FY 2020-21 budget. Water revenues were down about 3% during the first 7 months of FY 2020-21 due to the COVID-19 pandemic. The rate revenues for the last quarter of FY 2020-21 were estimated assuming a return to pre-pandemic levels. Water rate revenues for FY 2020-21 are projected to decrease 2% when compared to FY 2019-20 year-end estimates. The rate revenue projections for FY 2020-21 are conservative with 2% growth due to the unknowns associated with COVID-19.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$18,058,000, non-operating revenue of \$2,000, and there will be an appropriation from retained earnings of \$1,080,115. There are no wastewater rate increases in the FY 2021-22 budget. Wastewater revenues are expected to increase 2% based upon current residential and commercial development trends when compared to FY 2020-21 year-end estimates.

Public Transit: The Public Transit budget is comprised of \$317,766 in operating revenue, \$4,378,295 in restricted intergovernmental revenue, and \$390,000 in transfers. Transit ceased collecting fares for operations during the COVID-19 pandemic. In FY 2021-22, Concord's General Fund contribution to the Transit system will be completely covered by CARES Act and American Rescue Plan funding.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2021-22 to remain stable when compared to the amended budget of the prior year. Total revenues are estimated at \$1,934,364 which does not include a separate transfer from the General Capital Reserve Fund of \$940,000 that will be used for clubhouse renovations in the Golf project fund.

Aviation: The Aviation budget is comprised of \$8,506,511 in operating revenue, \$1,544,738 in federal grant funding, \$89,200 in non-operating revenue, \$49,060 in licenses, and a transfer of \$860,270 from the General Fund, which represents payment in lieu of property tax. The COVID-19 pandemic had a significant impact on the operations at the airport. The estimates for FY 2020-21 were very conservative. Luckily, airport operations resumed at level that is exceeding the original budget estimates but will still finish about 8% below FY 2019-20 amounts. Revenues for the FY 2021-22 budget are estimated to be 4% above FY 2020-21 estimates.

Public Housing: The Public Housing budget is comprised of \$445,000 in operating revenues, \$70,000 in other revenues, transfers of \$3,320, and restricted revenues of \$887,059.

Internal Services Fund: The Internal Services Fund – comprised of Data Services, Customer Care, Utilities Collections, Billing, Engineering, Buildings & Grounds and Purchasing – totals \$18,166,166. 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. The Fee Schedule can be found at <https://concordnc.gov/Adopted-Fees-Schedule>

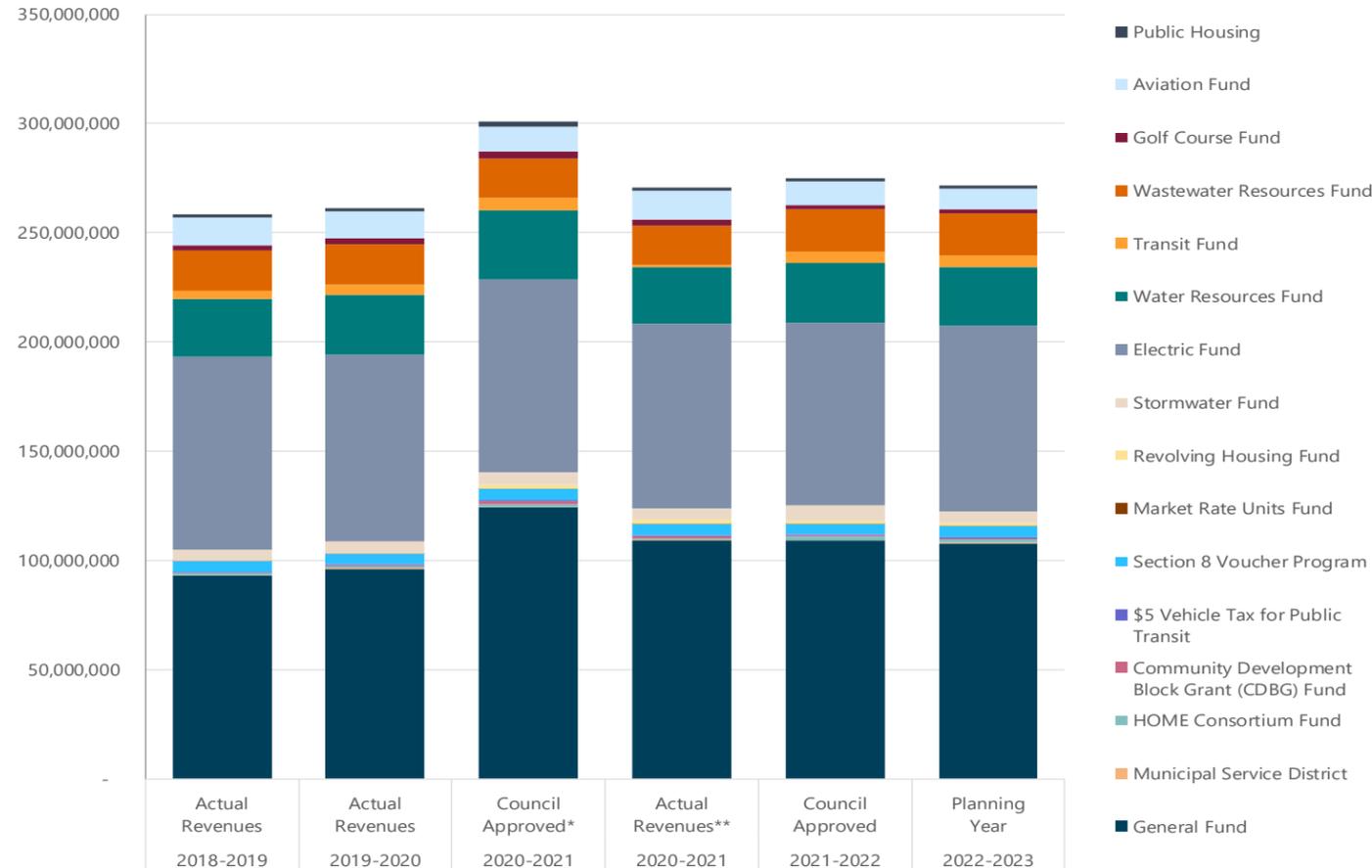
City Revenues

	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
By Fund							
General Fund	93,182,967	96,252,963	124,335,081	109,482,079	109,257,712	109,257,712	107,936,297
Municipal Service District	88,846	97,357	194,707	189,465	219,613	219,613	219,613
HOME Consortium Fund	752,358	1,129,872	1,266,540	389,641	1,447,773	1,447,773	1,447,773
Community Development Block Grant (CDBG) Fund	425,982	441,551	1,342,380	1,048,310	677,769	677,769	682,436
\$5 Vehicle Tax for Public Transit	404,378	349,439	440,000	391,310	390,000	390,000	390,000
Section 8 Voucher Program	4,896,506	4,876,182	5,229,000	5,219,552	4,976,635	4,976,635	4,976,635
Market Rate Units Fund	53,814	63,751	65,771	62,124	66,616	66,616	66,616
Revolving Housing Fund	-	-	1,958,406	1,798,943	1,414,018	1,414,018	1,414,018
Stormwater Fund	5,442,585	5,420,409	5,395,012	5,202,835	6,676,606	6,676,606	5,227,585
Electric Fund	88,160,658	85,815,990	88,290,065	84,643,808	83,554,000	83,554,000	85,215,350
Water Resources Fund	26,450,963	27,232,905	31,942,360	25,907,587	27,773,798	27,773,798	26,730,734
Transit Fund	3,658,128	4,637,368	5,569,553	1,117,678	5,086,061	5,086,061	5,086,454
Wastewater Resources Fund	18,232,171	18,346,200	18,108,690	17,900,825	19,140,115	19,140,115	19,421,200
Golf Course Fund	2,636,449	2,768,709	3,129,581	2,848,740	1,934,364	1,934,364	1,934,364
Aviation Fund	12,442,059	12,303,424	11,492,230	13,188,232	11,049,779	11,049,779	9,696,855
Public Housing	1,430,949	1,505,803	2,032,457	1,540,028	1,405,379	1,405,379	1,405,379
TOTAL CITY REVENUES	\$ 258,258,812	\$ 261,241,921	\$ 300,791,833	\$ 270,931,160	\$ 275,070,238	\$ 275,070,238	\$ 271,851,309

* as amended

**as of July 16, 2021

City Revenues by Fund



City Expenditures

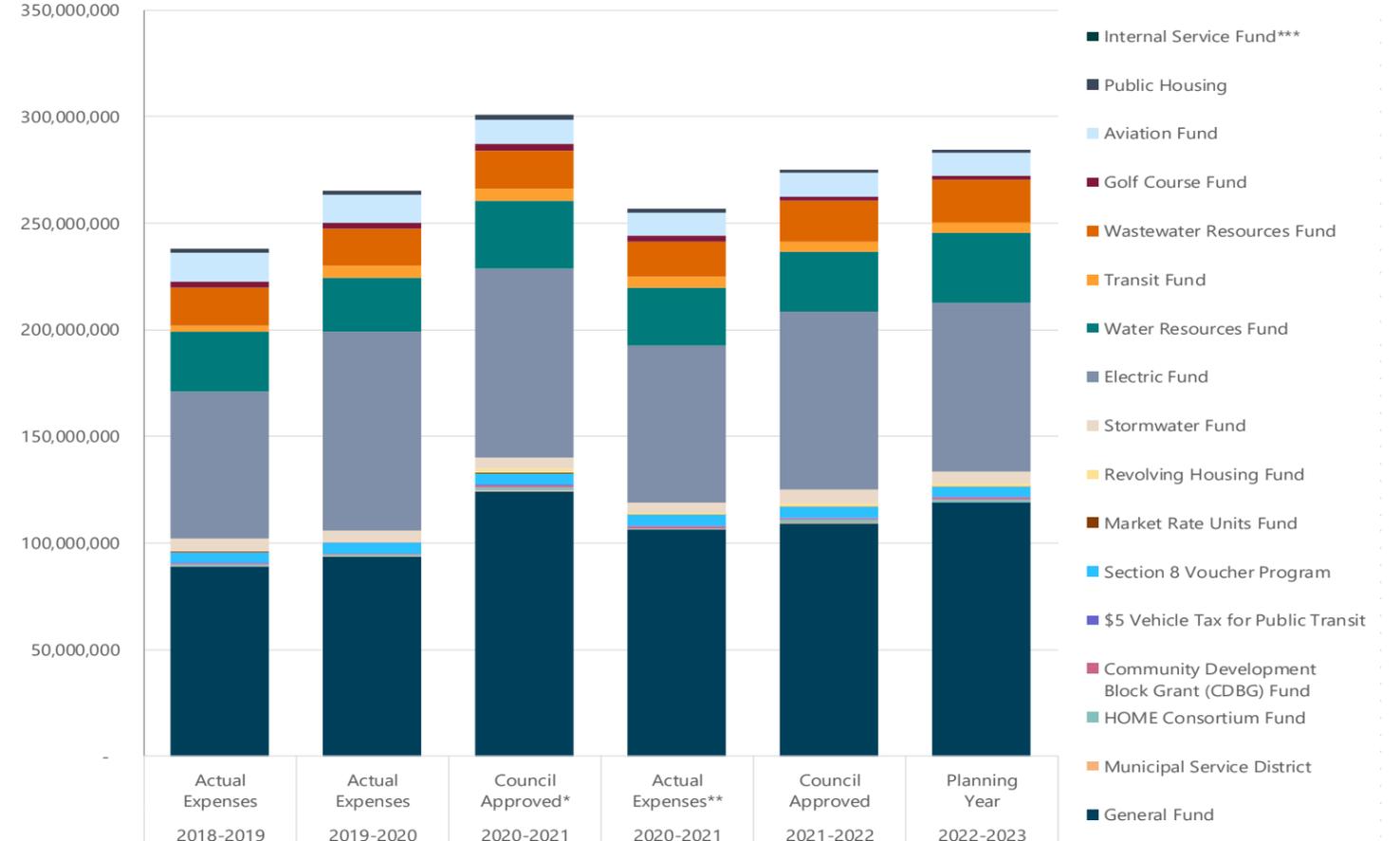
	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
By Fund							
General Fund	89,122,930	93,759,056	124,335,081	106,351,422	109,257,712	109,257,712	118,907,026
Municipal Service District	89,028	97,379	194,707	147,442	219,613	219,613	217,273
HOME Consortium Fund	831,682	597,007	1,266,540	278,660	1,447,773	1,447,773	1,437,801
Community Development Block Grant (CDBG) Fund	425,982	441,551	1,342,380	1,128,694	677,769	677,769	685,577
\$5 Vehicle Tax for Public Transit	404,378	349,439	440,000	179,430	390,000	390,000	390,000
Section 8 Voucher Program	4,896,359	4,852,341	5,229,000	5,102,169	4,976,635	4,976,635	4,946,110
Market Rate Units Fund	44,911	31,824	65,771	31,935	66,616	66,616	45,464
Revolving Housing Fund	-	-	1,958,406	880,298	1,414,018	1,414,018	1,442,298
Stormwater Fund	6,427,808	5,872,020	5,395,012	4,958,561	6,676,606	6,676,606	5,457,840
Electric Fund	68,883,578	93,086,868	88,290,065	73,505,778	83,554,000	83,554,000	79,174,284
Water Resources Fund	27,858,410	25,266,286	31,942,360	27,064,176	27,773,798	27,773,798	32,747,805
Transit Fund	2,871,019	5,571,167	5,569,553	5,080,357	5,086,061	5,086,061	5,031,675
Wastewater Resources Fund	17,839,399	17,309,891	18,108,690	16,584,436	19,140,115	19,140,115	19,745,409
Golf Course Fund	2,679,715	2,820,960	3,129,581	3,027,241	1,934,364	1,934,364	1,934,364
Aviation Fund	13,849,537	13,307,660	11,492,230	10,617,231	11,049,779	11,049,779	10,810,190
Public Housing	1,760,110	1,829,443	2,032,457	1,742,562	1,405,379	1,405,379	1,386,654
Internal Service Fund***	-	-	-	-	-	-	-
TOTAL CITY EXPENDITURES	\$ 237,984,846	\$ 265,192,892	\$ 300,791,833	\$ 256,680,392	\$ 275,070,238	\$ 275,070,238	\$ 284,359,770

* as amended

**as of July 16, 2021

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

City Expenditures by Fund



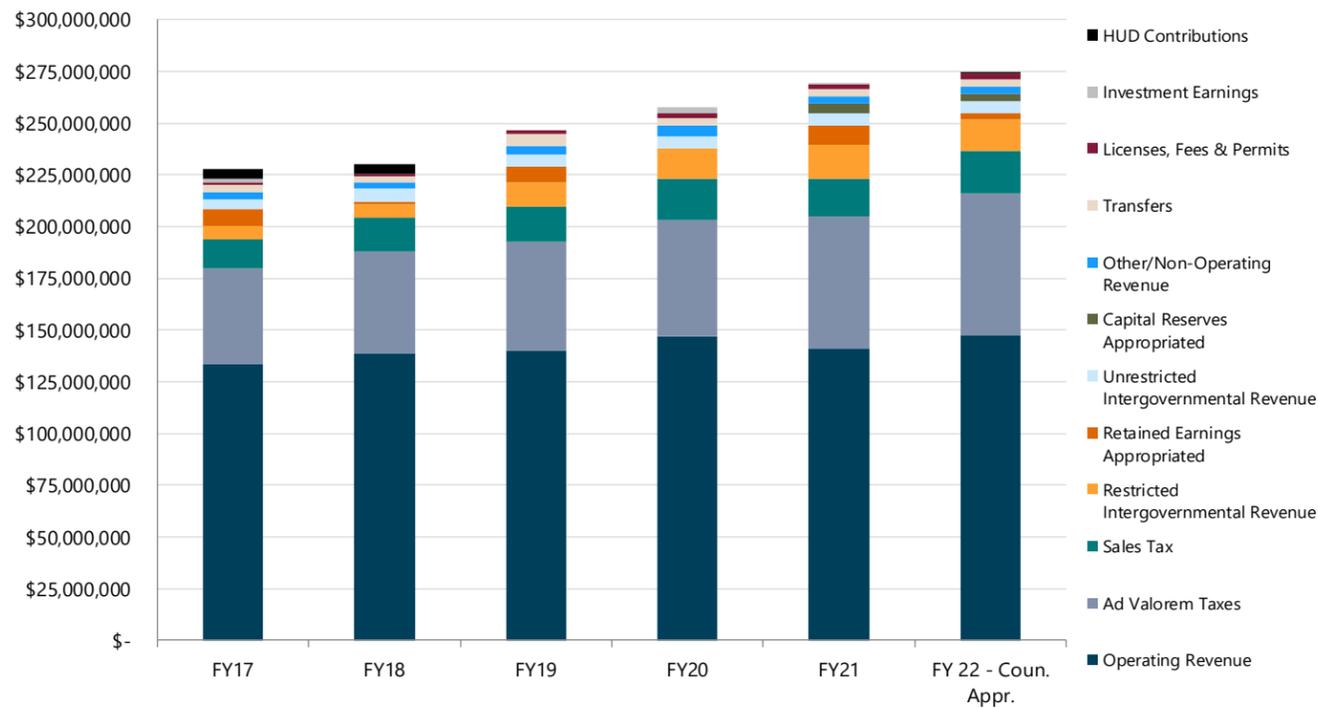
FY 2021-2022 Budget by Fund

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	68,682,889	219,613	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 68,902,502	25.0%				
Sales Tax	20,516,278	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 20,516,278	7.5%				
Unrestricted Intergovernmental Revenue	5,974,645	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 5,974,645	2.2%				
Restricted Intergovernmental Revenue	4,530,516	-	4,976,635	1,316,767	675,769	-	-	-	-	-	-	1,878,295	-	-	1,544,738	-	-	-	-	-	\$ 14,922,720	5.4%				
Licenses, Fees & Permits	2,182,500	-	-	-	-	390,000	-	-	-	-	-	-	-	-	49,060	-	-	-	-	-	\$ 2,621,560	1.0%				
Operating Revenue	1,133,380	-	-	-	-	-	66,616	-	-	-	-	5,169,875	83,484,000	26,166,680	2,500,000	18,058,000	1,916,091	8,506,511	515,000	-	\$ 147,516,153	53.6%				
Other/Non-Operating Revenue	3,144,504	-	-	100,000	2,000	-	-	-	-	-	6,000	70,000	58,000	317,766	-	18,273	89,200	-	-	-	\$ 3,805,743	1.4%				
Investment Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	-	-	-	-	-	-	\$ 2,000	0.0%				
Retained Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-				
Appropriated Capital Reserves Appropriated	3,093,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 3,129,964	1.1%				
HUD Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$ 3,093,000	1.1%				
Transfers	-	-	-	31,006	-	-	-	-	-	-	-	-	-	-	-	-	-	-	887,059	887,059	\$ 887,059	0.3%				
TOTAL REVENUE	\$ 109,257,712	\$ 219,613	\$ 4,976,635	\$ 1,447,773	\$ 677,769	\$ 390,000	\$ 66,616	\$ 1,414,018	\$ 6,676,606	\$ 83,554,000	\$ 27,773,798	\$ 5,086,061	\$ 19,140,115	\$ 1,934,364	\$ 11,049,779	\$ 1,405,379	\$ 275,070,238	100.0%								

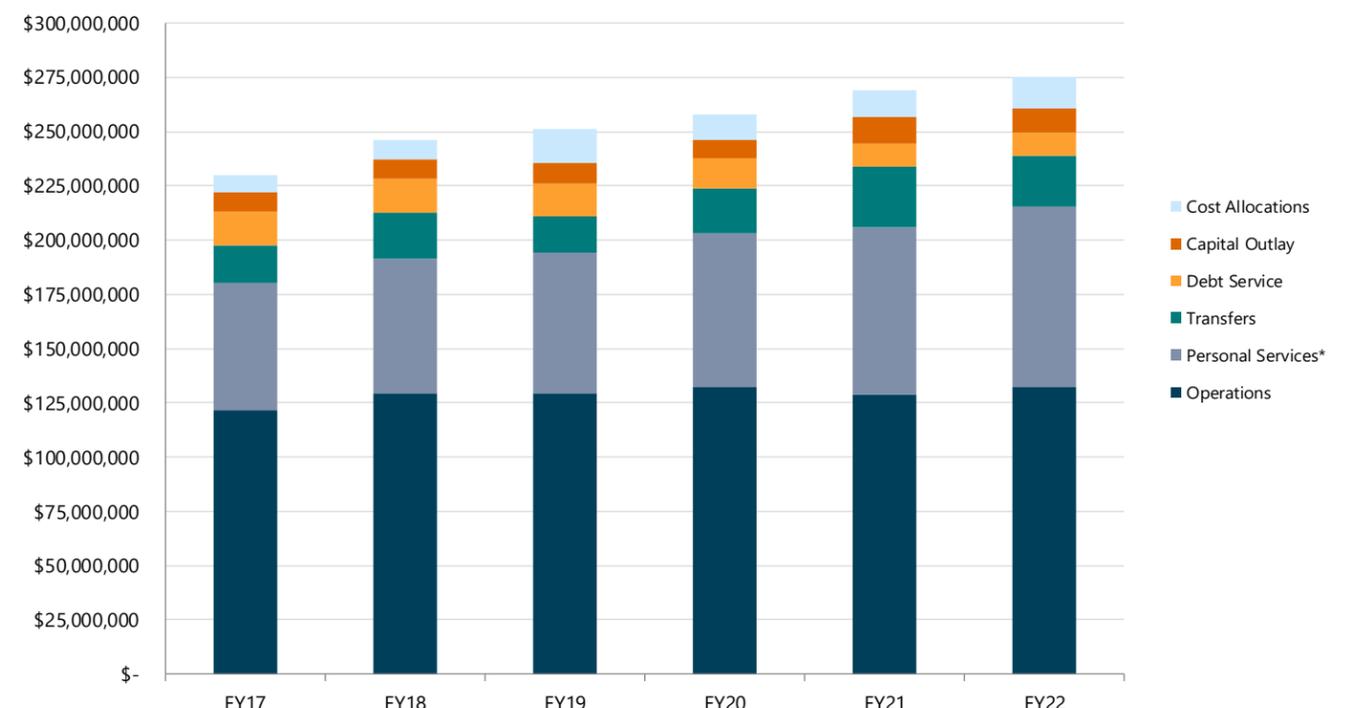
Expenditures:	General Fund								Special Revenue Funds								Enterprise Funds								All Funds	Percentage by Type
	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing										
Personal Services*	61,084,875	158,149	77,864	68,310	105,679	-	-	-	1,713,997	8,079,021	5,255,540	564,488	2,530,786	-	3,272,753	246,022	-	-	-	-	\$ 83,157,484	30.2%				
Operations	31,694,240	54,224	4,865,096	1,379,463	572,090	-	28,970	-	637,188	59,098,029	11,435,524	4,467,039	9,836,844	1,828,232	5,285,013	1,129,858	-	-	-	-	\$ 132,311,810	48.1%				
Capital Outlay	4,980,400	-	-	-	-	-	-	1,414,018	415,000	2,709,300	790,500	-	325,000	-	661,816	-	-	-	-	-	\$ 11,296,034	4.1%				
Debt Service	3,044,268	-	-	-	-	-	-	-	-	1,466,053	2,899,997	-	1,520,939	-	1,297,209	-	-	-	-	-	\$ 10,228,466	3.7%				
Cost Allocations	963,278	-	-	-	-	-	-	-	851,775	4,705,210	4,635,378	54,534	2,756,416	-	522,338	-	-	-	-	-	\$ 14,488,929	5.3%				
Transfers	7,490,651	7,240	33,675	-	-	390,000	37,646	-	3,058,646	7,496,387	2,756,859	-	2,170,130	106,132	10,650	29,499	-	-	-	-	\$ 23,587,515	8.6%				
TOTAL EXPENDITURES	\$ 109,257,712	\$ 219,613	\$ 4,976,635	\$ 1,447,773	\$ 677,769	\$ 390,000	\$ 66,616	\$ 1,414,018	\$ 6,676,606	\$ 83,554,000	\$ 27,773,798	\$ 5,086,061	\$ 19,140,115	\$ 1,934,364	\$ 11,049,779	\$ 1,405,379	\$ 275,070,238	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-FY22



Budgeted Expenses FY17-FY22



Fund Balance / 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).

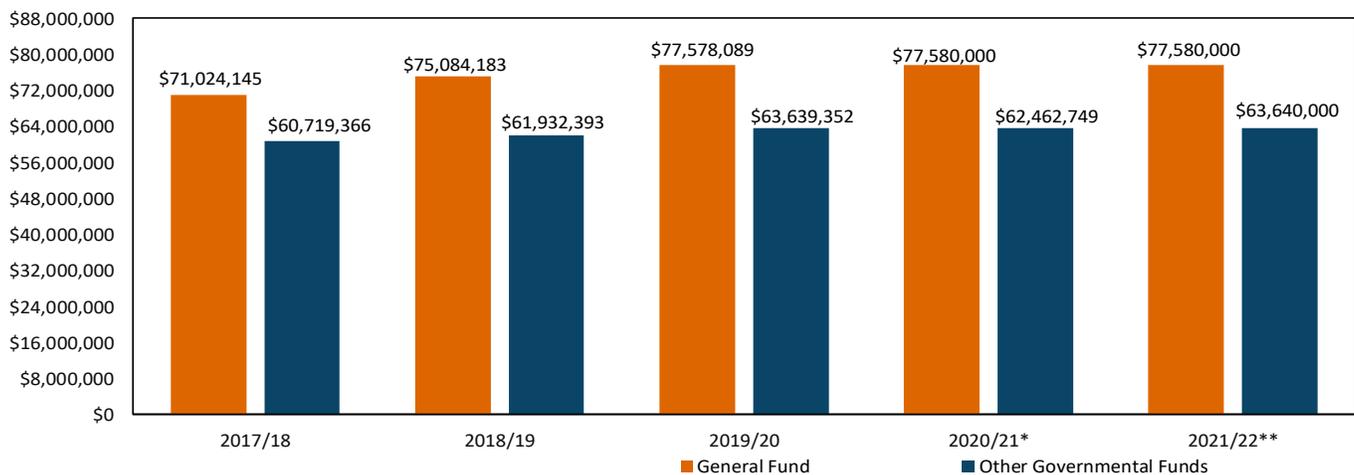
Fund Balance by Type	2017/18	2018/19	2019/20	2020/21*	2021/22**
General Fund	\$ 71,024,145	\$ 75,084,183	\$ 77,578,089	\$ 77,580,000	\$ 77,580,000
Other Governmental Funds	\$ 60,719,366	\$ 61,932,393	\$ 63,639,352	\$ 63,640,000	\$ 63,640,000
Totals	\$ 131,743,511	\$ 137,016,576	\$ 141,217,441	\$ 141,220,000	\$ 141,220,000

Net Position	2017/18	2018/19	2019/20	2020/21*	2021/22**
Business Type Activities - Enterprise Funds					
Electric Fund	\$ 126,831,990	\$ 149,569,623	\$ 175,168,555	\$ 173,111,000	\$ 173,111,000
Water Fund	\$ 124,292,183	\$ 133,202,537	\$ 141,036,931	\$ 135,568,000	\$ 134,019,000
Wastewater Fund	\$ 90,323,388	\$ 97,337,850	\$ 104,040,101	\$ 104,040,000	\$ 103,960,000
Aviation Fund	\$ 80,700,744	\$ 84,421,603	\$ 88,723,072	\$ 86,864,000	\$ 86,864,000
Stormwater Fund	\$ 53,624,918	\$ 54,697,867	\$ 55,485,102	\$ 55,290,000	\$ 53,790,000
Other Enterprise Funds	\$ 14,395,513	\$ 12,757,282	\$ 12,637,013	\$ 12,637,000	\$ 12,637,000
Totals	\$ 490,168,736	\$ 543,554,927	\$ 577,090,774	\$ 567,510,000	\$ 564,381,000

* 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. In the case of Police Officer positions, 1 FTE equals 2,229.84 hours per year. A Firefighter FTE equals 2,920.96 hours per year.

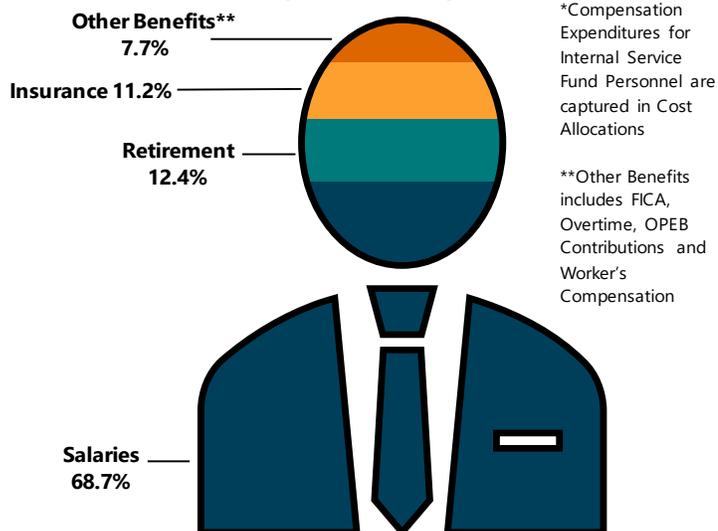
Budget Unit	FY 2017-18 FTE	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE
GENERAL FUND					
General Government					
Public Services Administration	1	1	1	1	1
City Manager's Office	6.5	6.5	7	9	9
Human Resources	12	13	13	13	13
Finance	13	13	14	15	15
Tax	0.75	0.75	0.75	1	1
Legal	6	6	6	6	6
Non-Departmental	0	0	0	0	0
Public Safety					
Police	204	206	209	217	226
Code Enforcement	8	9	9	9	9
Emergency Communications	25.5	25.5	25.5	25.5	25.5
Radio Shop	4.1	4.1	4.5	4.5	5.5
Fire	194	200	217	238	240
Fire Prevention	9.5	10.2	10.2	10.2	10.2
Fire Training	4	4	4	4	5
Emergency Management	2	2	1	1	1
Public Works					
Streets & Traffic	34	34.5	35.5	36	36
Powell Bill (staff part of Streets & Traffic)	0	0	0	0	0
Traffic Signals	6	6	7	8	8
Traffic Services	5	5	5	5	5
Solid Waste & Recycling	32.5	34.5	36	36.5	40.6
Cemeteries	8	8	9	9	9
Fleet Services	14	14	14	14	14
Economic Development					
Planning & Neighborhood Development	17	18	18	19	19
Transportation Planning (contract)	0	0	0	0	0
Economic Development	1	1	1	1	1
Culture & Recreation					
Parks & Recreation	29.93	31.5	35	36	36.5
Parks & Recreation - Aquatics (seasonal staff)	0	0	0	0	0
Total FTE General Fund	637.8	653.6	682.5	718.7	736.2
OTHER FUNDS					
Municipal Service District Fund	0	0	0	2	2
HOME Consortium Fund	0.8	0.8	0.8	1	1
Transportation Improvement Fund	0	0	0	0	0
CDBG Fund	1.2	1.2	1.2	1	1
Addl. \$5 Vehicle Tax (Transit) Fund	0	0	0	0	0

Budget Unit	FY 2017-18 FTE	FY 2018-19 FTE	FY 2019-20 FTE	FY 2020-21 FTE	FY 2021-22 FTE
Stormwater Fund					
Stormwater Operations	21.09	20.58	20.58	20.26	21.59
Electric Systems Fund					
Electric Administration	3	3	3	3	4
Purchased Power	0	0	0	0	0
Powerlines Maintenance	18	18	18	18	18
Tree Trimming	7	8	8	10	10
Electric Construction	35	37	37	37	37
Peak Shaving	0	0	0	0	0
Electric Engineering Services	8	8	8	8	9
Utility Locate Services	5	5	5	5	5
Water Resources Fund					
Hillgrove Water Treatment Plant	14.5	14.5	14.5	15.5	15.5
Coddle Creek Water Treatment Plant	15.5	16.5	16.5	15.5	15.5
Waterlines Operations & Maintenance	35.6	35.09	36.09	37.76	38.10
Public Transit Fund					
Rider Transit System	6.5	6.5	6.5	6.5	6.5
Wastewater Resources Fund					
Wastewaterlines Operations & Maintenance	31.31	32.16	32.16	31.48	31.81
Golf Course Fund					
Golf Course Operations (contract)	0	0	0	0	0
Aviation Fund					
Aviation Operations	41.5	43.5	45.5	45.5	47.5
Public Housing / Sec. 8 Vouchers Funds					
Public Housing Operations / Vouchers Program	13	14	14	13	13
Internal Services Fund					
Utilities Collections	5	5	5	3.75	3.75
Data Services (contract)	1	1	1	1	0
Billing	11.25	14.25	16.25	16.25	16.25
Customer Care	27	25	25	25	25
Engineering	26	26	26	26	26
Purchasing	7	7	7	7	7
Buildings & Grounds	44.6	47.5	49.5	52.5	57.5
Total FTE Other Funds	378.9	389.6	396.6	402.0	412.0
Total FTE All City Funds	1,016.6	1,043.1	1,079.0	1,120.7	1,148.2

FY 21-22 Summary of Budgeted City wide

Compensation Expenditures*

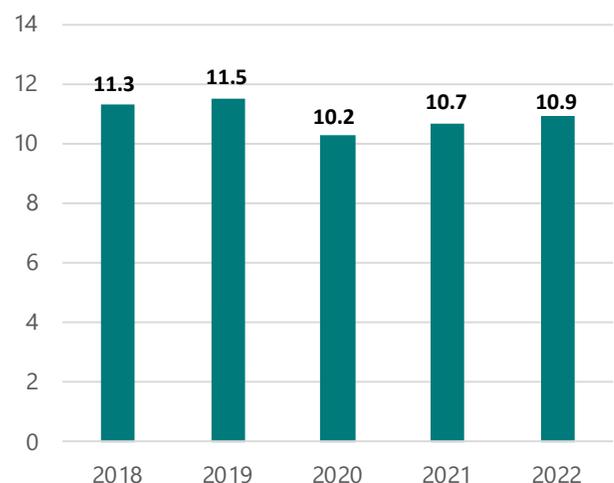
(\$83,157,484)



*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 Principles of Excellent Service.

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 exceptional service.

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 Brewer, Aviation
- Brian Stancil, Buildings & Grounds
- Nicholas Blalock, Communications
- Jenny Volpicelli, Electric Systems
- Racquel Chestnut, Engineering
- Brandon Edwards, Finance
- Ann Baldwin, Collections/Customer Care
- Robert Beamon, Fleet Services
- Charles Thompson, Purchasing
- Aprill King, Fire
- Vacant, Fire
- Michelle Hunt, Transit
- Elizabeth Rutledge, Housing
- Dustin Cress, Transportation
- Latoya Peterson, Human Resources
- Caleb Smith, Wastewater
- Jenny Varney, Parks & Recreation
- Luke Ashworth, Water
- Gerald Warren, Planning & Nbhd Development
- Vacant, Police
- Ytalo Delgado, Police
- Leslie Allman, Water
- Lisa Cloninger, Legal
- Melvin Myrick, Solid Waste

Facilitators: Desmond Miller & Rita Ellison



Performance Measurement Efforts

Concord is deeply committed to providing cost-effective and quality services to citizens. To support these efforts, the City monitors its performance using a performance measurement program. Performance measurement involves the regular collection of quantifiable information regarding the results of City services. The City's collected metrics help demonstrate what kind of job we are doing and the effects our efforts are having in our community. In addition to the City's performance measurement program, benchmarking data is used to manage for results, improve productivity, and ensure Strategic Plan Goals are met. Performance information is a tool for use by citizens, City Council, City management, department directors, supervisors, and front-line employees.

Why do local governments measure performance? There are many reasons, which include:¹

- To improve accountability
- To enhance city planning and budgeting
- To improve operational practices
- To conduct performance evaluations/management by objectives/performance appraisals
- To assist decision-making regarding resource allocation, and
- To enhance management decisions and contract monitoring

Since 2001, the City has maintained an aggressive effort to incorporate the use of performance measures in all departments. Most City departments monitor their performance through a series of semi-annual measures. Detailed measures are tied to each department's major service areas and associated performance goals. Nearly all departments report performance information, which can be found on individual departmental pages in Performance Summary Tables later in this document. The implementation and enhancement of performance measurement is a continuous journey as reflected in the budget document.

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. 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 participating departments 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.

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

Summary of External Agency Funding

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

External Agency	Proposed Usage:	FY 19/20	FY 20/21	FY 21/22
General Fund				
AYA House, Inc	Staff Support for transitional housing	-	-	2,500
Big Brothers, Big Sisters of Cabarrus County	One-to-One Mentoring	5,500	5,500	6,000
Boys & Girls Club of Cabarrus County	Youth Athletic Programs	9,000	9,000	8,000
Cabarrus Arts Council, Inc	Arts Programing	42,500	37,000	37,000
Cabarrus Events Association	Band Awards & Off-Sets	6,000	6,000	6,000
Cabarrus Victims Assistance Network (CVAN)	Shelter & Support Services	10,000	10,000	10,000
Conflict Resolution Center - Teen Court	Salary Off-Sets & Supplies	8,500	8,500	6,000
El Puente Hispano	ESL Program	-	2,000	3,000
Habitat for Humanity - Cabarrus County	Critical Home Repair Program	9,500	12,000	12,000
Historic Cabarrus, Inc	Educational & Program Outreach	10,500	10,500	9,000
International Center for Community Development	Part of Executive Director's Salary	-	-	500
Opportunity House	Operational costs (salaries, transportation...)	-	-	2,000
Special Olympics - Cabarrus County	Spring Games	-	2,500	2,500
Sub-total		\$101,500	\$103,000	\$104,500
Utility Funds				
Cabarrus Cooperative Christian Ministries	Utility Bill Assistance	24,000	25,000	30,000
Sub-total		\$24,000	\$25,000	\$30,000
Community Development Block Grant				
Academic Learning Center	Teacher Stipends	4,500	4,000	3,500
AYA House, Inc	Housing, utilities, food, and transportation	-	-	1,250
Big Brothers, Big Sisters of Cabarrus County	Career Counseling towards graduation	-	-	4,000
Cabarrus Cooperative Christian Ministries	Case Manager Positions	9,000	8,500	13,000
Cabarrus Meals on Wheels	Kitchen Manager Salary Off-Set	8,000	9,000	9,000
Coltrane LIFE Center	Adult Day-Care Off-Set	5,000	6,500	9,000
Conflict Resolution Center - Teen Court	Salary Off-Sets & Supplies	-	5,000	4,500
El Puente Hispano	After-School/Homework Help Program	7,000	10,500	8,000
Gibson Village Community Development Corporation	Mobile Farmers Market	-	-	3,500
Habitat for Humanity - Cabarrus County	Habitat Homeownership Program	-	6,000	6,000
Hope Haven ~ Sustaning Grant	Operational Costs (food, toiletries,...)	10,000	8,000	6,000
Multicultural Community Student Union	Operational Costs (rent, utilities,...)	-	6,500	4,500
Opportunity House	Operational Costs (salaries, utilities,...)	4,000	6,500	4,500
Prosperity Unlimited, Inc	Operational Costs (office space, marketing,..)	9,000	8,500	7,500
Salvation Army	Emergency shelter Expenses	12,500	12,500	12,500
Sub-total		\$69,000	\$91,500	\$96,750
TOTAL FOR ALL FUNDS		\$194,500	\$219,500	\$231,250

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

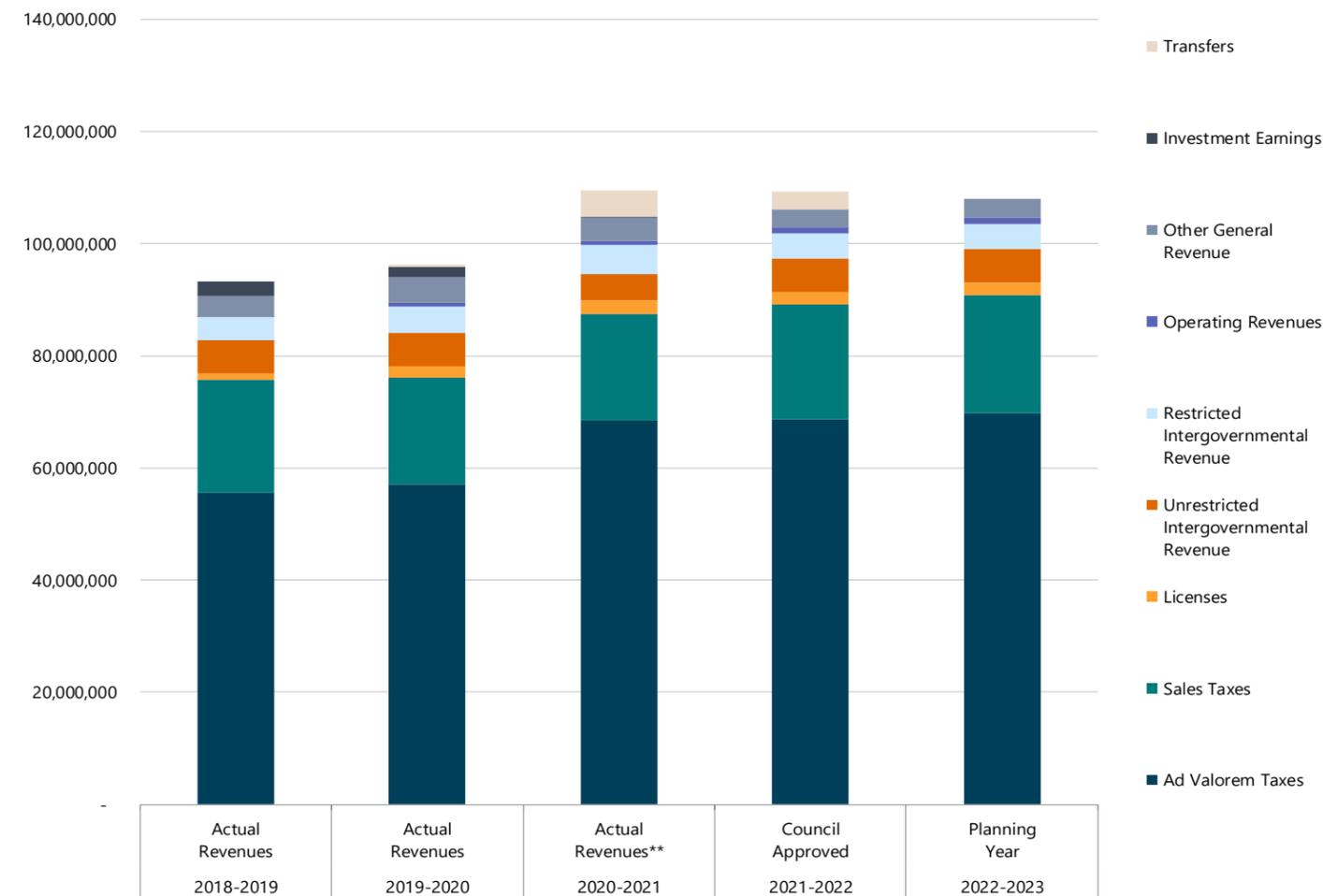
- **General Government:** General Government serves as the support function, assisting all City Departments in the conduct of their daily operations. General Government is comprised of the Governing Body, Public Services Administration, City Manager's Office, Human Resources, the Wellness Center, Finance,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

	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 100								
Ad Valorem Taxes	55,584,923	57,136,757	67,117,876	68,481,413	68,682,889	68,682,889	62.86%	69,833,309
Sales Taxes	20,168,719	18,919,783	19,960,707	18,979,834	20,516,278	20,516,278	18.78%	20,981,658
Licenses	1,133,515	2,141,309	2,096,300	2,366,048	2,182,500	2,182,500	2.00%	2,232,500
Unrestricted Intergovernmental Revenue	6,034,055	5,913,419	5,793,818	4,800,031	5,974,645	5,974,645	5.47%	6,058,000
Restricted Intergovernmental Revenue	4,033,736	4,643,675	5,220,285	5,144,646	4,530,516	4,530,516	4.15%	4,467,128
Operating Revenues	37,063	845,368	814,880	825,805	1,133,380	1,133,380	1.04%	1,167,536
Other General Revenue	3,644,546	4,459,083	18,699,916	4,035,360	3,144,504	3,144,504	2.88%	3,196,166
Investment Earnings	2,546,409	1,756,530	4,406	222,048	-	-	0.00%	-
Transfers	-	437,038	4,626,893	4,626,893	3,093,000	3,093,000	2.83%	-
TOTAL REVENUES	\$ 93,182,967	\$ 96,252,963	\$ 124,335,081	\$ 109,482,079	\$ 109,257,712	\$ 109,257,712	100.0%	\$ 107,936,297

* as amended

**as of July 16, 2021

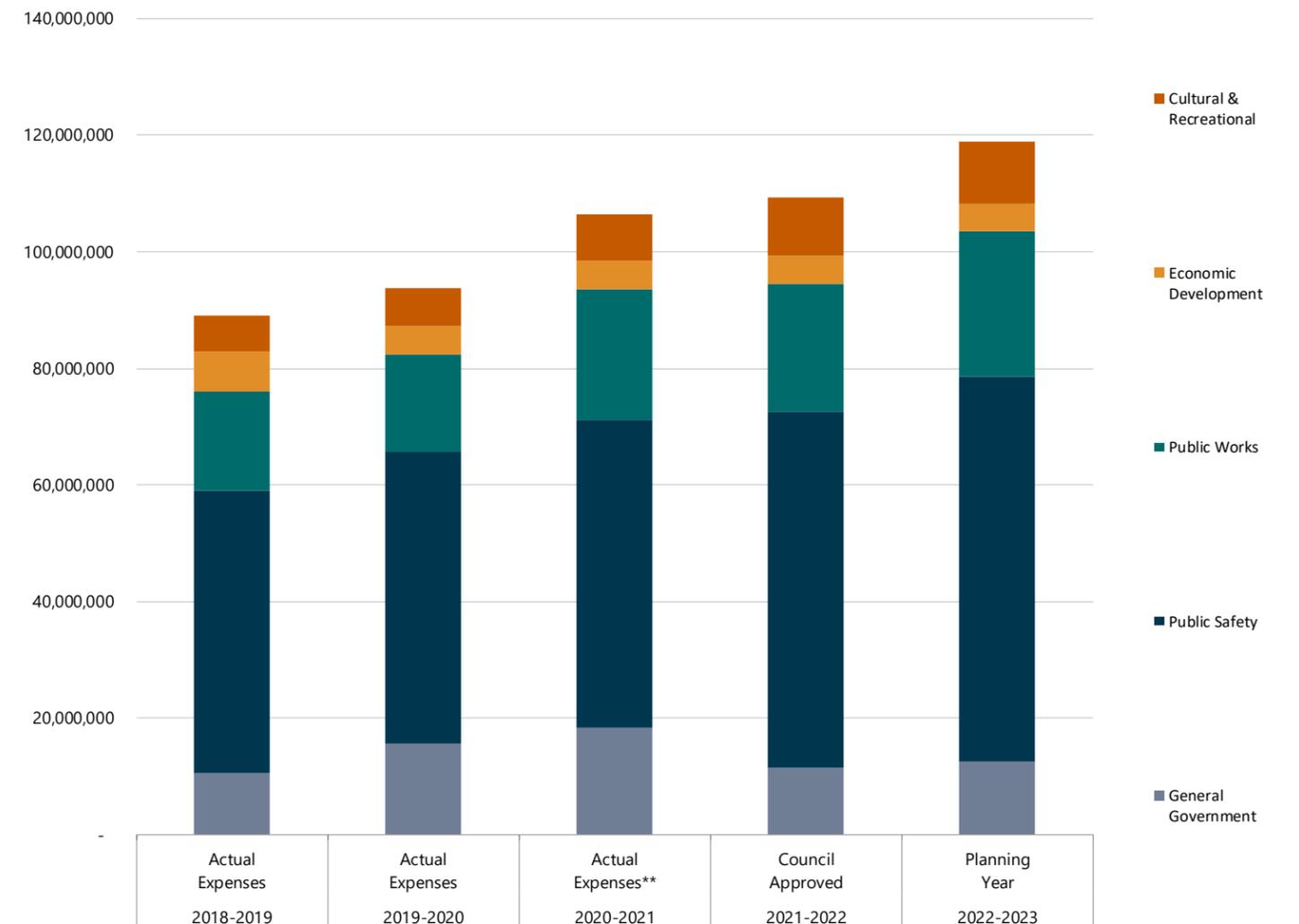


General Fund Expenditures

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Function	2022-2023 Planning Year
Functional Area								
General Government	10,519,619	15,638,886	20,946,126	18,256,471	11,361,349	11,361,349	10.4%	12,434,319
Public Safety	48,457,365	50,058,376	56,531,862	52,892,398	61,155,270	61,155,270	56.0%	66,207,119
Public Works	17,135,604	16,578,067	30,091,038	22,339,575	22,034,514	22,034,514	20.2%	24,910,951
Economic Development	6,796,122	4,899,215	6,153,934	4,920,859	4,727,417	4,727,417	4.3%	4,739,206
Cultural & Recreational	6,214,219	6,584,512	10,612,121	7,942,119	9,979,162	9,979,162	9.1%	10,615,431
TOTAL EXPENDITURES	\$ 89,122,930	\$ 93,759,056	\$ 124,335,081	\$ 106,351,422	\$ 109,257,712	\$ 109,257,712	100.0%	\$ 118,907,026

* as amended

**as of July 16, 2021



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

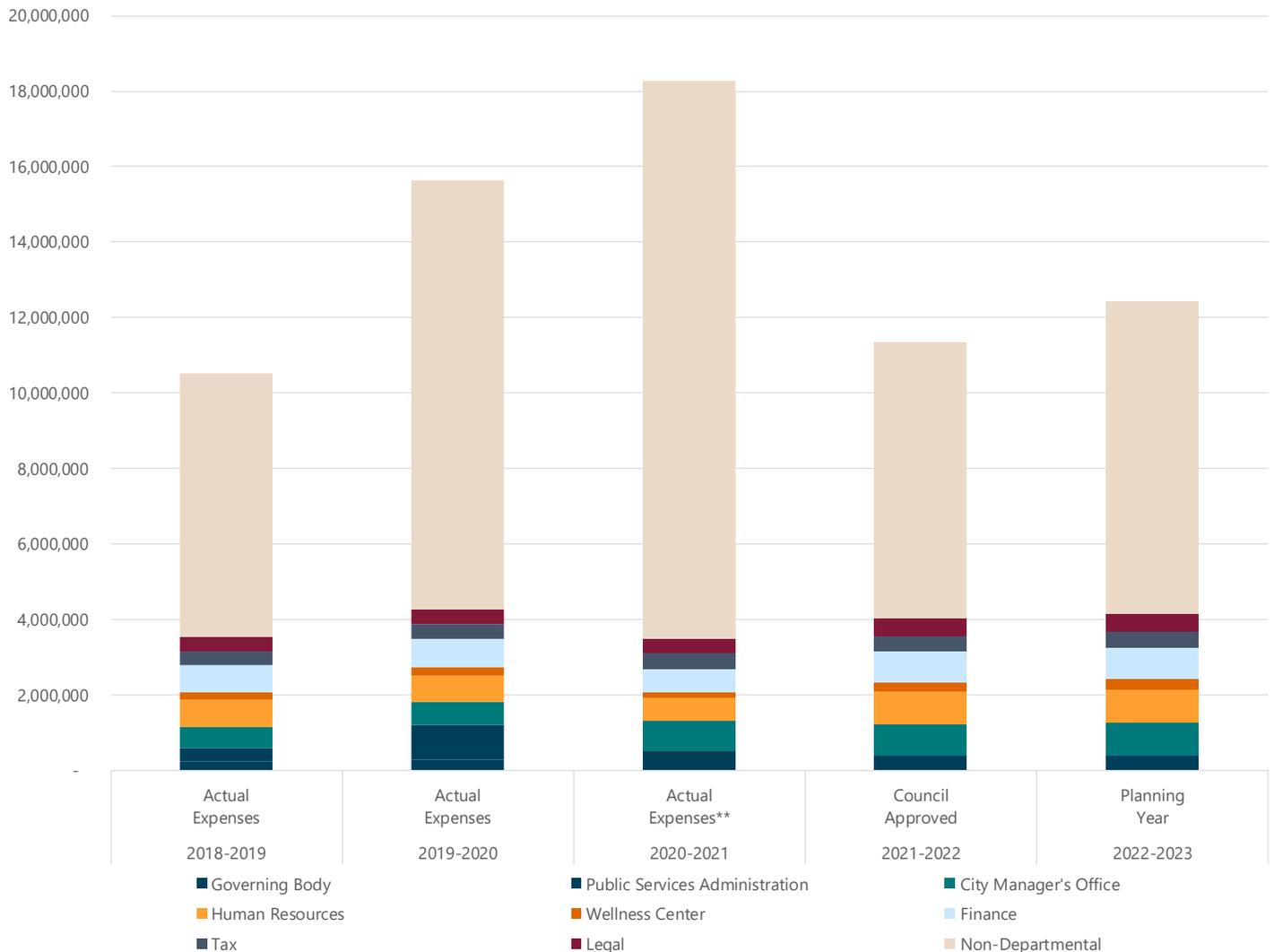
- **Governing Body:** Governing Body consists of the Mayor and seven City Council members. It is responsible for the City's legislative governance and general policy setting.
- **Public Services Administration:** Public Services Administration serves as the coordination and planning body for the City's eight infrastructure and development departments.
- **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.
- **Human Resources:** Human Resources coordinates employment, personnel actions, benefit plans, wellness programs, risk management, and professional development of City employees.
- **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.
- **Finance:** Finance is responsible for managing all of the fiscal affairs of the City and supporting the financial related operations of other City departments.
- **Tax:** Tax is responsible for the billing and collection of all General Fund fees and beer and wine licenses.
- **Legal:** Legal provides legal services to all City departments, the Mayor, City Council, and all City Boards and Commissions.
- **Non-Departmental:** Non-Departmental accounts for expenditures, which are unable or not required to be designated to a specific department.

General Government Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual	Actual	Council	Actual	Manager	Council	Percentage by	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Budget Unit	Year
Budget Unit (General Fund)								
Governing Body	229,859	286,360	498,305	403,811	255,984	255,984	2.3%	265,025
Public Services Administration	349,358	910,084	172,893	116,325	139,984	139,984	1.2%	143,452
City Manager's Office	567,908	613,987	864,628	791,130	841,636	841,636	7.4%	839,161
Human Resources	711,105	705,309	802,553	603,589	868,867	868,867	7.6%	901,528
Wellness Center	209,032	214,168	329,906	163,585	223,329	223,329	2.0%	287,850
Finance	729,292	758,216	765,193	608,746	818,294	818,294	7.2%	816,923
Tax	353,337	386,262	406,173	421,725	428,514	428,514	3.8%	430,762
Legal	377,077	401,439	409,077	363,959	472,788	472,788	4.2%	474,209
Non-Departmental	6,992,652	11,363,061	16,697,399	14,783,599	7,311,953	7,311,953	64.4%	8,275,409
Total Expenditures	\$ 10,519,619	\$ 15,638,886	\$ 20,946,126	\$ 18,256,471	\$ 11,361,349	\$ 11,361,349	100.0%	\$ 12,434,319

* as amended

**as of July 16, 2021



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

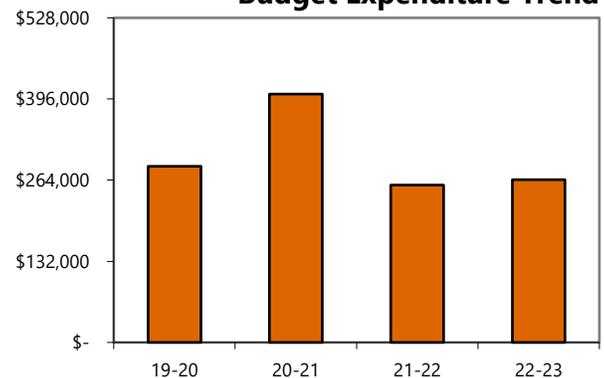
Organizational Chart Locator

Fund: 100 General Fund
 Functional Area: General Government
 Budget Unit: 4110 Governing Body

Personnel Summary

Fiscal Year	FTE
18-19	8
19-20	8
20-21	8
21-22	8
22-23 Planning	8

Budget Expenditure Trend



Major Accomplishments & Performance Goals

- Continue maintaining a healthy fund balance and capital reserves 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.
- The establishment of the Concord United Committee to promote diversity, equity, and inclusion within the City of Concord.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4110							
Personnel Services	186,798	174,791	183,307	186,018	180,836	180,836	180,836
Operations	191,060	213,532	519,168	393,543	257,089	257,089	274,480
Debt Service	136,848	136,492	136,870	136,870	136,581	136,581	136,581
Cost Allocations	(292,548)	(338,454)	(341,040)	(312,620)	(318,522)	(318,522)	(326,872)
Transfers	7,700	100,000	-	-	-	-	-
Total Expenditures	\$ 229,859	\$ 286,360	\$ 498,305	\$ 403,811	\$ 255,984	\$ 255,984	\$ 265,025

* as amended

**as of July 16, 2021

Public Services Administration

Mission Statement

Provides effective leadership, coordinates services, and promotes 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 engineering departments

Organizational Chart Locator

Fund: 100 General Fund

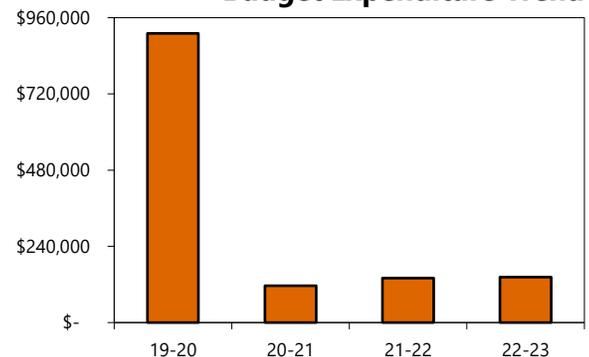
Functional Area: General Government

Budget Unit: **4115 Public Services Administration**

Personnel Summary

Fiscal Year	FTE
18-19	1
19-20	1
20-21	1
21-22	1
22-23 Planning	1

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued phased maintenance of BOC buildings/equipment sheds.
- Completed BOC Ready Room AV upgrades.
- Installed new remote gate controls in the Traffic Management Center (TMC).
- Completed installation of 3 new security cameras.
- Completed construction of 34 employee parking spaces.
- Completed installation of smoke detectors in Administration Building.

FY 21-22 Budget Highlights

- Continue roof restoration maintenance work on shed mezzanines.
- Complete construction of entrance roundabout, paved road to TMC.
- Begin design of new Fleet facility.
- Install smoke detectors in Ready Room/Warehouse/Shops.
- Install reliable HVAC controls at the Wellness Center.

FY 22-23 Planning Year Goals

- Continue roof restoration maintenance work on sheds and mezzanines.
- Replace BOC front gate.
- Begin construction of new Fleet facility.
- Relocate Solid Waste debris site and construct new entrance road.

Steps/Programs to Enhance Performance

- Implement technology proposals to aid in performance measurements and improve communications to all department employees.
- Continue to 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Support & Direction Support & Direction	Provide quality customer service to City departments, citizens, and the development community a timely manner to expedite the delivery of infrastructure and planning services.	% of performance objectives achieved by infrastructure/development departments	80%	100%	80%	80%	100%
		% of constituent inquiries/complaints responded to within 24 hours	New for FY22	New for FY22	New for FY22	New for FY22	New for FY22
Support & Direction	Promote safety in the workplace for planning and infrastructure co-workers to maintain a safe working environment.	Total number of recordable injuries for infrastructure/development coworkers	19	15	29	20	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	154,535	167,714	172,095	173,920	185,045	185,045	181,128
Operations	329,279	414,286	408,506	303,692	354,820	354,820	375,509
Debt Service	310,181	1,025,241	149,343	149,343	149,392	149,392	149,333
Cost Allocations	(444,637)	(1,155,156)	(557,051)	(510,630)	(549,273)	(549,273)	(562,518)
Transfers	-	458,000	-	-	-	-	-
Total Expenditures	\$ 349,358	\$ 910,084	\$ 172,893	\$ 116,325	\$ 139,984	\$ 139,984	\$ 143,452

* as amended

**as of July 16, 2021

City Manager's Office

Mission Statement

Plan and deliver City services to all citizens in the most efficient, economical, and effective manner and keep our citizens 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 public notices and City Council meetings follow all procedures, Statutes and Ordinances
- 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

Organizational Chart Locator

Fund: 100 General Fund

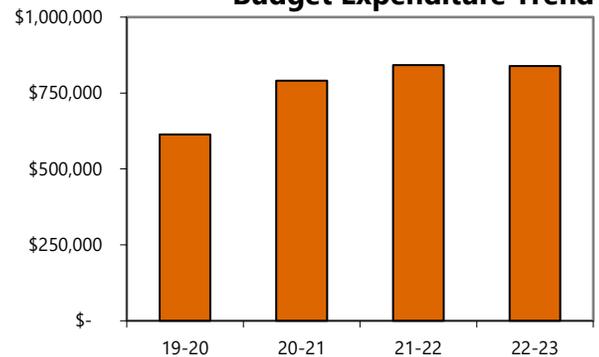
Functional Area: General Government

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

Personnel Summary

Fiscal Year	FTE
18-19	6.5
19-20	7
20-21	8
21-22	9
22-23 Planning	9

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Addition of a third Assistant City Manager position.
- Provided funding for contracted video production services made available to City departments.
- Redesigned the City's website.
- Improved social media outreach through Nextdoor, Facebook, Twitter, etc.
- Addition of a Diversity, Equity, and Inclusion Coordinator position.

FY 21-22 Budget Highlights

- Conduct biennial Citizen Satisfaction Survey.
- Develop a diversity, equity, and inclusion program.
- Continue social media communication efforts.

FY 22-23 Planning Year Goals

- Continue social media communication efforts.
- Enhance communications regarding downtown improvements.
- Coordinating with Human Resources to implement recommendations from the Concord United Committee.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Assistance to Mayor & City Council	Provide thorough information to Mayor and City Council to facilitate informed decision-making concerning the City.	% of Council Members rating overall satisfaction with Admin as "very" or "somewhat" satisfied	100%	100%	100%	100%	100%
Coordination of City Depts	Provide timely and accurate information to City departments for effective use of City resources.	% of City staff rating overall positive satisfaction with Admin	97%	100%	97%	100%	100%
		% of citizens rating overall satisfaction with City services positive or neutral	95%	95%	N/A based on bi-annual survey	95%	100%
Customer Service	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	98%	95%	N/A based on bi-annual survey	95%	N/A
Public Affairs	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	100%	100%	N/A due to Covid	100%	100%
		% of budgeted Neighborhood Matching Grant (NMG) funding awarded	100%	100%	100%	100%	100%
		NMG grantee funding leveraged by awarded City funds	355%	200%	222%	200%	200%
		% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somewhat"	95%	100%	N/A due to Covid	100%	95%
		% of Concord 101 participants rating overall satisfaction with the program as "very" or "somewhat"	100%	100%	100%	100%	98%
		Growth in CityLink Newsletter subscriptions	48%	100%	50%	100%	50%
Records	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	100%	100%	100%	100%	100%

Budget by Category

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2022-2023
Budget Unit #: 4120	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Planning Year
Personnel Services	790,378	895,943	1,084,592	961,168	1,264,988	1,264,988	1,275,172
Operations	308,603	315,278	357,068	345,655	295,542	295,542	279,825
Debt Service	139,923	139,559	139,946	139,946	139,650	139,650	139,650
Cost Allocations	(670,996)	(736,793)	(716,978)	(655,638)	(858,544)	(858,544)	(855,486)
Total Expenditures	\$ 567,908	\$ 613,987	\$ 864,628	\$ 791,130	\$ 841,636	\$ 841,636	\$ 839,161

* as amended

**as of July 16, 2021

Human Resources

Mission Statement

Perform 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.

Vision Statement

The HR Department will be a preferred partner to stakeholders by using automation to build a diverse talent pipeline and provide robust training and development—promoting an inclusive and engaging work environment.

Major Services Provided

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

Organizational Chart Locator

Fund: 100 General Fund

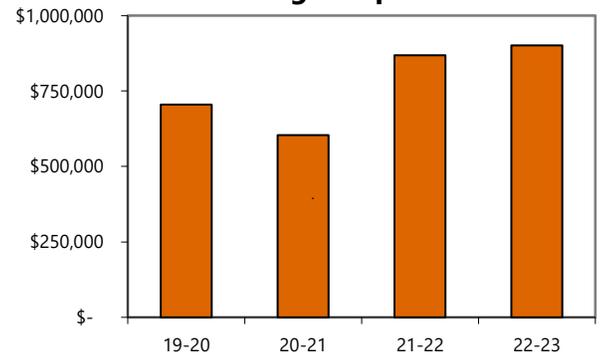
Functional Area: General Government

Budget Unit: **4125 Human Resources**

Personnel Summary

Fiscal Year	FTE
18-19	13
19-20	13
20-21	13
21-22	13
22-23 Planning	13

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued to audit policies and practices from the lens of employment law compliance and best practice methodology.
- Completed phase 1 of 4 of the HR Market Study.
- Improved efficiency with employee records management by implementing an electronic document routing and storage system.
- Implemented on-going City wide diversity, equity, and inclusion training.
- Provided Supervisors and Managers an HR Toolbox with critical tools to evaluate the City's recruitment and selection process.
- Implemented a City wide interviewing and candidate selection process, which included the institution of a hiring matrix, to better align the recruitment process with the City's diversity and inclusion efforts.
- Implemented a customized behavior-based interviewing (DDI) training program for supervisors and managers to eliminate bias and provide a framework and methodology for consistency in the City's hiring practices.
- Provided COVID-19 support and guidance to coworkers and management.

FY 21-22 Budget Highlights

- Implement a City wide internship program.
- Manage a third medical plan option to address the need for a more affordable option for family medical coverage.
- Continue with phase 2 of the HR Market Study.

FY 22-23 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 risk management software to identify, assess, treat, track, and report data that impacts the organization.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Federal & State Employment Law Compliance	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	81	48	128	52	20
Customer Service	Provide promotion, leadership, and monitoring for the City's commitment to provide excellent and continuously improving customer service.	% of new hires completing Journey Through Concord training within 1 year	5%	100%	**	N/A	N/A
Employee Relations	Encourage and provide a thorough and streamlined grievance process to review issues fairly and expediently	% of grievances resolved at department level	33%	<85%	50%	<85%	80%
Recruitment/ Retention	Provide strong position descriptions to attract qualified employee to ensure appropriate staffing levels	Average # of days from open to fill for full-time job vacancies	68	<70	60	<70	70
		Turnover Rate	9.3%	<10%	7.52%	<10%	10.2%
Worker's Compensation	Ensure a thorough review and correct processing of related claims	# of worker's compensation injuries	57	<100	40	<100	<100
Safety & Training	Promote safe practices and awareness City wide for the benefit of employee health and safety and insurance	# of departments receiving Dept. of Labor Safety Award	17	26	8	19	19
		% of employees receiving OSHA required annual training courses	39%*	90%	30%	90%	90%

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

**Journey through Concord was temporarily suspended during COVID-19. It will resume in fall 2021 and transition to HR.

Budget by Category

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2022-2023
Budget Unit #: 4125	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	1,010,968	1,102,918	1,219,165	1,057,443	1,225,326	1,225,326	1,225,768
Operations	359,667	320,248	487,885	362,965	482,091	482,091	513,595
Capital Outlay	25,656	-	-	-	-	-	-
Debt Service	147,611	147,227	147,635	147,635	147,323	147,323	147,323
Cost Allocations	(832,797)	(865,083)	(1,052,132)	(964,454)	(985,873)	(985,873)	(985,158)
Total Expenditures	\$ 711,105	\$ 705,309	\$ 802,553	\$ 603,589	\$ 868,867	\$ 868,867	\$ 901,528

* as amended

**as of July 16, 2021

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

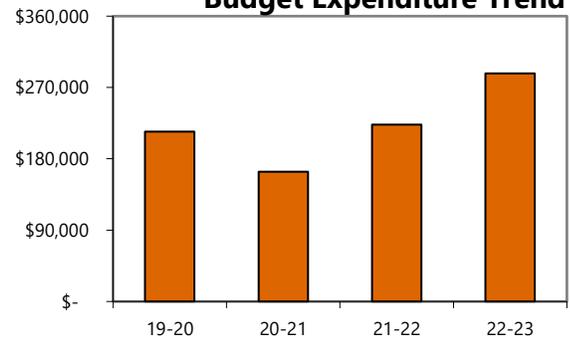
Functional Area: General Government

Budget Unit: **4126 Wellness Center**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued to enhance services offered by contract providers.
- Expanded clinic staff and clinic hours in response to increased clinic utilization.
- Received Healthiest Employer Award in the region by the Charlotte Business Journal for the fourth consecutive year.
- Developed a virtual training format for City wide wellness career development trainings.
- Successful implementation of virtual benefits information sessions and open enrollment.
- Held drive-thru flu clinic—resulting in 187 flu vaccinations being administered.
- Implemented prescription refill distribution via mail.

FY 21-22 Budget Highlights

- Continue to enhance services offered by contract providers.

FY 22-23 Planning Year Goals

- Continue to add additional wellness trainings and seminar.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Education	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)	82	20	84	20	20
Customer Service	Enhance the level of customer service provided to coworkers by providing cost saving alternatives.	Number of Patient Visits	2,230	2,000	2,732	2,000	2,000

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Operations	333,917	341,031	480,032	301,201	427,688	427,688	447,994
Cost Allocations	(124,885)	(126,864)	(150,126)	(137,616)	(204,359)	(204,359)	(160,144)
Total Expenditures	\$ 209,032	\$ 214,168	\$ 329,906	\$ 163,585	\$ 223,329	\$ 223,329	\$ 287,850

* as amended

**as of July 16, 2021

Mission Statement

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
- Payroll
- Accounting & Grants
- Budgeting & Performance Measurement
- Investments & Debt Management

Organizational Chart Locator

Fund: 100 General Fund

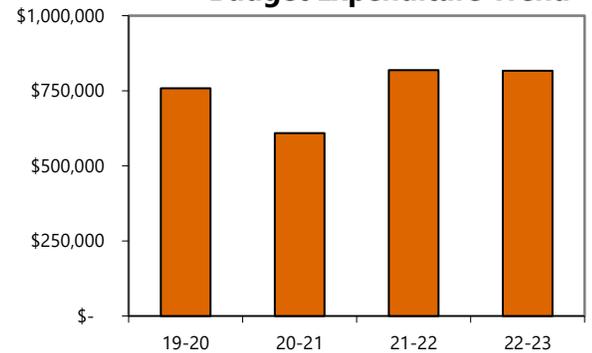
Functional Area: General Government

Budget Unit: **4130 Finance**

Personnel Summary

Fiscal Year	FTE
18-19	13
19-20	14
20-21	15
21-22	15
22-23 Planning	15

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Implemented paperless Travel & Training process.
- Expanded Expenditure Forecasting to the general fund, enterprise, and internal service funds.
- Incorporated City Council's Strategic Plan initiatives into the annual budget development process.
- Implemented DebtBook to aid in managing current debt balances, creating audit schedules, and enhancing efficiency in reporting.
- Transferred Accountant from Public Housing to Finance and reclassified positions to work with City finances more efficiently.
- Expanded community outreach/education efforts internally and externally through user-friendly document enhancements and the City's first popular annual financial report. (PAFR)
- Released RFP for cost allocation plan services.

FY 21-22 Budget Highlights

- RFP for banking services.
- Issue debt associated with upcoming Capital Projects.
- Add Docuware enhancements to allow invoice display with simple keystrokes while viewing check payment history in FinancePlus.
- Create an import for customer service refund check requests from Northstar to FinancePlus to reduce the duplication of data entry.
- Align the annual budget to the City Council's Strategic Plan 2020-2023's goals and objectives.
- Add new job grade for Payroll to create a career ladder opportunity within Finance.
- Develop and launch an award program encouraging Innovation among City departments.
- Implement cost allocation findings within the budget process.

FY 22-23 Planning Year Goals

- Issue debt associated with upcoming Capital Projects.
- Practice good stewardship and accountability in managing the City of Concord's financial resources.
- Partner with the City Manager's Office on incorporating Strategic Plan updates into annual budgets.
- Implement Docuware productivity enhancements to reduce data entry duplication by importing payable data into FinancePlus.

Steps/Programs to Enhance Performance

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

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Accounting & Grants	Provide accurate financial information in a timely manner to the City Council, department directors, and external agencies to comply with local, state, and federal laws, and governmental accounting and regulatory requirements.	Receipt of GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
		% of journal entries made as corrections	2.06%	< 5%	1.65%	< 5%	8%
		% of external reporting deadlines met	100%	100%	100%	100%	100%
Payroll	Provide accurate and timely payments to City employees to comply with the City's compensation plan.	Payroll accuracy rate	99.7%	99%	pending	99%	99%
Accounts Payable	Provide accurate and timely issuance of payments to vendors to maximize the City's cash flow position.	% of vendors paid on-time	93%	95%	88%	95%	95%
		% of payments made electronically	42%	55%	65%	55%	55%
Budgeting & Performance Management	Provide timely and accurate budget and performance information to the Mayor/City Council, management, department directors, external agencies, and the public to maintain effective use of City resources.	Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

Budget by Category

Budget Unit #: 4130	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	1,101,198	1,262,229	1,360,787	1,189,249	1,325,115	1,325,115	1,335,466
Operations	160,285	171,351	170,672	109,628	168,918	168,918	159,925
Capital Outlay	83,687	41,457	28,000	21,030	-	-	-
Debt Service	202,966	202,438	202,999	202,999	202,570	202,570	202,570
Cost Allocations	(818,845)	(919,260)	(997,265)	(914,160)	(878,309)	(878,309)	(881,038)
Total Expenditures	\$ 729,292	\$ 758,216	\$ 765,193	\$ 608,746	\$ 818,294	\$ 818,294	\$ 816,923

* as amended

**as of July 16, 2021

Tax

Mission Statement

Provide accurate and timely vehicle, heavy equipment, and beer/wine tax and license billings; processing of payments, and enforcement of collections 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

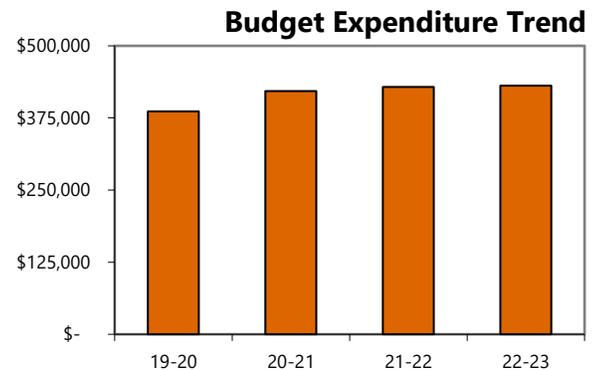
Fund: 100 General Fund

Functional Area: General Government

Budget Unit: **4140 Tax**

Personnel Summary

Fiscal Year	FTE
18-19	.75
19-20	.75
20-21	1
21-22	1
22-23 Planning	1



FY 20-21 Major Accomplishments

- New cemetery software training, installation, and implementation.
- Conducted Vehicle Rental Tax Audit and educated businesses on the requirement to submit taxes.
- Updated Beer & Wine License Businesses to correct charges for FY 21.

FY 21-22 Budget Highlights

- Conduct Beer & Wine License Audit and educate businesses on the requirement to obtain a license.
- Continue to monitor Vehicle Rental Tax revenues.
- Make necessary updates and monitor cemetery software.

FY 22-23 Planning Year Goals

- Add online portal to search cemeteries for deceased.

Steps/Programs to Enhance Performance

- Cross training all coworkers on new Cemetery contract process.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Billing & Processing of Tax Bills	Provide low cost Tax Division services to maximize use of resources required to service the City's taxpayers.	% of Beer/Wine License fees collected	98%	95%	87%	95%	N/A
Revenue Collection	Provide accurate and timely reporting of revenue collections to management team.	Timely reporting of Tax revenue – by the Agenda deadline	100%	100%	100%	100%	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	77,439	59,476	88,346	87,534	93,711	93,711	94,475
Operations	247,960	298,736	284,337	302,969	307,113	307,113	308,148
CIP Projects	-	-	5,150	3,450	-	-	-
Debt Service	21,527	21,471	21,530	21,530	21,485	21,485	21,485
Cost Allocations	6,412	6,579	6,810	6,243	6,205	6,205	6,654
Total Expenditures	\$ 353,337	\$ 386,262	\$ 406,173	\$ 421,725	\$ 428,514	\$ 428,514	\$ 430,762

* as amended

**as of July 16, 2021

Legal

Mission Statement

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

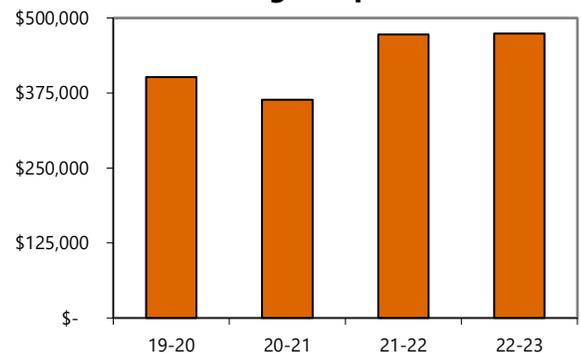
Functional Area: General Government

Budget Unit: **4150 Legal**

Personnel Summary

Fiscal Year	FTE
18-19	6
19-20	6
20-21	6
21-22	6
22-23 Planning	6

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Represented City in litigation matters.
- Reviewed annexation applications.
- Greenway acquisitions.
- Contract Negotiation and Drafting.
- Assisted with drafting/routing standard contracts.
- Researched/assembled responses to subpoenas and public records requests.
- Reviewed and drafted City policies and technical documents.

FY 21-22 Budget Highlights

- 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.

FY 22-23 Planning Year Goals

- Continue to demonstrate a strong commitment to providing quality and responsive legal services.
- Identify the goals and objectives of the City Council.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Real Property	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	50	215	149	200	N/A
Contracts	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	1	1	1	1	3
Education	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 Attorneys and staff	100%	100%	100%	100%	100%
Advise Policy Makers	Provide legal advice, counseling and support to Council and all applicable boards and commissions as well as City leadership and staff to make informed decisions, comply with all applicable laws, and reduce potential liabilities.	Create, maintain, & update a bank of legal bulletins on the City's intranet	Yes	Yes	Yes	Yes	Yes

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	619,420	679,000	689,543	689,632	731,452	731,452	737,569
Operations	66,120	76,454	133,739	43,506	137,795	137,795	133,349
Debt Service	126,085	125,757	126,105	126,105	125,839	125,839	125,839
Cost Allocations	(434,547)	(479,772)	(540,310)	(495,284)	(522,298)	(522,298)	(522,548)
Total Expenditures	\$ 377,077	\$ 401,439	\$ 409,077	\$ 363,959	\$ 472,788	\$ 472,788	\$ 474,209

* as amended

**as of July 16, 2021

Non-Departmental

Mission Statement

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

Major Services Provided

N/A

Organizational Chart Locator

Fund: 100 General Fund

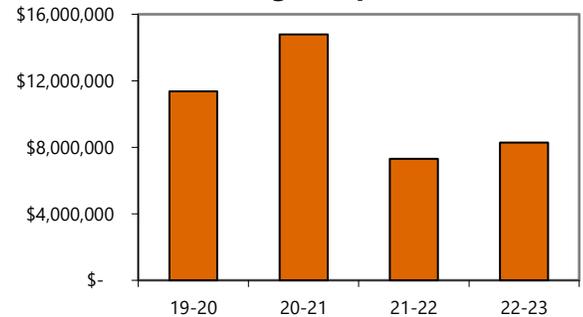
Functional Area: General Government

Budget Unit: **4190 Non-Departmental**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4190							
Personnel Services	14,255	13,669	(43,990)	32,936	300,000	300,000	300,000
Operations	1,286,645	1,378,104	2,814,171	2,275,921	2,187,829	2,187,829	2,060,239
Capital Outlay	296,423	23,156	196,000	66,233	-	-	-
CIP Projects	144,701	130,334	135,967	84,892	-	-	-
Debt Service	214,016	203,060	193,336	193,336	-	-	-
Cost Allocations	1,288,771	1,532,121	2,212,632	2,069,204	1,913,697	1,913,697	1,954,938
Transfers	3,747,842	8,082,616	11,001,240	10,061,077	2,466,588	2,466,588	3,660,232
Non-Operating Exper	-	-	188,043	-	443,839	443,839	300,000
Total Expenditures	\$ 6,992,652	\$ 11,363,061	\$ 16,697,399	\$ 14,783,599	\$ 7,311,953	\$ 7,311,953	\$ 8,275,409

* as amended

**as of July 16, 2021

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

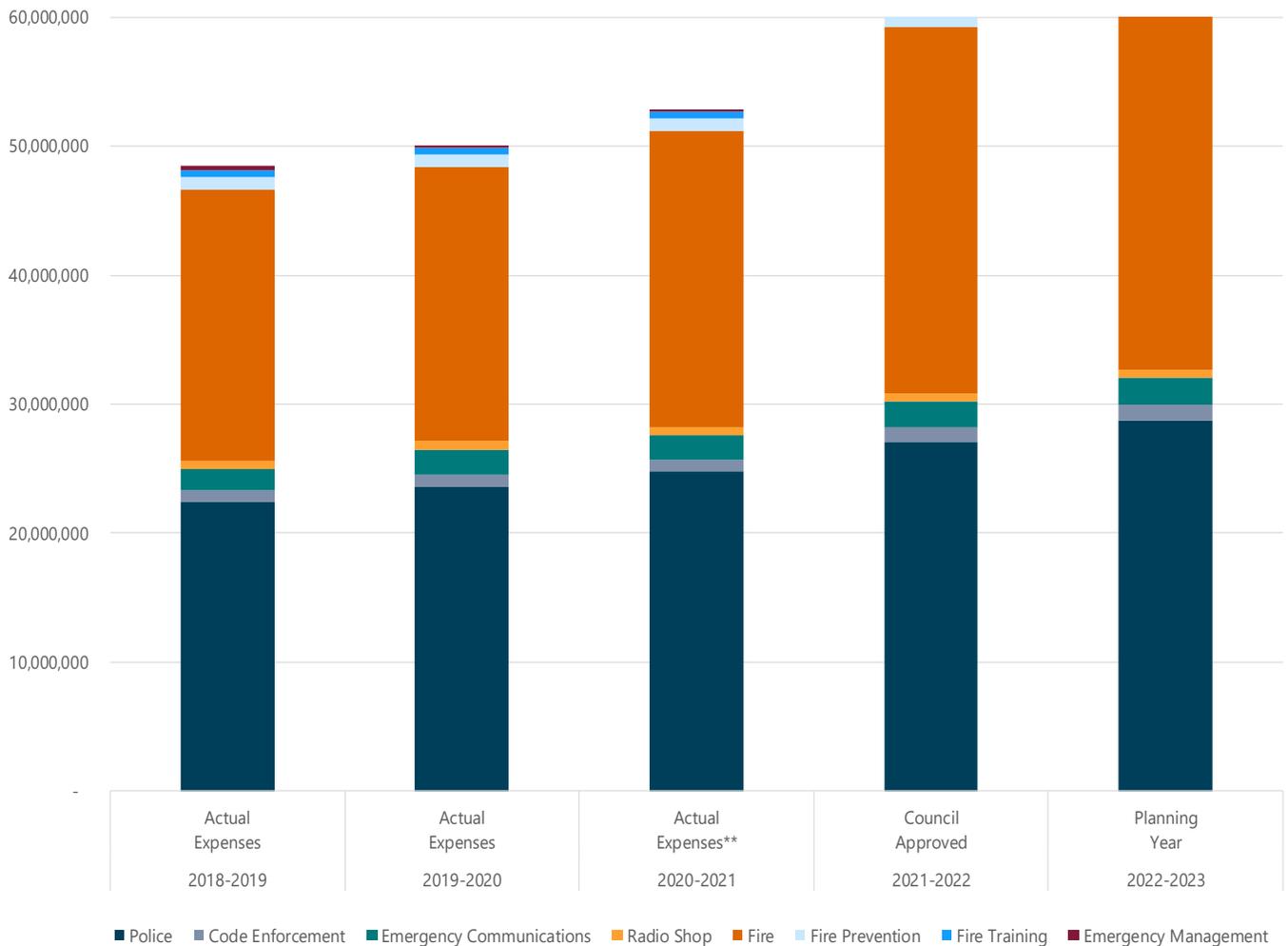
- **Police:** Police is responsible for the safety of citizens and charged with enforcing federal, state, and local laws.
- **Code Enforcement:** Code Enforcement is responsible for enhancing the quality of life in our neighborhoods through the enforcement of minimum housing and zoning ordinances.
- **Emergency Communications:** Emergency Communications operates the City's Emergency 911 Public Safety Answering Point and dispatches Police, Fire, and other City departments.
- **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.
- **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.

Public Safety Expenditures

Budget Unit (General Fund)	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Police	22,443,303	23,539,709	25,897,077	24,765,383	27,053,064	27,053,064	44.2%	28,747,685
Code Enforcement	849,152	979,215	1,064,751	919,747	1,138,879	1,138,879	1.9%	1,168,684
Emergency Communications	1,679,171	1,906,557	2,020,260	1,893,956	2,042,298	2,042,298	3.3%	2,159,630
Radio Shop	576,918	709,596	666,832	597,835	605,240	605,240	1.0%	611,748
Fire	21,140,642	21,300,759	25,072,206	23,036,197	28,423,722	28,423,722	46.5%	31,477,274
Fire Prevention	929,636	893,842	1,016,563	951,916	1,036,443	1,036,443	1.7%	1,047,330
Fire Training	525,792	508,145	586,906	524,340	650,824	650,824	1.1%	779,678
Emergency Management	312,750	220,553	207,266	203,026	204,800	204,800	0.3%	215,090
Total Expenditures	\$ 48,457,365	\$ 50,058,376	\$ 56,531,862	\$ 52,892,398	\$ 61,155,270	\$ 61,155,270	100.0%	\$ 66,207,119

* as amended

**as of July 16, 2021



Police

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.

Vision Statement

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

Core Values

Competence | Courage | Integrity | Leadership | Respect | Restraint

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.

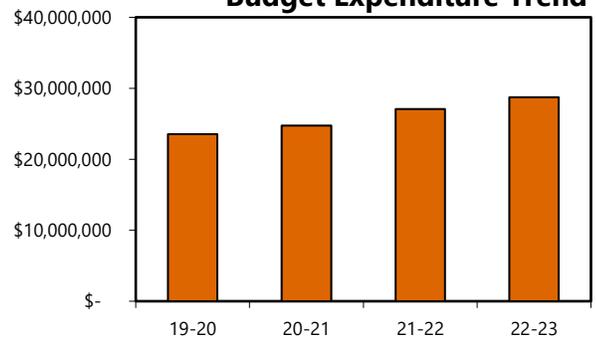
Organizational Chart Locator

Fund: 100 General Fund
Functional Area: Public Safety
Budget Unit: **4310 Police**

Personnel Summary

Fiscal Year	FTE
18-19	206
19-20	209
20-21	217
21-22	226
22-23 Planning	236

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Increased patrol staffing by 6 police officers and added a school resource officer for West Cabarrus High School.
- Started CALEA accreditation process and added a lieutenant position to manage this process.
- Completed phase 1 of 2 for replacing carpet at headquarters, starting with the main level.
- Completed purchasing of patrol rifles to complete transition.
- Installed UV lighting in the air handling system that sanitizes air circulating in the building.
- Utilized a federal grant to purchase supplies related to combatting COVID-19 issues.
- Purchased Axon Auto Tagging and Axon Performance to assist in complying with CALEA standards.

FY 21-22 Budget Highlights

- Increase patrol staffing by 8 police officers via COPS Hiring Grant. (Year 2 of a 4-year plan).
- Add position of Court Liaison officer to increase district court efficiency and patrol staffing while court is in session.
- Continue to pursue CALEA accreditation.

FY 22-23 Planning Year Goals

- Increase patrol staffing by 5 police officers. (Year 3 of a 4-year plan).
- Add position of child sex crimes detective to increase effectiveness of investing crimes against children.
- Add school resource officer for Roberta Mill Middle School set to open in August of 2022.
- Add crime prevention officer to increase effectiveness of education to community. (CPTED)
- Work with Aviation Director to add 2 police officers to the airport depending upon increase in commercial activity.

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.
- Expand 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.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Evidence-based community policing services (COPS)	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 *	1,366	850	1,196	1,250	807
		Number of incoming calls per 1,000 population	1,030	1,100	1,017	1,150	<2,500
		Average monthly staffing level	97%	95%	95%	95%	95%
		Part I Crimes per 1,000 population **	17	<30	15	<30	55
		% of Part I cleared of those reported	35%	40%	34%	40%	40%
		# of crashes at top 5 intersections	168	200	157	200	<150
		Average response time to high-priority calls in minutes	4:36	<5.0	4:30	<5.0	5
		Bicycle Patrol Hours	543	1,000	487	1,000	N/A
		Foot Patrol Hours	8,033	8,200	6,948	8,200	N/A

*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

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2022-2023
Budget Unit #: 4310	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	15,952,974	17,069,870	18,132,517	17,496,866	19,286,203	19,286,203	19,865,004
Operations	3,951,647	3,784,208	4,336,384	3,978,545	4,623,253	4,623,253	4,902,930
Capital Outlay	716,471	970,033	1,523,389	1,462,621	1,382,000	1,382,000	1,194,000
Debt Service	864,081	826,407	789,201	789,200	771,416	771,416	1,738,070
Cost Allocations	958,131	889,191	1,115,586	1,029,469	990,192	990,192	1,047,681
Other Financing Uses	-	-	-	8,682	-	-	-
Total Expenditures	\$ 22,443,303	\$ 23,539,709	\$ 25,897,077	\$ 24,765,383	\$ 27,053,064	\$ 27,053,064	\$ 28,747,685

* amended

**as of July 16, 2021

Code Enforcement

Mission Statement

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

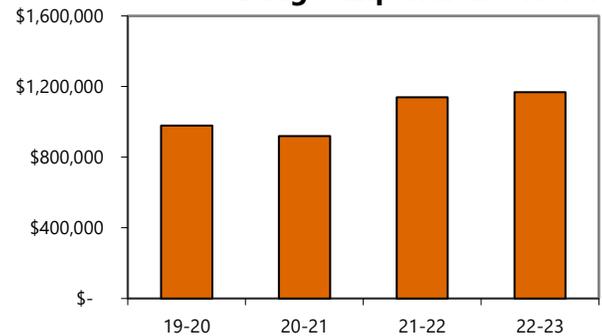
Functional Area: Public Safety

Budget Unit: **4312 Code Enforcement**

Personnel Summary

Fiscal Year	FTE
18-19	9
19-20	9
20-21	9
21-22	9
22-23 Planning	10

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Restructured contractor bidding process to expedite property violation abatements.
- Demolished or removed 5 dilapidated residential and multi-family structures.
- Collected and removed 3,981 illegal signs in 2020 with a continued emphasis on weekend patrols.
- Conducted code sweeps of neighbors with high incidents of code violations.

FY 21-22 Budget Highlights

- Improve speed and efficiency in resolving City Works complaints.
- Meet with Accella and City Works software personnel to discuss feasibility of tracking additional code performance measures.
- Increase proactive neighborhood sweeps to address code issues.
- Research additional methods to address repeat offenders and absent owners.

FY 22-23 Planning Year Goals

- Improve and develop training programs for Code Enforcement staff.
- Improve Code Enforcement's website.
- Addition of Administrative Assistant to allow officers to spend more time in the field.
- Work with Planning to identify dilapidated structures that could be developed into affordable housing.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Code Enforcement	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	37	45	43	45	6
		Average number of cases per Code Enforcement Officer per Year	455	550	844	550	N/A
		Average number of new cases per day per officer	2.05	3	3.38	3	N/A
		Average number of days from open to closure of property violation cases	New	New	18	15	N/A
		Average number of days from open to closure of vehicle violation cases	New	New	22	20	N/A

Budget by Category

Budget Unit #: 4312	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	648,937	672,234	755,694	737,250	801,796	801,796	808,473
Operations	152,200	280,957	252,770	132,377	253,159	253,159	274,269
Capital Outlay	48,016	26,024	56,000	49,856	56,000	56,000	56,000
Cost Allocations	-	-	287	263	27,924	27,924	29,942
Total Expenditures	\$ 849,152	\$ 979,215	\$ 1,064,751	\$ 919,747	\$ 1,138,879	\$ 1,138,879	\$ 1,168,684

* as amended

**as of July 16, 2021

Emergency Communications

Mission Statement

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

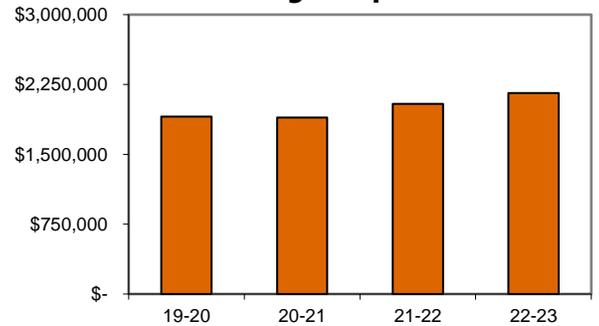
Functional Area: Public Safety

Budget Unit: **4315 Emergency Communications**

Personnel Summary

Fiscal Year	FTE
18-19	25.5
19-20	25.5
20-21	25.5
21-22	25.5
22-23 Planning	26.5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Installed digital dashboards to increase the flow of information for more consistent messaging to external customers.
- Completed the transition of Alarm Billing from a third-party vendor to an internal process.
- Replaced DVS Analytics recording server, reducing the number of servers used from three separate servers to one combined server.
- Implemented teambuilding activities.
- Added base radios to special event consoles to aid in better service delivery during major events and natural disasters.
- Began providing fire dispatch services to the Harrisburg Fire Department.
- Coordinated with FireWorks and Central Square in the development of a custom integrated interface to serve both Communications and Fire Department with information sharing.
- Added a generator monitoring system to assist with continuity of operations within Communication's infrastructure network.

FY 21-22 Budget Highlights

- Purchase and implementation of digital schedule application.
- Focus on public education relating to the False Alarm Reduction Program for citizens and business owners specifically targeting parent companies.
- Reclassification and title change for the 911 Telecommunications Center Manager position to Communications Center Manager.

FY 22-23 Planning Year Goals

- Addition of Training Coordinator/Quality Assurance Analyst position.
- Replace console workstations.

Steps/Programs to Enhance Performance

- Continued focus on coworker career development.
- Continue monitoring industry trends as Emergency Communications field moves into a Next Generation 911, ESI Net, and First NET environment.
- Continue monitoring and analyzing 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 analyzing procedures and practices within the False Alarm Reduction Program with a focus on customer service, public education, and program success.
- Continued work with both City and County GIS to enhance public safety AVL responses.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Call Taking	Provide timely call-taking to the residents of Concord to reduce call building time and ensure the prompt responses to inquiries and requests for service.	Avg. # of seconds from ring to answer	4.1	<5	4.18	<5	<5
		% of initial call-taking entry for emergency calls within 30 seconds	98.5%	>90%	98%	>90%	>90%
		Avg. # of calls answered per Telecommunicator	4,192	<6,000	4,131	<6,000	<8,000
		Avg. # of calls dispatched per Telecommunicator	6,230	<8,000	5,328	<8,000	<8,000
Dispatching	Provide the closest resources available to all emergency situations by tracking all personnel activity to reduce response times.	% of emergency calls dispatched within 60 seconds	94.21%	>90%	91.4%	>90%	>90%
		Cost per call for service	\$11.90	<\$12	\$11.17	<\$12	<\$12

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	1,456,504	1,552,188	1,656,891	1,592,577	1,745,694	1,745,694	1,832,074
Operations	137,900	118,105	169,379	120,947	156,643	156,643	179,700
Capital Outlay	40,577	80,786	18,334	18,334	-	-	-
Cost Allocations	44,191	155,477	175,656	162,098	139,961	139,961	147,856
Total Expenditures	\$ 1,679,171	\$ 1,906,557	\$ 2,020,260	\$ 1,893,956	\$ 2,042,298	\$ 2,042,298	\$ 2,159,630

* as amended

**as of July 16, 2021

Radio Shop

Mission Statement

Provide, through partnerships 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

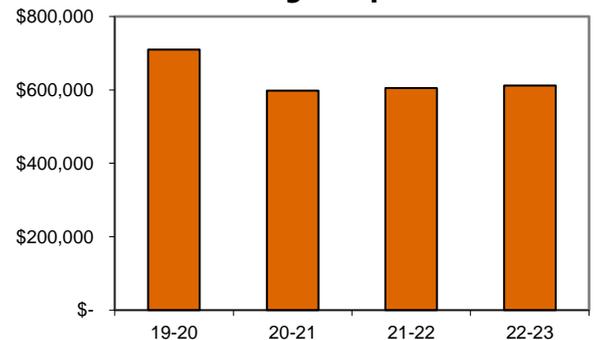
Functional Area: Public Safety

Budget Unit: **4330 Radio Shop**

Personnel Summary

Fiscal Year	FTE
18-19	4.1
19-20	4.1
20-21	4.5
21-22	5.5
22-23 Planning	5.5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Implemented Edge Availability.
- Installed network for new Fire Station #10.
- Mitel telephone upgraded to include replacement of 5200 series telephones still in operation.
- Worked with Technologies Edge staff on network connectivity for numerous City facilities.
- Continued departmental radio replacements for end-of-support radios.

FY 21-22 Budget Highlights

- Additional Communications Technician position to create a two-person field crew.
- Network installation for Fire Station #12.
- Continue work with Technologies Edge to add network connectivity for City facilities.
- Complete departmental radio replacement for end-of-support radios.
- Purchase splicer kit to assist Transportation and Electric with streamlining fiber installations.

FY 22-23 Planning Year Goals

- Network installation for the Public Safety Joint Training Facility.
- Radio Shop relocation.
- Begin upgrading Mitel controllers.

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 equipment downtime.
- 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.
- Expand fiber optic capabilities to include interior splicing to enhance timeliness of data installations.
- Continued focus on coworker career development and team building.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Telephone System	Provide timely and preventative maintenance service to the City's telephone and voice mail systems to minimize down time or disruption to users.	Total annual telephone system downtime (in minutes)	0	0	0	0	<5
Radio System	Oversee preventative maintenance service to county-wide radio system and microwave backbone to minimize down time or disruption to users	# of field radios maintained/ total count of radios	1,085	N/A	1,140	N/A	900
		% of field radios receiving annual performance maintenance	43%	>90%	10%	90%	>90%
Vehicle Systems	Provide timely installations of radios, emergency lighting, and other related equipment in the City fleet to have new vehicles ready to provide service to citizens	% of installations within the last three months not needing corrections or repairs	96%	>95%	96%	>95%	>95%
		# of vehicle installations	216	N/A	155	N/A	>40

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	259,290	309,388	337,181	313,229	410,496	410,496	413,861
Operations	205,306	343,702	275,689	230,644	119,187	119,187	118,737
Capital Outlay	53,240	-	-	-	10,400	10,400	15,000
Debt Service	59,082	56,506	53,962	53,962	52,746	52,746	50,842
Cost Allocations	-	-	-	-	12,411	12,411	13,308
Total Expenditures	\$ 576,918	\$ 709,596	\$ 666,832	\$ 597,835	\$ 605,240	\$ 605,240	\$ 611,748

* as amended

**as of July 16, 2021

Fire

Mission Statement

Support high performance living for our customers and shareholders through preparation, prevention, education, and emergency responses.

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

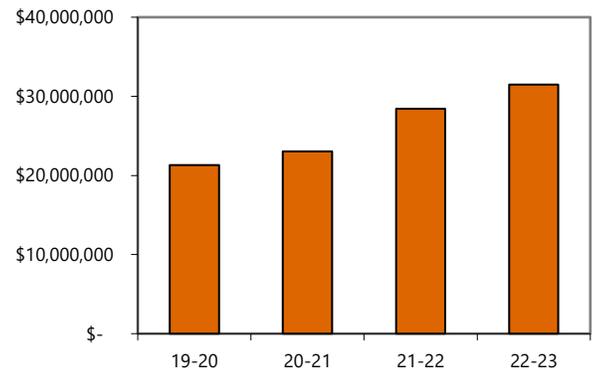
Functional Area: Public Safety

Budget Unit: **4340 Fire**

Personnel Summary

Fiscal Year	FTE
18-19	200
19-20	217
20-21	238
21-22	239.8
22-23 Planning	262.8

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Completed construction of new Fire Station 10.
- Began construction for Fire Station 12 (December 2021 estimated completion).
- Proposed technology upgrade to enhance technology utilization into deployment models, communications, and management.
- Increased FTE to meet service delivery demands, improve performance, and efficiency.

FY 21-22 Budget Highlights

- Purchase fire truck for Ladder 10.
- Publish comprehensive strategic plan and master plan initiated in 2020.
- Finalize station alerting and notification updates for all fire stations.
- Add a Logistics Officer I.
- Transfer GIS Coordinator to Fire from Data Services.

FY 22-23 Planning Year Goals

- 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.
- Enhance firefighter physical program to include chest x-rays and ultrasounds for cancer and critical illness identification.
- Implement Ladder 10 to increase ISO distribution credit and improve service delivery and associated performance measures.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Fire, Rescue, & Medical Assistance	Provide effective and timely response to fire/rescue/medical assistance incidents within the City to minimize loss of life and destruction of personal property.	Percentage of fires confined to area(s) involved on arrival	87%	90%	96%	**	90%
		Transmit an "all clear" within 10 minutes	77%	90%	56%	**	90%
		Transmittal of "under control" within 15 minutes	83%	90%	78%	**	90%
Special Operations	Provide effective response to escalated hazards resulting from Hazardous Material releases, Collapse/Trench rescues and other specialized response incidents to minimize loss of life, destruction of personal property, and harm to the environment.	Average travel time to priority 1 calls (in minutes)	>4	<4	>4	**	<4
		% of first unit arrivals within 4 mins (supp.)	85%	90%	81%	**	90%
		% of first unit arrivals within 4 mins (EMS)	67%	90%	51%	**	90%
		% for full assignment arrival within 8 mins	99%	95%	79%	**	95%
		% of turnouts of less than 60 seconds (7 am – 9:59pm) (0700-2200)	87%	90%	85%	**	90%
		% of turnouts of less than 90 seconds (10 pm – 6:59am) (2201-0659)	82%	90%	86%	**	90%

* EMS response benchmark impacted by COVID policies and apparatus staging until screening.

** Strategic Planning Committee is evaluating all measures and will introduce new programs and measurements during FY22.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	14,528,906	16,008,301	17,294,971	16,746,788	19,569,120	19,569,120	21,288,668
Operations	2,849,154	2,929,367	3,573,106	2,731,729	3,705,137	3,705,137	4,439,649
Capital Outlay	1,599,553	732,409	2,303,707	1,762,580	2,798,000	2,798,000	2,355,000
Debt Service	524,125	503,305	483,105	483,105	1,019,500	1,019,500	1,995,362
Cost Allocations	1,008,226	1,127,377	1,417,317	1,311,996	1,331,965	1,331,965	1,398,595
Transfers	630,678	-	-	-	-	-	-
Total Expenditures	\$ 21,140,642	\$ 21,300,759	\$ 25,072,206	\$ 23,036,197	\$ 28,423,722	\$ 28,423,722	\$ 31,477,274

* as amended

**as of July 16, 2021

Fire Prevention

Mission Statement

To regulate and inspect the 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

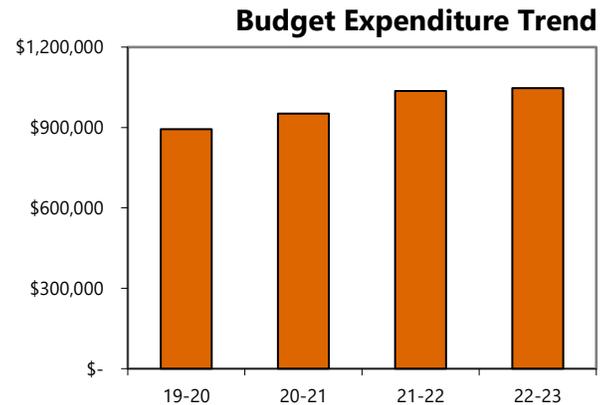
Fund: 100 General Fund

Functional Area: Public Safety

Budget Unit: **4341 Fire Prevention**

Personnel Summary

Fiscal Year	FTE
18-19	10.2
19-20	10.2
20-21	10.2
21-22	10.2
22-23 Planning	10.2



FY 20-21 Major Accomplishments

- Enhanced Digital Fire Extinguishing system with additional mobile screen for fire prevention training programs.
- Expanded fire education delivery (zoom platform due to COVID-19) based on pilot program implemented for 4th graders in FY 20.
- Received Grant from Cannon Foundation for inflatable Fire Safety house.

FY 21-22 Budget Highlights

- 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.

FY 22-23 Planning Year Goals

- Finalize divisional workflow analysis process started in FY22.
- Enhance fire education and prevention programs through strengthening partnerships.

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 growth and development regarding occupancy / inspector ratios and fire prevention and education programs delivered in the City.
- Explore opportunities to partner with NGOs to expand fire education delivery within the City.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Fire Inspections	Provide and maintain a fire inspection and code enforcement program that meets all local, state, and federal requirements to reduce the potential for future fires.	% of fire code violations cleared within 90 days	63%	95%	91%	*	95%
		% of level three occupancies inspected per year	95%	100%	97%	*	100%
		% of level two occupancies inspected per year	96%	100%	99%	*	100%
		% of level one occupancies inspected per three years	85%	100%	100%	*	100%
		% of fire code violations cleared within 90 days in City Facilities	N/A	80%	85%	*	N/A
		% of plan reviews completed on time	92%	95%	94%	*	95%
Life Safety Education	Provide educational programs to the community that stress total life safety to aid in the prevention of accidents and injuries.	# of people reached by Fire Education activities	104,701	100,000+	334,068	*	Population
Fire Investigations	Provide educational programs to the community that stress total life safety to aid the prevention of accidents and injuries.	% of fires with cause being determined	77%	80%	62%	*	N/A
		% of fires where juveniles are involved in ignition	0%	<2.5%	4%	*	<2.5%
		% of residential fires where the dwelling has no working smoke alarms	11%	0%	1%	*	0%

*Strategic Planning Committee is evaluating all measures and will introduce new programs and measurements during FY22.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	842,176	835,813	906,928	870,653	936,506	936,506	943,581
Operations	55,160	37,978	96,679	68,307	62,705	62,705	63,826
Capital Outlay	32,300	20,051	12,956	12,956	-	-	-
Cost Allocations	-	-	-	-	37,232	37,232	39,923
Total Expenditures	\$ 929,636	\$ 893,842	\$ 1,016,563	\$ 951,916	\$ 1,036,443	\$ 1,036,443	\$ 1,047,330

* as amended

**as of July 16, 2021

Fire Training & Safety

Mission Statement

To provide all initial recruit training and certification; Fire, Rescue and EMS continuing education training and re-certification. The division also facilitates 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 training.

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

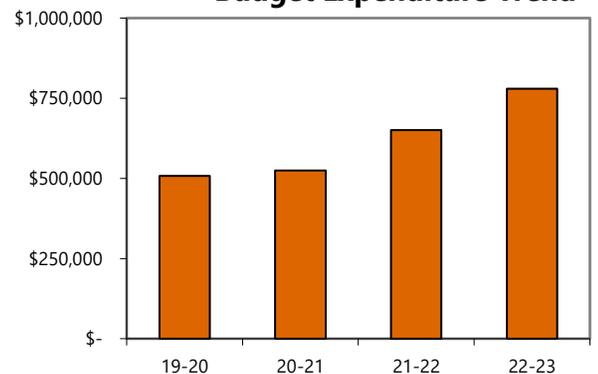
Functional Area: Public Safety

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

Personnel Summary

Fiscal Year	FTE
18-19	4
19-20	4
20-21	4
21-22	5
22-23 Planning	6

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Implemented new job specific evaluations focused on the twenty-two (22) critical fireground tasks identified through the National Institute of Standards and Technology (NIST) analysis.
- Utilized new technology (E-Books) for in-house training courses.
- Developed Facility Emergency Action Plans for all eleven Fire Stations.
- Implemented Driver Operator and Officer Academies utilizing Direct Delivery in order to reduce use of training time, improve staffing, streamline courses and reduce duplication and redundancy.
- Implemented hybrid learning for Fire Officer courses through NC Fire Rescue Commission to facilitate combining Fire Officer and Officer Candidate School.
- Implemented digital processes for paperless travel & training applications within the department and storage of training record.

FY 21-22 Budget Highlights

- Continue to work with the Police department on planning of the Joint Public Safety Training Facility.
- Develop Driver Operator and Engineer Qualification process and Assessments.
- Add a Training Captain
- Implement Live Fire Instructor training to improve delivery and safety in training.
- Develop and deliver advanced Rapid Intervention Crew (RIC) and Firefighter Survival Training Program.

FY 22-23 Planning Year Goals

- Continue to monitor and evaluate program enhancements identified in FY22.
- Continue to work with Police department in completing the Joint 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 an 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Safety	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 to ensure optimal physical fitness of Fire personnel.	% of department members scoring at or above 48 VO2 Max	N/A*	90%	95%	**	N/A
		Departmental average static plank time (seconds)	N/A*	120	149	**	N/A
		# of work-related injuries per 100 Firefighters	3.86	7	3.94	**	7
		# of vehicle and equipment accidents	10	7	7	**	7
Training	Provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.	% of personnel meeting ISO required training	100%	95%	100%	**	60%
		% of companies meeting ISO standardized company evolutions	100%	95%	100%	**	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.

** Strategic Planning Committee is evaluating all measures and will introduce new programs and measurements during FY22.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	407,040	402,819	425,810	420,883	483,654	483,654	608,987
Operations	118,752	105,326	161,096	103,456	154,759	154,759	157,383
Cost Allocations	-	-	-	-	12,411	12,411	13,308
Total Expenditures	\$ 525,792	\$ 508,145	\$ 586,906	\$ 524,340	\$ 650,824	\$ 650,824	\$ 779,678

* as amended

**as of July 16, 2021

Emergency Management

Mission Statement

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 a 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

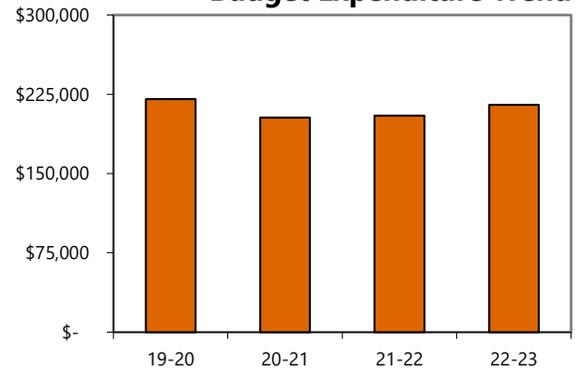
Functional Area: Public Safety

Budget Unit: **4343 Emergency Management**

Personnel Summary

Fiscal Year	FTE
18-19	2
19-20	1
20-21	1
21-22	1
22-23 Planning	1

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Added additional UAS to our current fleet to assist all City Departments with their individual needs.
- Upgraded mobile radios (2) in the Mobile Command Unit as part of the City's radio replacement schedule.
- Added additional bleeding control kits to City facilities and continue to promote annual training.
- Contracted with outside instructors to continue annual "active violence training" for City staff.
- Managed Coronavirus Relief Fund (CRF) grant funds to assist with COVID-19 related expenses for the City, as well as local non-profit entities.
- Coordinated the distribution of 20,000 masks to the citizens of Concord, through giveaway events staffed by Parks and Recreation coworkers.

FY 21-22 Budget Highlights

- 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.
- Maintain positive relations with State and Federal agencies by attending seminars, workshops, and other training opportunities.

FY 22-23 Planning Year Goals

- Continue to expand the emergency exercise program to City departments other than just Public Safety.
- Enhance public outreach and educational programs in our community.
- Promote emergency preparedness within City departments and members of the Concord community.

Steps/Programs to Enhance Performance

- Increase awareness to the public on community preparedness, resiliency, and emergency management.
- Ensure that the City'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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Emergency Management	Promote public protective actions and domestic preparedness through a comprehensive and effective emergency management program 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	100%	100%	100%	100%	100%
		Number of emergency drills at City facilities	2*	3	5	3	3
		% of responsible parties billed within a 20 day window of Hazmat incident	100%	75%	100%	100%	75%
		% of required emergency exercises completed based on the required exercise schedule	100%	100%	100%	100%	100%
		Conduct 2 emergency training sessions for City employees	2	2	2	2	2
		% of annual risk assessments conducted on required critical infrastructures within City limits	50%*	100%	100%	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

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	219,582	129,916	115,118	117,421	123,944	123,944	124,825
Operations	76,369	77,924	82,592	76,332	71,615	71,615	80,800
Capital Outlay	2,006	-	-	-	-	-	-
Debt Service	6,150	6,134	6,151	6,151	6,138	6,138	6,138
Cost Allocations	8,643	6,579	3,405	3,121	3,103	3,103	3,327
Total Expenditures	\$ 312,750	\$ 220,553	\$ 207,266	\$ 203,026	\$ 204,800	\$ 204,800	\$ 215,090

* as amended

**as of July 16, 2021

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.

Budget Units

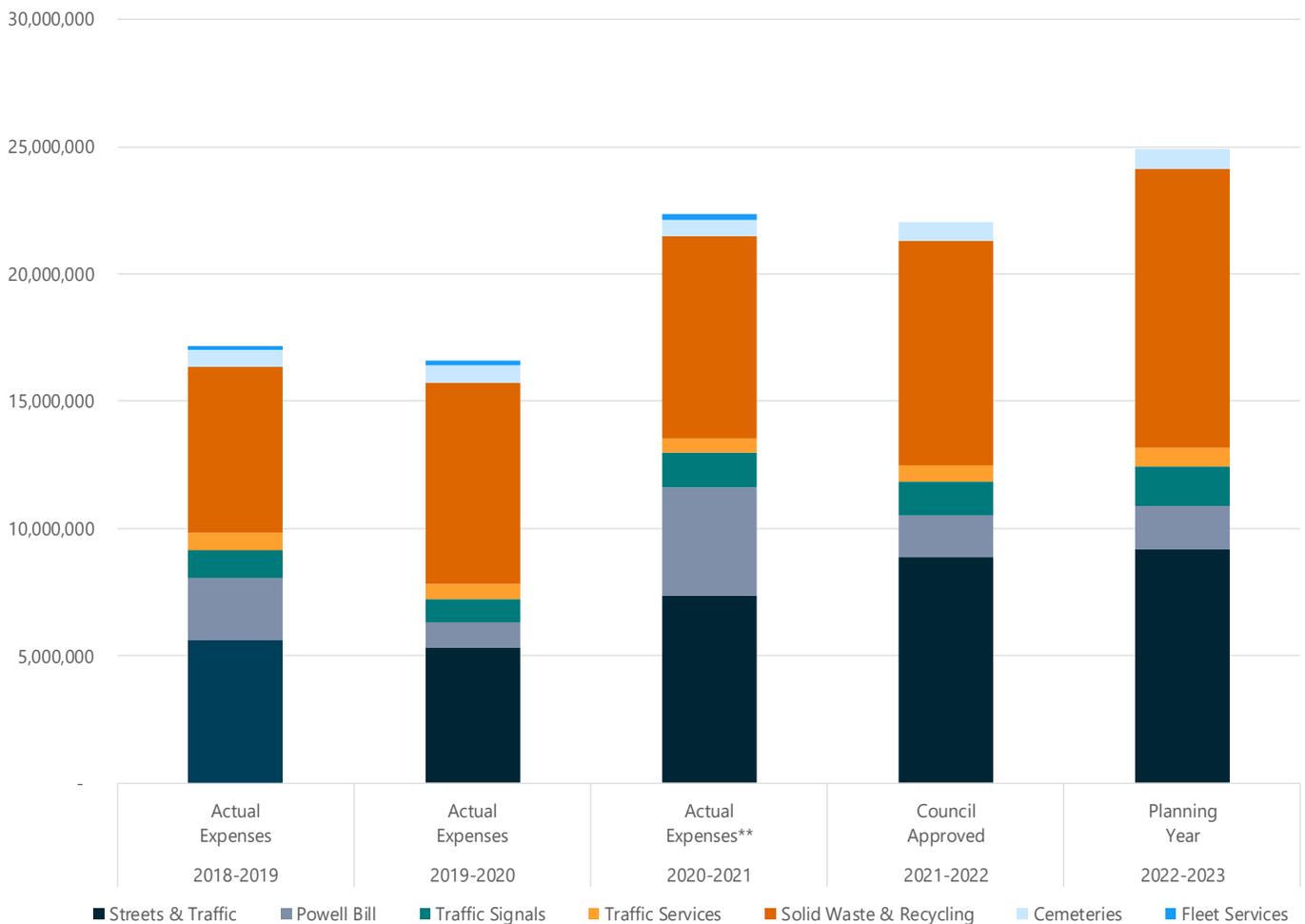
- **Streets & Traffic:** Streets & Traffic is responsible for the management of traffic and transportation engineering, project inspection, preventive maintenance, and repair of City streets with curb and gutter, sidewalks, and bridges.
- **Powell Bill:** Powell Bill funds originate from state-shared 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.
- **Traffic Signals:** Traffic Signals is responsible for installation, maintenance, and operation of traffic control signals, intersection control beacons, and school zone flashers owned by the City of Concord.
- **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.
- **Solid Waste & Recycling:** Solid Waste & Recycling provides a high level of solid waste removal services and recycling to residents as well as commercial recycling to Concord businesses. The City contracts residential curbside refuse and recycling collection to Waste Pro, Inc. Commercial recycling is contracted with Signature Waste and Benfield Sanitation. Commercial refuse collection is privately contracted by each business.
- **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.
- **Fleet Services:** Fleet Services provides mechanical support for all the City's fleet, which consists of more than 1,000 vehicles and medium/heavy duty equipment.

Public Works Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit (General Fund)								
Streets & Traffic	5,639,867	5,331,735	11,048,747	7,368,967	8,895,884	8,895,884	40.4%	9,175,308
Powell Bill	2,407,995	983,947	7,130,896	4,243,801	1,638,619	1,638,619	7.4%	1,694,026
Traffic Signals	1,085,784	892,915	1,415,570	1,362,384	1,305,184	1,305,184	5.9%	1,566,914
Traffic Services	694,196	596,031	629,888	568,916	628,067	628,067	2.9%	746,896
Solid Waste & Recycling	6,561,881	7,931,716	9,015,743	7,946,012	8,822,094	8,822,094	40.0%	10,933,671
Cemeteries	596,508	662,426	803,280	628,746	744,666	744,666	3.4%	794,136
Fleet Services	149,374	179,297	46,914	220,751	-	-	0.0%	-
Total Expenditures	\$ 17,135,604	\$ 16,578,067	\$ 30,091,038	\$ 22,339,575	\$ 22,034,514	\$ 22,034,514	100.0%	\$ 24,910,951

* as amended

**as of July 16, 2021



Streets & Traffic

Mission Statement

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

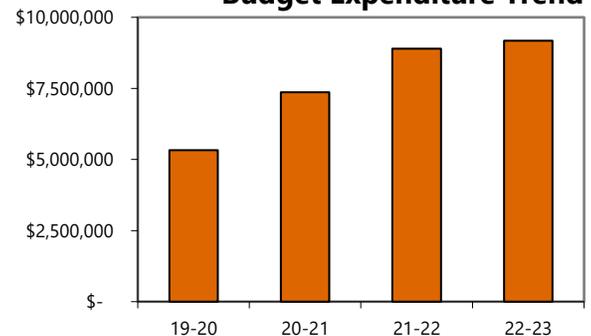
Functional Area: Public Works

Budget Unit: **4510 Streets & Traffic**

Personnel Summary

Fiscal Year	FTE
18-19	34.5
19-20	35.5
20-21	36
21-22	36
22-23 Planning	36

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Provided 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.
- Continued funding additional street preservation annually while working to improve the average pavement rating.
- Completed construction of round-about at intersection of Spring St. and Chestnut Dr.
- Completed Virginia Street rehabilitation and new sidewalk connection.
- Provided 20% funding to 80% funding to complete a sidewalk extension project along Union St. South.
- Changed Executive Assistant 50/50 split with Solid Waste Department to 100% Transportation Department.
- Continued to participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.

FY 21-22 Budget Highlights

- Continue funding additional street preservation annually to improve 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.
- Purchase Crack Sealing equipment to bring this work in-house, potentially saving \$100k per year over the cost of a contract.

FY 22-23 Planning Year Goals

- Continue funding additional street preservation annually to improve the average pavement rating.
- Continue to participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.
- Complete construction of Lincoln St. bridge replacement.

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 to budget and plan projects that create a more complete pedestrian network throughout the City.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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 to facilitate the movement of people, goods, and services.	Average response / analysis time (in days) for traffic safety and speeding complaints	25	30	26	30	30
Infrastructure Inspection & Quality Assurance	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	97%	90%	95%	95%	95%
Traffic Engineering, Technical & Customer Services	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 to ensure Council Goals are met and to provide for an adequate, safe local transportation system.	% of customer inquiries responded to within 24-hrs	98%	95%	95%	95%	97%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4510							
Personnel Services	1,460,802	1,622,770	1,879,061	1,818,606	2,565,248	2,565,248	2,585,197
Operations	1,240,030	692,154	4,425,140	867,537	2,202,411	2,202,411	2,404,709
Capital Outlay	152,931	228,698	482,400	475,566	217,375	217,375	198,750
Debt Service	175,104	166,140	158,184	158,184	-	-	-
Cost Allocations	444,000	453,027	724,800	669,912	375,805	375,805	380,907
Transfers	2,167,000	2,168,946	3,379,162	3,379,162	3,535,045	3,535,045	3,605,745
Total Expenditures	\$ 5,639,867	\$ 5,331,735	\$ 11,048,747	\$ 7,368,967	\$ 8,895,884	\$ 8,895,884	\$ 9,175,308

* as amended

**as of July 16, 2021

Powell Bill

Mission Statement

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

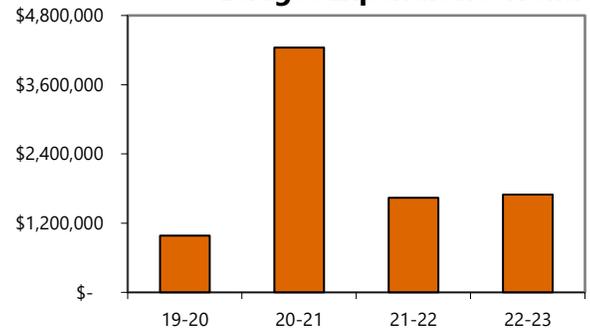
Organizational Chart Locator

Fund: 100 General Fund
Functional Area: Public Works
Budget Unit: **4511 Powell Bill**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Provided 25% funding match to replace STR-109 Single Axle Dump Truck, STR-416 Crew Truck, and STR-075 Motor Grader.
- 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, installation of raised pavement markers, and thermoplastic pavement markings on City streets.

FY 21-22 Budget Highlights

- Provide 100% funding to replace 5 brine tanks and 5 salt spreaders to help ensure the City is prepared to respond to winter weather events.
- Provide 25% funding match to replace STR-641 Water Truck and STR-620 Backhoe.
- 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, installation of raised pavement markers, and thermoplastic pavement markings on City streets.

FY 22-23 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, 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 with monthly budget and work plan review meetings.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	\$3,300	\$3,400	\$3,300	\$3,400	\$2,400
		% of reported pot holes repaired within 24-hours	98%	95%	95%	95%	95%
		% of lane miles rated 85% or better	30%	35%	35%	40%	68%
		% of lane miles rated below 45%	13%	10%	13%	10%	1%
		Average Pavement Rating of Entire System (street-lane-miles)	69	70	69	70	85%
Bridge Maintenance & Upkeep	Provide regular bridge maintenance on City bridges for the traveling public to keep this infrastructure in acceptable condition.	% of City bridges rated "not deficient" on a bi-annual basis	100%	100%	100%	100%	100%
Right-of-Way Operations	Provide maintenance of City street rights-of-way for citizens and the traveling public to provide clean, visually appealing, and safe roadways.	% of mowing routes rated monthly at satisfactory or better during growing season	100%	100%	100%	100%	100%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	488,597	544,772	618,641	541,382	6,000	6,000	6,000
Operations	1,811,706	260,064	6,301,455	3,476,857	1,301,994	1,301,994	1,600,776
Capital Outlay	107,692	179,111	210,800	225,562	330,625	330,625	87,250
Total Expenditures	\$ 2,407,995	\$ 983,947	\$ 7,130,896	\$ 4,243,801	\$ 1,638,619	\$ 1,638,619	\$ 1,694,026

* as amended

**as of July 16, 2021

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

Maintain, optimize, and enhance 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

- Maintain 161 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

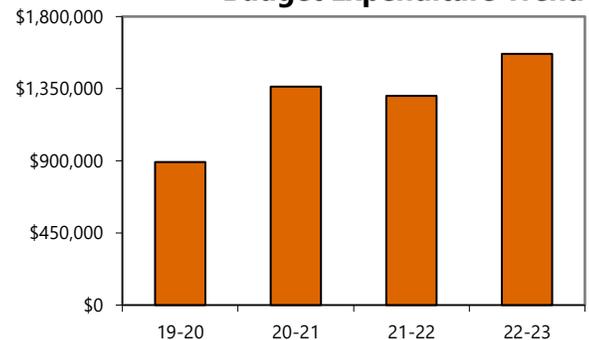
Functional Area: Public Works

Budget Unit: **4513 Traffic Signals**

Personnel Summary

Fiscal Year	FTE
18-19	6
19-20	7
20-21	8
21-22	8
22-23 Planning	8

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Added new Signal Technician to help manage ever growing signal system maintenance responsibilities.
- Added 27 signals to maintenance agreement with NCDOT to bring the total number of signals maintained to 161 throughout Concord with an anticipated addition of approximately 9 more, which are currently planned or under construction.
- Continued construction associated with the \$1.25 Million TSCP Grant for signal system interconnection along with providing additional traffic cameras and ITS infrastructure.
- Secured complete funding for the Signals Maintenance and Construction contract to have available funding in line with current estimates for emergency signals construction.
- Continued supplementing NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Continued Flashing Yellow Arrow (FYA) Upgrade Program in coordination with NCDOT at designated signals in the Service Area.
- Completed design and construction of Downtown Signal Replacement project.

FY 21-22 Budget Highlights

- 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.
- Create career progression by reclassing two Signal Technician positions to Signal Technician II's.

FY 22-23 Planning Year Goals

- 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 using 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 161 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	100%	100%	100%	100%	100%
		% of repairs to indication failures in 24-hrs or less	100%	100%	100%	100%	100%
Signal Optimization	Provide regular, scheduled maintenance service on non-coordinated system signals to the traveling public to meet or exceed NCDOT Schedule C standards.	% of NCDOT signals checked on time to meet Schedule C requirement (once/year)	100%	100%	100%	100%	100%
	Provide regular, scheduled optimization service on eight area coordinated system signals to the traveling public to meet or exceed NCDOT Schedule D standards.	% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	48%	66%	44%	66%	100%

Budget by Category

	2018-2019 Actual	2019-2020 Actual	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4513	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	459,343	505,195	634,976	608,264	664,321	664,321	669,600
Operations	391,434	368,297	542,114	511,025	611,042	611,042	595,699
Capital Outlay	212,702	-	218,049	224,367	5,000	5,000	275,000
Cost Allocations	22,305	19,422	20,431	18,728	24,821	24,821	26,615
Total Expenditures	\$ 1,085,784	\$ 892,915	\$ 1,415,570	\$ 1,362,384	\$ 1,305,184	\$ 1,305,184	\$ 1,566,914

*as amended

**as of July 16, 2021

Traffic Services

Mission Statement

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
- 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

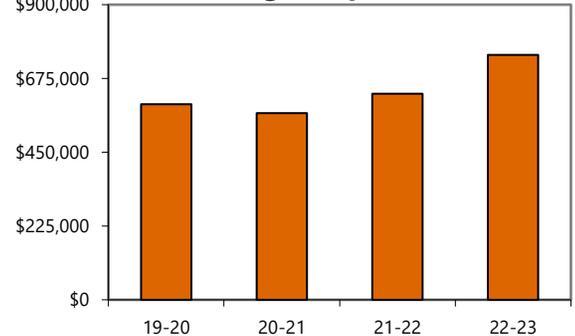
Functional Area: Public Works

Budget Unit: **4514 Traffic Services**

Personnel Summary

Fiscal Year	FTE
18-19	5
19-20	5
20-21	5
21-22	5
22-23 Planning	5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Completed Sign Washing and Preventative Maintenance initiative, which saved the City approximately \$35,000 in replacement costs.
- Performed in-house striping of pavement markings in the City Parking Garage, new expanded parking lot at Brown Operations Center, and various other small areas throughout City.
- Supported traffic and pedestrian control associated with special events and activities.
- Provided emphasis on maintaining current level of service within approved funding allocation(s). Continued Regulatory and Warning Sign maintenance programs.
- Continued the decal striping of City of Concord vehicles.

FY 21-22 Budget Highlights

- Continue identifying and performing in-house striping throughout City.
- 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 responsibilities associated with the decal striping of City of Concord vehicles.

FY 22-23 Planning Year Goals

- Continue support of traffic and pedestrian control associated with special events and activities.
- Continue Regulatory and Warning Sign maintenance programs while maintaining current level of service.
- Continue responsibilities associated with the decal striping of City of Concord vehicles.

Steps/Programs to Enhance Performance

- Explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities.
- Use 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 using monthly budget and work plan review meetings.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Traffic Control Signage & Pavement Markings	Maintain and provide traffic control signs and pavement markings for the traveling public to promote safety and the orderly movement of traffic.	% of STOP sign knock downs responded to within 1 hour	100%	100%	100%	100%	100%
		% of in-field work orders for regulatory or warning sign replacements made within 72 hours	100%	100%	100%	100%	95%
		% of programmed sign replacements made within one week of scheduling	100%	100%	100%	100%	100%
		% of identified pavement marking issues mitigated within 1 year.	New	100%	100%	100%	New
Traffic Services Technical Assistance	Provide technical assistance to internal customers 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	100%	100%	100%	100%	100%
		% of Streets quality controlled with regards to sign washing	NEW	NEW	NEW	100%	N/A
Custom Signs & Decals	Provide custom sign and decal services to internal customers and Recognized Neighborhoods to support emergency vehicle identification and recognition goals.	% of custom sign requests completed within 2 weeks for internal customers	100%	100%	100%	100%	100%
Custom Signs & Decals	Provide signing of Zoning Public Hearing Notices for Concord Development Services Department to meet time posting requirements under the NC General Statues.	% of rezoning/special use notice postings made accurately within the legal time requirement	100%	100%	100%	100%	100%

Budget by Category

	2018-2019 Actual	2019-2020 Actual	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4514	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	366,401	400,979	361,031	381,803	396,702	396,702	399,627
Operations	187,707	158,987	233,831	153,506	191,852	191,852	205,634
Capital Outlay	102,726	19,775	18,000	18,000	24,000	24,000	125,000
Cost Allocations	37,361	16,290	17,026	15,607	15,513	15,513	16,635
Total Expenditures	\$ 694,196	\$ 596,031	\$ 629,888	\$ 568,916	\$ 628,067	\$ 628,067	\$ 746,896

*as amended

**as of July 16, 2021

Solid Waste & Recycling

Mission Statement

Provide residential garbage, recycling, and yard waste collection/disposal. Solid Waste & Recycling also provides businesses with waste reduction and recycling opportunities to protect, preserve, and enhance public health, safety, and 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

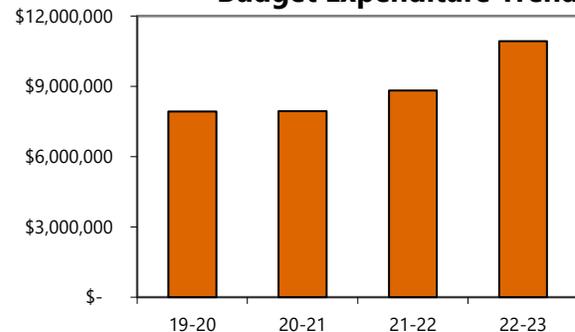
Functional Area: Public Works

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

Personnel Summary

Fiscal Year	FTE
18-19	34.5
19-20	36
20-21	36.5
21-22	40.6
22-23 Planning	63.6

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued RFID scanning of all carts deployed across the City to maintain accurate inventory and track set-out rates.
- Between July 2020 and December 2020, successfully collected over 5,910 tons of yard waste generated by residents while at home during the State's stay at home order.
- Performed cost of service study and performance comparisons to address future direction of solid waste collection services.
- Updated the Solid Waste ordinance and prepared it for City Council consideration in summer 2021.

FY 21-22 Budget Highlights

- Prepare for provision of in-house bulky waste collection service on July 1, 2022. Collection of garbage and recycling begins July 2023.
- Continue RFID scanning of all carts deployed across the City to maintain accurate inventory and track set-out rates.
- Implement Driver Recognition and Incentive Program among staff members.

FY 22-23 Planning Year Goals

- Begin bulky waste collection services in-house.
- Hire and train staff necessary to provide garbage and recycling service to residents by our own City crews in July 2023.
- Add one yard waste route, including a Rear Loader truck and 2 employees, to address residential growth across the City.

Steps/Programs to Enhance Performance

- Monitor the new collection routes for efficiency and effectiveness as designed.
- Continue development of 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Residential Garbage/ Bulky/ Recycling Collection	Provide residential garbage, bulky, and recycling collection to city residents 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	88	80	126	80	50
		Tons per 1,000 population	330	300	350	300	N/A
		% of customers participating in curbside recycling program	70%	67%	60%	67%	70%
		Avg. pounds of recyclables collected per household in curbside recycling program	362	320	312	350	400
Commercial Cardboard/ Office Paper/ Commingled Recycling Collection	Provide attractive commercial recycling programs to businesses to promote waste reduction and provide cost reduction opportunities in the business community.	Tons of corrugated cardboard collected per customer	4.96	4.5	4.4	4.5	N/A
		Net Cost per ton corrugated cardboard collection	\$142	\$125	\$120	\$125	\$80
		# of commercial corrugated cardboard recycling customers	278	285	282	278	N/A
		Cost per Ton of Contracted Commercial Cardboard Collection	\$157	\$160	\$174	\$160	\$148
Yard Waste Collection	Provide yard waste collection to City residents to keep neighborhoods clean and attractive.	All Complaints per 10,000 collection points (city)	88	60	65	60	50
		Pounds per collection point (non-seasonal yard waste)	489	475	486	475	N/A
		Tons collected per collection FTE (non-seasonal yard waste)	348	320	371	350	350
Outreach & Education	Provide residents and businesses with outreach and education on garbage, bulky, and recycling collection.	% of collection points who are signed up for service reminders using CARTology app	NEW	NEW	24.3%	30%	50%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4520							
Personnel Services	1,918,273	2,243,257	2,500,159	2,304,802	2,656,295	2,656,295	3,311,493
Operations	4,103,756	5,237,450	5,732,450	5,207,269	5,819,571	5,819,571	5,960,233
Capital Outlay	340,597	275,541	558,000	225,197	148,000	148,000	932,000
Debt Service	-	-	-	-	-	-	524,000
Cost Allocations	199,255	175,468	225,134	208,744	198,228	198,228	205,945
Total Expenditures	\$ 6,561,881	\$ 7,931,716	\$ 9,015,743	\$ 7,946,012	\$ 8,822,094	\$ 8,822,094	\$ 10,933,671

* as amended

**as of July 16, 2021

Cemeteries

Mission Statement

Provide efficient, professional, and comprehensive care and maintenance of the City cemeteries.

Major Services Provided

- Cemetery Operations

Organizational Chart Locator

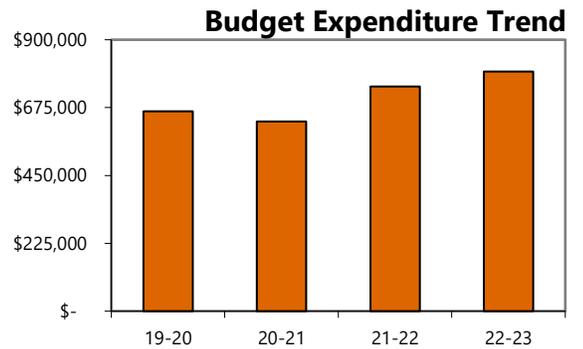
Fund: 100 General Fund

Functional Area: Public Works

Budget Unit: **4540 Cemeteries**

Personnel Summary

Fiscal Year	FTE
18-19	8
19-20	9
20-21	9
21-22	9.1
22-23 Planning	9.1



FY 20-21 Major Accomplishments

- Implemented new Cemetery software.
- Added historical records into the Cemetery Software system.
- Master planned remaining land outside the existing fence at Rutherford Cemetery.
- Surveyed wooded land for future master planning at West Concord Cemetery.
- Completed Rutherford Cemetery expansion within the existing fence line.
- Replaced damaged brick wall at the front of Rutherford Cemetery with decorative wrought iron fence to match entrance gate.
- Installed landscape improvement at Rutherford Cemetery's entrance, at the roundabouts, and at the walkways.
- West Concord entrance and fence line has been designed by the City's Engineering Department.
- Installed landscape improvements at Oakwood Cemetery.
- Installed fiber at the cemetery office allowing access to the City's intranet, the internet, and the use of the newly installed cemetery software.

FY 21-22 Budget Highlights

- Develop cost estimates for Rutherford master plan focusing on incremental development.
- Develop cost estimates for West Concord Cemetery master plan.
- Complete entry of historical records in the cemetery software.
- Develop the public interface to the cemetery software that will allow the public to research and locate deceased family and friends.
- Install section markers in each cemetery so the public can locate where deceased family and friends can be found.
- Develop cost estimate for the expansion of the columbarium at Oakwood Cemetery.
- Create an area for the in-ground burial of cremains at Rutherford Cemetery.

FY 22-23 Planning Year Goals

- Continue landscape improvements at all three cemeteries.
- Construct the columbarium expansion at Oakwood Cemetery.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Cemetery Operations	Provide efficient, accurate, and professional burial services to cemetery customers.	% of Cemetery improvement projects completed	90%	100%	94%	96%	100%
	Maintain the Cemetery grounds to the highest standards to meet or exceed visitor expectations.	% of Cemetery mowing completed on time	92%	100%	98%	96%	100%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	373,011	412,886	516,463	389,645	538,169	538,169	542,161
Operations	140,692	141,082	224,973	184,953	169,573	169,573	180,033
Capital Outlay	80,855	85,590	38,008	32,298	9,000	9,000	42,000
Cost Allocations	1,951	22,869	23,836	21,850	27,924	27,924	29,942
Total Expenditures	\$ 596,508	\$ 662,426	\$ 803,280	\$ 628,746	\$ 744,666	\$ 744,666	\$ 794,136

* as amended

**as of July 16, 2021

Fleet Services

Mission Statement

Provide 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 for a greater level of service to 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

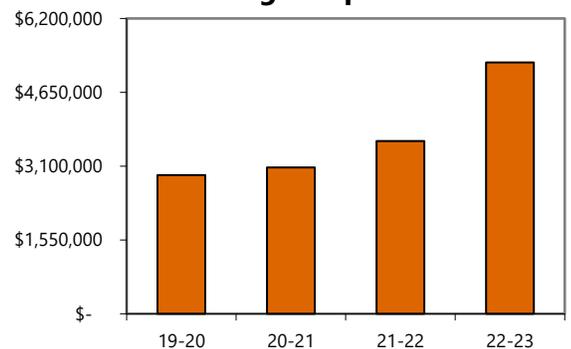
Functional Area: Public Works

Budget Unit: **4550 Fleet Services**

Personnel Summary

Fiscal Year	FTE
18-19	14
19-20	14
20-21	14
21-22	14
22-23 Planning	16

Budget Expenditure Trend



FY 20-21 Major Accomplishments

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

FY 21-22 Budget Highlights

- Maintain average fuel cost at \$2.55 per gallon.
- Plan for future Fleet Facility design.

FY 22-23 Planning Year Goals

- Plan for Fleet Facility construction.
- Increase average fuel cost to \$2.60 per gallon.
- Increase parts line item to account for expanded fleet/increased parts cost.

Steps/Programs to Enhance Performance

- Educate coworkers 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Maintenance	Provide high quality and timely vehicle maintenance for City departments to achieve maximum fleet availability and high customer satisfaction.	Hours billed as % of billable hours	66%	70%	65%	70%	80%
		% of work orders completed within 24 hours	99%	99%	99%	99%	98%
		% of work orders that require repeat repairs within 30 days	0.38%	0.35%	0.38%	0.40%	0.40%
		% of customers rating overall service as "Excellent" or "Good"	100%	98%	100%	98%	98%
		Fleet Availability Rate	99%	99%	99%	99%	99%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	1,009,202	1,084,613	1,121,784	1,113,223	1,178,489	1,178,489	1,294,677
Operations	2,239,602	2,003,890	2,501,950	2,151,631	2,448,071	2,448,071	2,525,401
Capital Outlay	-	-	28,000	26,099	-	-	60,000
Debt Service	-	-	-	-	-	-	1,400,000
Cost Allocations	(3,099,430)	(2,909,207)	(3,604,820)	(3,070,203)	(3,626,560)	(3,626,560)	(5,280,078)
Total Expenditures	\$ 149,374	\$ 179,297	\$ 46,914	\$ 220,751	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

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.

Budget Units

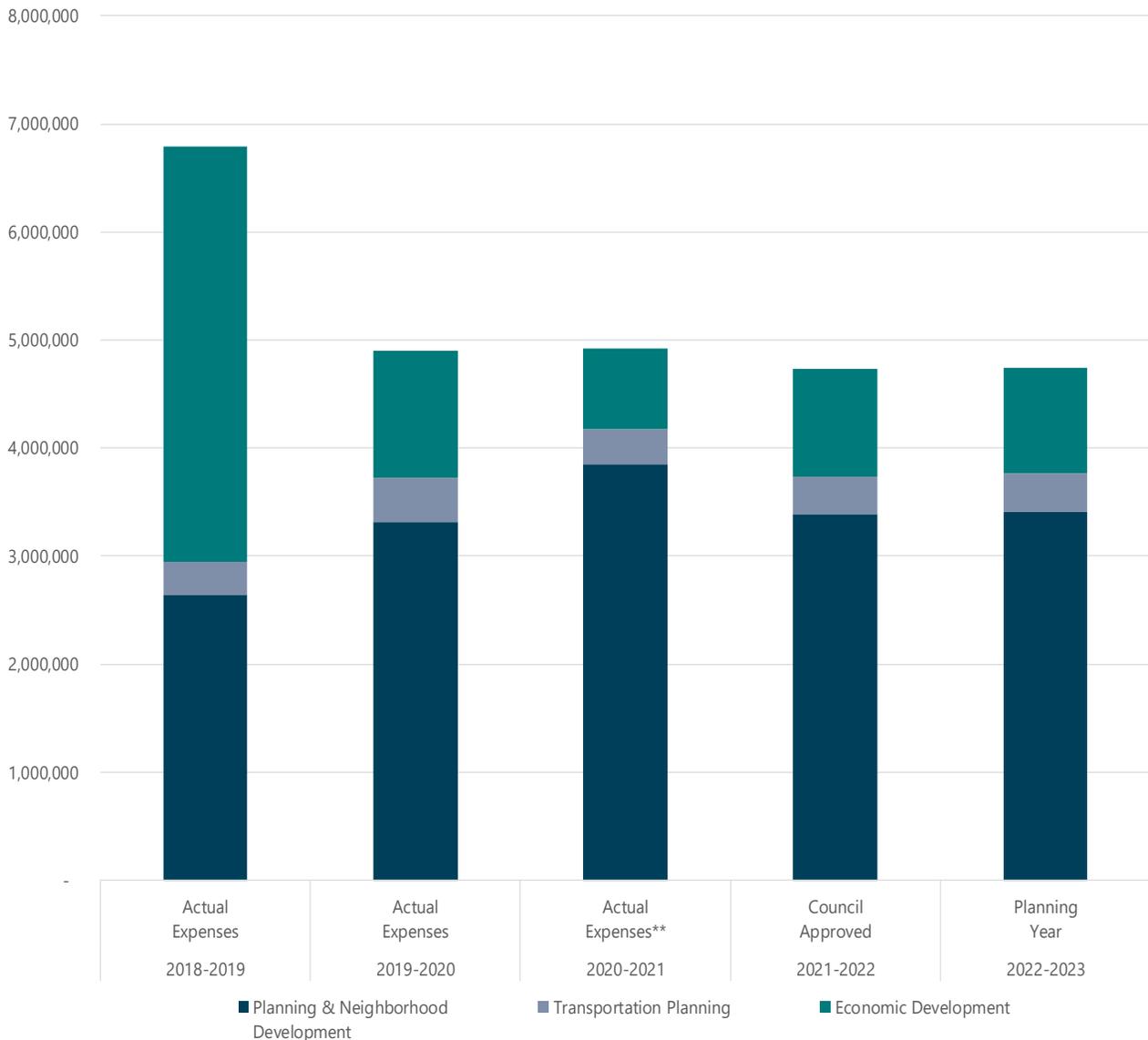
- **Planning & Neighborhood Development:** Planning & Neighborhood Development provides courteous, effective, and accurate planning, development, and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality of life for all residents of the City of Concord.
- **Transportation Planning:** Transportation Planning is accomplished in a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). The CRMPO coordinates all transportation planning including highway, rail, bus, and aviation. The Transportation Department serves as the Lead Planning Agency for the CRMPO.
- **Economic Development:** Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

Economic Development Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit (General Fund)								
Planning & Neighborhood Development	2,645,503	3,316,047	4,347,898	3,846,477	3,389,586	3,389,586	71.7%	3,413,658
Transportation Planning	300,387	404,413	375,175	328,945	348,820	348,820	7.4%	348,820
Economic Development	3,850,232	1,178,755	1,430,861	745,437	989,011	989,011	20.9%	976,728
Total Expenditures	\$ 6,796,122	\$ 4,899,215	\$ 6,153,934	\$ 4,920,859	\$ 4,727,417	\$ 4,727,417	100.0%	\$ 4,739,206

* as amended

**as of July 16, 2021



Planning & Neighborhood Development

Mission Statement

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

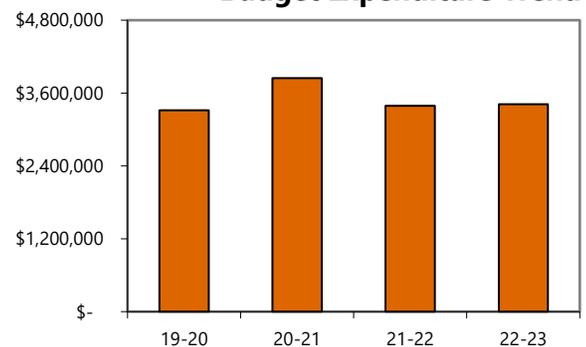
Functional Area: Economic Development

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

Personnel Summary

Fiscal Year	FTE
18-19	18
19-20	18
20-21	19
21-22	19
22-23 Planning	20

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Constructed and sold two single family affordable homes. Another house is under construction.
- Acquired and renovated eight multifamily units that will be transferred to Concord Family Enrichment Association (CFEA).
- Pursued lot/land acquisition for construction of affordable housing and private and nonprofit partnerships to develop it.
- Updated the Downtown Master Plan and completed the Liles Small Area Plan.
- Worked on the Weddington Road Corridor Plan.
- Awarded contract and began Union Streetscape improvements.
- Completed a downtown parking study.
- Completed a phasing plan for improving all the streets in downtown.
- Completed the Concord Development Ordinance (CDO) rewrite.
- Worked with a developer for the Coleman Mill redevelopment to complete design work.
- Successfully incorporated Concord Downtown Development Corporation personnel and operations into the department.
- Provided training for the Board of Adjustment, Planning Commission, and Historic Commission.
- Began Historic Handbook rewrite.
- Selected a consultant and began preliminary work to submit the Logan Community for Historic designation.
- Developed procedures, mission statement, etc. for the Public Art Committee. Completed the installation of two pieces of art along the Hector Henry Greenway. Researching public art creation in various locations.
- Worked in conjunction with Cabarrus County to make improvements with the Accela permitting system. Added E Permit Hub feature.
- Won the Marvin Collins Planning Award for the Union Streetscape Demonstration.
- Updated CDO to be compliant with the 160D General Statute changes.

FY 21-22 Budget Highlights

- Begin preliminary work on Small Area Plan for Concord Mills Blvd./Bruton Smith Blvd.
- Complete Weddington Road corridor plan.
- Complete Union StreetScape improvements.

- Construct 10 new affordable homes.
- Complete the modular unit move from Fire Station #10 to Pharr Drive and renovate for a duplex.
- Continue to acquire land for affordable housing and pursue nonprofit and for-profit partnerships.
- Design and begin construction of 26 townhomes on Lincoln Street bordered by Malvern and Melrose Streets.
- Complete the Coleman Mill redevelopment (152 units of affordable housing).
- Complete Historic Handbook rewrite.
- Complete Logan Community Historic designation study.
- Complete two public art installations.
- Continue improving Accela permitting system.
- Incorporate Barber Scotia study into the Downtown Master Plan.

FY 22-23 Planning Year Goals

- Complete the Concord Mills/Bruton Smith Blvd. Small Area Plan.
- Complete 12 new affordable homes.
- Continue acquiring/developing multifamily property for CFEA.
- Begin next phase of downtown streetscape improvements.
- Complete two public art installations.

Steps/Programs to Enhance Performance

- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards and commissions regarding design, site plan layout, and other issues.
- 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Development Plan Review	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	659	N/A	1,998	N/A	N/A
Permitting	Provide accurate and timely issuance of development permits to developers and citizen to ensure compliance with local ordinances.	Single-Family Residential*	968	N/A	834	N/A	N/A
		Single-Family Residential Attached (units)*	52	N/A	59	N/A	N/A
		Two, Three, or Four-Family Residential (units)*	0	N/A	341	N/A	N/A
		Multi-Family Residential (units)*	132	N/A	442	N/A	N/A
		Commercial Buildings*	56	N/A	140	N/A	N/A
		Industrial Buildings*	1	N/A	2	N/A	N/A
		Temporary Sign Registrations*	39	N/A	26	N/A	N/A
		Sign Permits*	140	N/A	102	N/A	N/A
		Certificates of Compliance*	374	N/A	424	N/A	N/A
		Permits for Additions/Accessories*	428	N/A	674	N/A	N/A
		Temporary Use Permits (construction trailers, etc.)*	50	N/A	45	N/A	N/A

		Temporary Power Permits*	101	N/A	11	N/A	N/A
Annexations	Ensure that the City grows in a controlled and orderly manner and that City services can be provided.	# of Areas Annexed into City Limits	7	N/A	9	N/A	N/A
Subdivisions of Land	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	31	N/A	17	N/A	N/A
		# of Preliminary Subdivision Plats	17	N/A	31	N/A	N/A
Zoning Cases and Public Hearings	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	0	N/A	1	N/A	N/A
		# of Certificates of Appropriateness (in Historic Districts)	27	N/A	33	N/A	N/A
		# of Site Plans*	0	N/A	1	N/A	N/A
		# of Special Use Permits	12	N/A	4	N/A	N/A
		# of Text Amendments to Concord Development Ordinance	6	N/A	8	N/A	N/A
		# of Variances	1	N/A	2	N/A	N/A
		# of Zoning Map Amendments (Rezoning)	17	N/A	27	N/A	N/A
Affordable Housing	Create affordable housing opportunities for those with earnings above the HUD assistance threshold of 80% area median income.	# of Houses Underway/Sold	4	2	4	4	N/A
		Average Sales Price of Homes	\$182,500	\$180,000	\$156,250	\$185,000	N/A
		Funds Reinvested into Account	\$297,141	\$300,000	\$312,500	\$370,000	N/A

* Denotes permits or certificates issued

Budget by Category

	2018-2019 Actual Expenditures	2019-2020 Actual Expenditures	2020-2021 Council Approved*	2020-2021 Actual Expenditures**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	1,334,476	1,575,547	1,745,546	1,688,810	1,839,900	1,839,900	1,915,841
Operations	243,474	275,431	358,212	254,529	261,758	261,758	215,919
Capital Outlay	15,625	-	-	-	-	-	-
Debt Service	272,158	271,450	272,203	272,203	271,628	271,628	271,628
Cost Allocations	604,444	883,299	1,432,794	1,333,443	1,016,300	1,016,300	1,010,270
Transfers	85,708	47,938	295,542	295,542	-	-	-
Non-Operating Exper	89,618	262,382	243,601	1,950	-	-	-
Total Expenditures	\$ 2,645,503	\$ 3,316,047	\$ 4,347,898	\$ 3,846,477	\$ 3,389,586	\$ 3,389,586	\$ 3,413,658

* as amended

**as of July 16, 2021

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

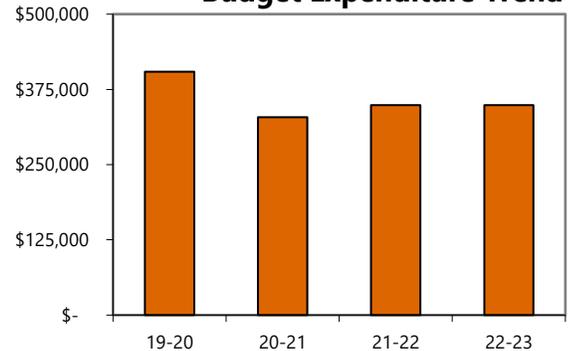
Functional Area: Economic Development

Budget Unit: **4915 Transportation Planning**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Assisted 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.
- Participated in the Regional Model maintenance, including updates to socioeconomic base year data and changes to the Model network(s).
- Worked 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 21-22 Budget Highlights

- Continue to assist in the latest update of the NCDOT's CTP for the CRMPO in coordination with the City's latest revisions.
- 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 STIP.

FY 22-23 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
MPO Transportation Planning	Provide active representation in the MPO transportation planning process through representation on the Technical Coordinating Committee to address issues to increase transportation choices, reduce road congestion, increase traffic flow, and improve traffic safety.	% of TCC meetings attended	100%	100%	100%	100%	100%
Regional Coordination	Provide 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	100%	100%	100%	100%	100%

Budget by Category

	2018-2019 Actual Expenditures	2019-2020 Actual Expenditures	2020-2021 Council Approved*	2020-2021 Actual Expenditures**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Operations	300,387	404,413	375,175	328,945	348,820	348,820	348,820
Total Expenditures	\$ 300,387	\$ 404,413	\$ 375,175	\$ 328,945	\$ 348,820	\$ 348,820	\$ 348,820

* as amended

**as of July 16, 2021

Economic Development

Mission Statement

Administer 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

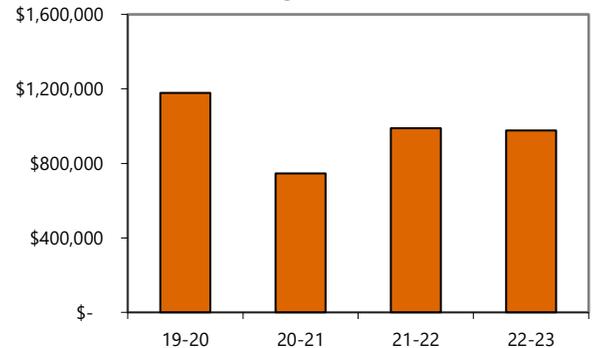
Functional Area: Economic Development

Budget Unit: **4920 Economic Development**

Personnel Summary

Fiscal Year	FTE
18-19	1
19-20	1
20-21	1
21-22	1
22-23 Planning	1

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued collaboration with Cabarrus Economic Development Corporation (EDC) and Concord Downtown Development Corporation to promote economic development.
- Provided ongoing support responding to economic development project requests for information (e.g., zoning, utilities, etc.)
- Sold three publicly owned downtown properties to Lansing Melbourne Group (LMG) for the development of a mixed-use project consisting of approximately 300 apartments (151 workforce) and 15,000 SF of new commercial retail space.
- Established non-profit center at 66 Union Street South and supported redevelopment of the former City Hall annex to create three commercial retail spaces and professional office space.
- Provided marketing support to establish online presence for new Cabarrus Innovation Center.
- Established new economic development online landing page linked with the Cabarrus EDC.
- Developed marketing materials and website promoting the new downtown streetscape and ongoing downtown redevelopment.
- Downtown physical improvements (1 banner set replacement).
- Continued support of small area plans to promote economic development (George Liles and Downtown Master Plan Update).
- Ongoing financial 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 Budget Highlights

- Continue coordinated efforts with Cabarrus EDC & downtown Concord including business recruitment, expansion, marketing, navigating the permit process, etc.
- Continue supporting place-making and quality of life efforts in downtown Concord including streetscape development and the downtown Concord urban and active living strategies.
- Downtown physical improvements (1 banner set replacement).
- Digital advertisement campaign to drive site selectors to newly developed landing page linking to Cabarrus EDC.
- Support Cabarrus EDC and planning staff in development of the Grounds at Concord (e.g., GoldenHome construction, recruitment).
- Support downtown construction mitigation and marketing program (e.g., streetscape, LMG development, etc.).
- Support newly established Cabarrus Innovation Center with program and resource development for entrepreneurs.
- Continue support of small area plans to promote economic development throughout the City (George Liles Small Area Plan, Concord Mills Small Area Plan, etc.) and support property owners and stakeholders with implementation of these plans.

FY 22-23 Planning Year Goals

- Continue coordinated efforts with Cabarrus EDC & downtown Concord including business recruitment, expansion, marketing, navigating the permit process, etc.
- Continue supporting place-making and quality of life efforts in downtown Concord including downtown streetscape and the downtown Concord urban and active living strategies.
- Implement coordinated marketing strategy with CDC.
- Continue work with Cabarrus Innovation Center to provide programming, training, and resource support for entrepreneurs
- Support property owners and stakeholders with implementation of small area plans.

Steps/Programs to Enhance Performance

- Review economic development incentive grant programs and propose improvements/opportunities in coordination with the Cabarrus EDC and Cabarrus County grants administrators.
- Regular meetings and communication with EDC and downtown Concord staff and committees to pursue economic development opportunities and development opportunities.
- Engage development community to assist with current projects and identify future opportunities.
- Actively market programs and opportunities to encourage investment from the private sector.
- Work with EDC and neighboring municipalities to implement coordinated marketing strategy.
- Participate in Cabarrus Innovation Center’s entrepreneurship council.
- Maintain communication between internal departments and divisions to address economic development issues.
- Support economic development projects throughout the plan review process to improve efficiency and avoid delay.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Investment Tracking	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	\$74,377,641	N/A	\$40,105,452	N/A	N/A
		Total Commercial Investment	\$68,417,560	N/A	\$203,286,550	N/A	N/A
		Total Downtown MSD Investment	\$13,310,103	N/A	\$31,375,835	N/A	N/A
		Union St Investment (Streetscape Impact)	N/A	N/A	\$5,236,673	N/A	N/A
		Cabarrus EDC – Concord Projects/RFIs	95	N/A	119	N/A	N/A

* Denotes permits or certificates issued

Budget by Category

Budget Unit #:	2018-2019 Actual Expenditures	2019-2020 Actual Expenditures	2020-2021 Council Approved*	2020-2021 Actual Expenditures**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	82,938	90,109	94,789	92,581	100,969	100,969	101,798
Operations	3,243,040	220,542	221,096	124,097	243,307	243,307	180,511
Cost Allocations	-	-	-	-	8,420	8,420	8,792
Transfers	-	212,708	69,000	69,000	75,000	75,000	75,000
Other Financing Uses	524,254	655,396	1,045,976	459,759	561,315	561,315	610,627
Total Expenditures	\$ 3,850,232	\$ 1,178,755	\$ 1,430,861	\$ 745,437	\$ 989,011	\$ 989,011	\$ 976,728

* as amended

**as of July 16, 2021

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.

Budget Units

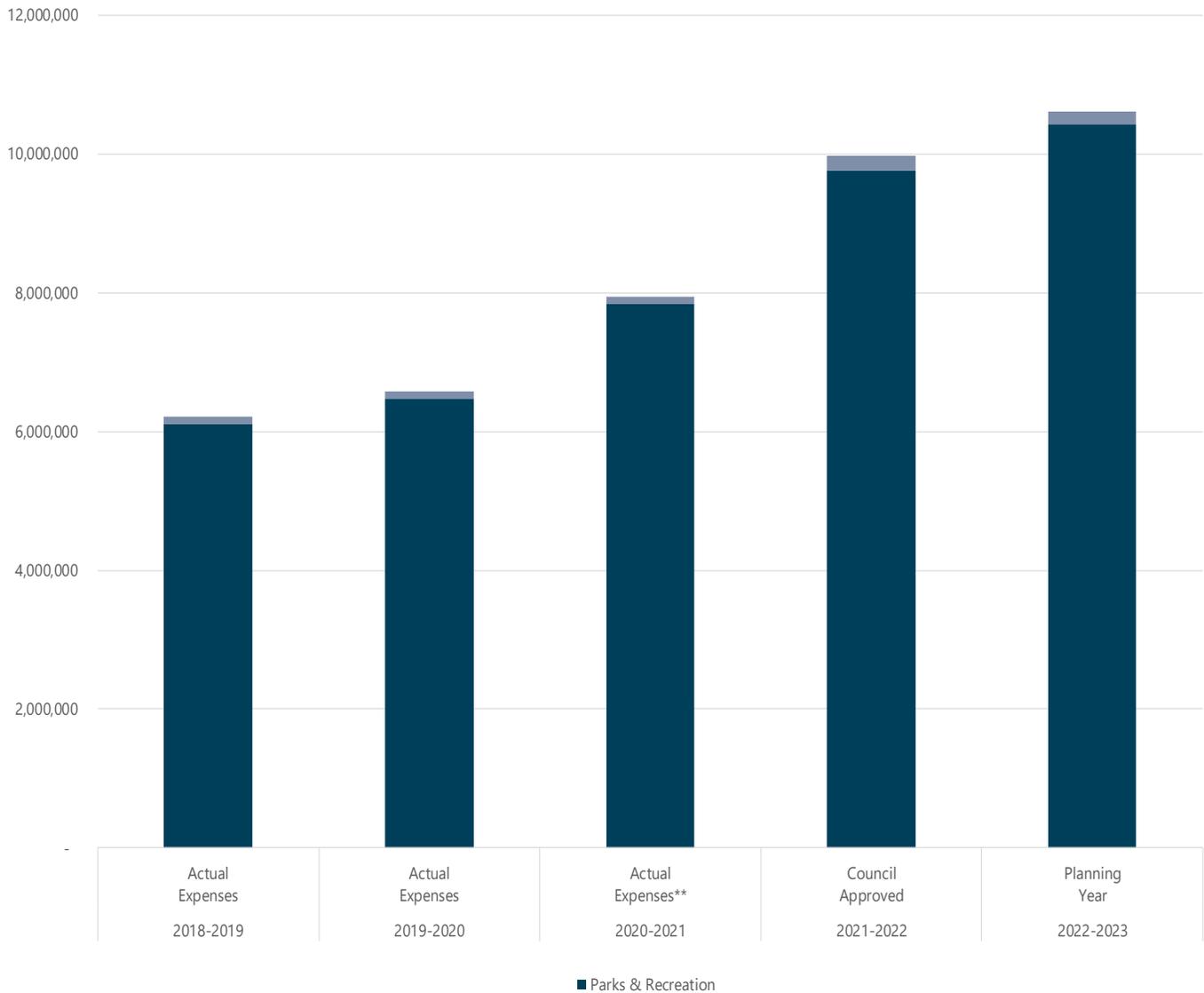
- **Parks & Recreation:** The Parks & Recreation Department provides recreation and leisure services for the citizens of Concord. The department operates City parks, recreation centers, several miles of greenways and trails, and an aquatic center.
- **Parks & Recreation - Aquatics:** The Parks & Recreation - Aquatics Department operates the McInnis Aquatics Center.

Culture & Recreational Expenditures

Budget Unit (General Fund)	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Parks & Recreation	6,107,258	6,467,448	10,426,682	7,838,178	9,766,110	9,766,110	97.9%	10,430,784
Parks & Recreation - Aquatics	106,961	117,064	185,439	103,941	213,052	213,052	2.1%	184,647
Total Expenditures	\$ 6,214,219	\$ 6,584,512	\$ 10,612,121	\$ 7,942,119	\$ 9,979,162	9,979,162	100.0%	\$ 10,615,431

* as amended

**as of July 16, 2021



Parks & Recreation

Mission Statement

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

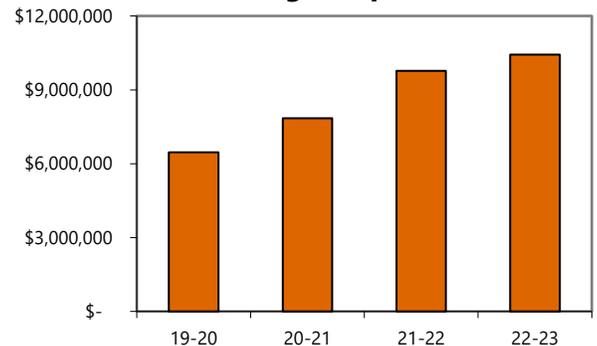
Functional Area: Culture and Recreation

Budget Unit: **6120 Parks & Recreation**

Personnel Summary

Fiscal Year	FTE
18-19	31.5
19-20	35
20-21	36
21-22	36.5
22-23 Planning	37

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Renovated the CT Sherrill Community Building and Restrooms.
- Completed new Playgrounds with bonded rubber at Dorton Park, Hartsell Park, and Les Myers Park.
- Began construction of the Dorton/YMCA Connector Greenway.
- Installed 8 automated basketball goals.
- Replaced ballfield light poles at Hartsell Athletic Complex.
- Replaced the roof at Logan Multi-Purpose Center.
- Repainted the inside of Logan Multi-Purpose Center.
- Replace the dock at Lake Fisher.

FY 21-22 Budget Highlights

- Replace a playground unit at McGee Park.
- Replace lights at Beverly Hills tennis courts
- Replace the roof at Hartsell Recreation Center.
- Continue acquisition and design of five priority greenway corridors identified in the Connectivity Analysis.
- Complete the Master Plan for WW Flowe Park and undeveloped property.

FY 22-23 Planning Year Goals

- Replace lights at Gibson Field.
- Continue acquisition and design of five priority greenway corridors identified in the Connectivity Analysis.
- Replace roof at Academy Recreation Center.
- Improve ADA access to Webb and McAllister fields.
- Complete Wayfinding 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.
- Aggressively search for and evaluate new greenway opportunities within 5 priority greenway corridors.
- Emphasis on programming following the recommendation of the Park Master Plan.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	1,905,336*	350,000	278,371	375,000	80,000
		% of online registrations	37%	35%	46%	40%	60%
Facility Development	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.	29	10	49	20	10
Festivals, Events, Programs, & Athletics	Provide basic, extended, and special leisure/athletic programming to youth and adults that are cost effective and engaging to provide social, educational, athletic, and mentally stimulating experiences.	# of adults participating in adult programs	6,198	5,000	3,961	5,000	3,000
		% of program participants reporting being "very" satisfied with their experience	96%	98%	96%	98%	100%
		# of youth in youth programming	35,115	30,000	4,410	20,000	15,000
		# of volunteer hours	4,306	20,000	10,777	15,000	7,000
		# of Youth Council Participant Volunteer Hours	1,571	2,700	383	500	900
Recreation Center Operations & Programming	Operate recreation centers that are positive destination points for the residents of Concord. Market the recreation centers by providing programs and activities that are popular with the communities served.	Total Attendance at Recreation Centers	158,937	200,000	40,235	75,000	80,000
		# of youth and teens participating in recreation center programs	6,191	3,800	472	2,800	3,000
Facility Operations	Operate park facilities that are positive destination points to provide patrons with a safe leisure experience in a cost-effective manner.	Revenue as a % of operating expenses	11%	15%	16%	15%	15%

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

Budget by Category

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2022-2023
Budget Unit #: 6120	Actual	Actual	Council	Actual	Manager	Council	Planning
	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	1,686,199	1,743,321	2,281,145	1,625,461	2,405,859	2,405,859	2,437,950
Operations	1,630,746	2,101,815	3,334,729	1,592,968	3,181,329	3,181,329	3,310,351
Capital Outlay	144,128	269,720	107,909	125,198	-	-	100,000
Debt Service	194,560	184,600	175,760	175,760	-	-	-
Cost Allocations	1,974,838	2,167,993	3,175,475	2,967,127	2,764,904	2,764,904	2,838,185
Transfers	476,787	-	1,351,664	1,351,664	1,414,018	1,414,018	1,744,298
Total Expenditures	\$ 6,107,258	\$ 6,467,448	\$ 10,426,682	\$ 7,838,178	\$ 9,766,110	\$ 9,766,110	\$ 10,430,784

* as amended

**as of July 16, 2021

Parks & Recreation - Aquatics

Mission Statement

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

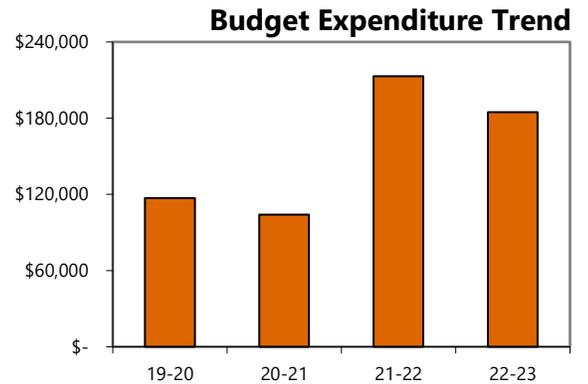
Fund: 100 General Fund

Functional Area: Culture and Recreation

Budget Unit: **6121 Aquatics**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0



FY 20-21 Major Accomplishments

- Made improvements to the pool's pump building area.
- Replaced the aging chemical building.

FY 21-22 Budget Highlights

- Replace lifeguard stands.
- Improve safety training aids.
- Begin transition to contracting out lifeguard services.

FY 22-23 Planning Year Goals

- Install new shelter over customer area
- Fully transition to contracting out lifeguard services.

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 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Pool Operations	Operate aquatic facilities for the residents of Concord in a cost-effective manner to provide patrons with a pleasant and safe leisure experience.	% of pool patrons "somewhat" or "very" satisfied with their experience	98%	98%	98%	98%	100%
		# of aquatics injuries	0	0	0	0	0
Pool Programs	Provide aquatics instruction and programming to the residents of Concord in a cost-effective manner to improve the skill level of residents in a safe environment.	Aquatic Center Attendance	4,009*	6,500	2,718*	3,500	7,500
		Aquatics revenue as % of operating expenditures	36%	30%	11%	30%	35%

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

Budget by Category

Budget Unit#: 6121	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	68,314	63,497	99,395	38,929	69,037	69,037	18,250
Operations	38,647	53,566	73,384	52,352	144,015	144,015	166,397
Capital Outlay	-	-	12,660	12,660	-	-	-
Total Expenditures	\$ 106,961	\$ 117,064	\$ 185,439	\$ 103,941	\$ 213,052	\$ 213,052	\$ 184,647

* as amended

**as of July 16, 2021

Note: All aquatics staff prior to FY 21 are temporary part-time employees. In FY 21, aquatic staff will begin to transition to contract services.

Special Revenue Funds Overview

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.

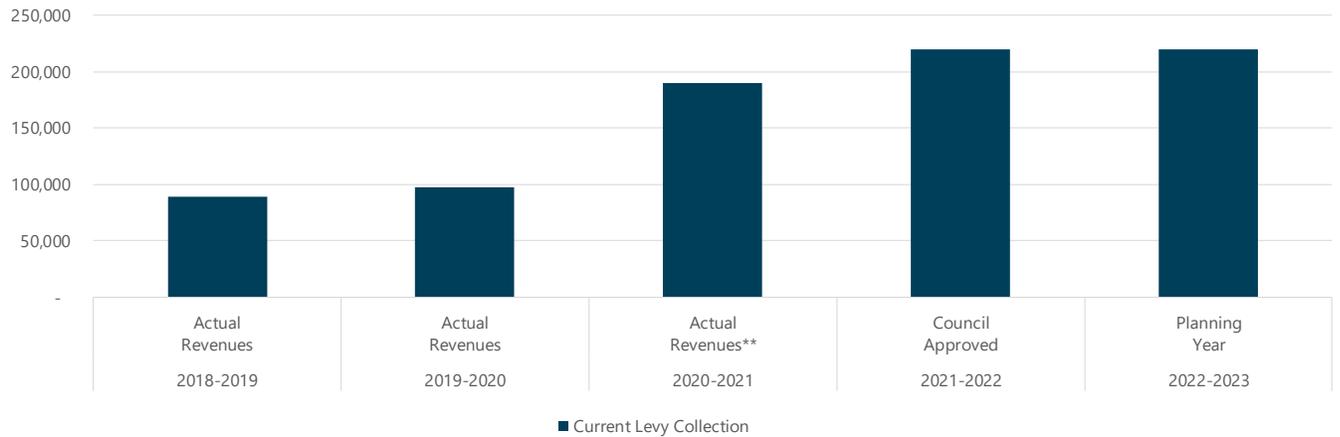
Budget Units

- **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.
- **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 \$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.
- **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.
- **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.
- **Market Rate Units Fund:** The Market Rate Units Fund is used to account for funds received for market rate housing and related expenses.
- **Affordable Housing Revolving Fund:** The Affordable Housing Revolving Fund is used to account for funds used to encourage affordable housing within Concord.

Municipal Service District Revenues & Expenditures

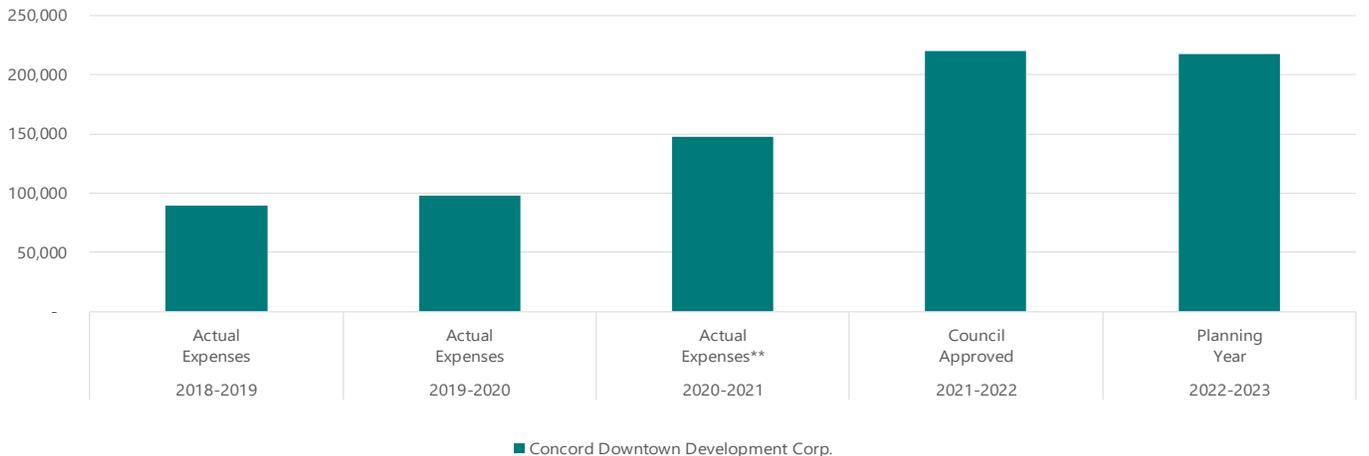
	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 201								
Current Levy Collection	88,846	97,357	194,707	189,465	219,613	219,613	100.0%	219,613
Total Revenue	\$ 88,846	\$ 97,357	\$ 194,707	\$ 189,465	\$ 219,613	\$ 219,613	100.0%	\$ 219,613

*as amended
**as of July 16, 2021



	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Concord Downtown Development Corp.	89,028	97,379	194,707	147,442	219,613	219,613	100.0%	217,273
Total Expenditures	\$ 89,028	\$ 97,379	\$ 194,707	\$ 147,442	\$ 219,613	\$ 219,613	100.0%	\$ 217,273

* as amended
**as of July 16, 2021



Concord Downtown Development Corporation

Mission Statement

The mission of Concord Downtown Development Corporation (CDDC) is to enhance the economic, social, and aesthetic values of Historic Downtown Concord through business development, business recruitment, and design, through the leveraging of public and private partnerships.

Major Services Provided

- Enhance Historic Downtown Concord
- Business Development, Recruitment, and Design
- Leverage Public and Private Partnerships

Organizational Chart Locator

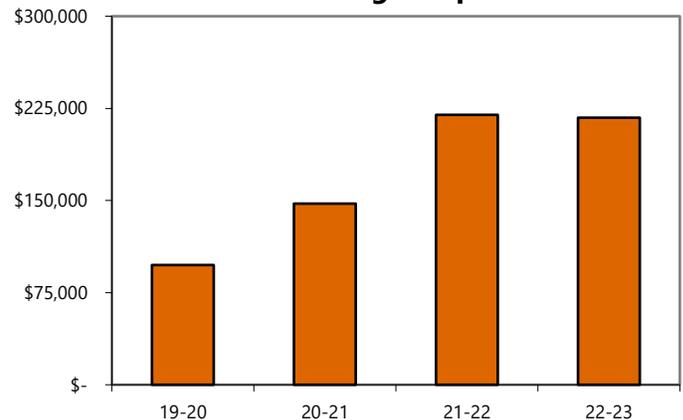
Fund: 201 Municipal Service District Revenue

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

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	2
21-22	2
22-23 Planning	2

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Promoted the sale of businesses and properties to new owners.
- Recruited new businesses to fill vacancies created during the COVID-19 pandemic, adding 15 new businesses to Downtown Concord.
- Worked with new and existing businesses on strategies to get through the COVID-19 pandemic.
- Communicated vital information regarding funding opportunities, restrictions, guidelines, and strategies with stakeholders.
- Initiated new online and social media-based strategies during pandemic to promote shopping local safely.
- Communicated the story of Downtown Concord with local news media throughout the year on a variety of topics including: weathering the pandemic, road closure, new projects, new businesses, and new business owners.
- Implemented a new format for Small Business Saturday to allow social distancing while shopping by closing the street and transforming the promotion into a monthly "event."
- Provided funding for Candy Cruise candy giveaway and staffing assistance for the event.
- Merged Concord Downtown Development Corporation staff with the City of Concord to provide better resources to Downtown business and property owners
- Started a blog to distribute via monthly eblast and concorddowntown.com.
- Increased social media followers by 10%.
- Provided grant funding for *Bloom*, the Avett Brothers mural produced by Cicada Studios.

FY 21-22 Budget Highlights

- Continue business recruitment and retention projects for new and existing spaces downtown.
- Market Downtown projects including: Union StreetScape, new construction, events, and business updates.
- Create a new Halloween-focused festival to build on the success of Candy Crawl.
- Expand Spring Into Arts to include more focus on live art.
- Continue Murder Mystery Scavenger Hunt and expand the event to include more participants.
- Continue communication with Downtown stakeholders regarding the StreetScape and new construction projects.
- Develop a mitigation strategy for the businesses in regard to the Streetscape and new construction projects.
- Continue efforts to provide connection to the former Cannon Mill Plant 17 development and Gibson Mill areas.
- Incorporate any goals related to Downtown from the Barber Scotia study being completed by Nexsen Pruet.

FY 22-23 Planning Year Goals

- Complete Union StreetScape project and unveil the new street to the public.
- Recruit new businesses for retail space in new construction projects.
- Complete efforts to connect former Cannon Mill Plant 17 development and Gibson Mill areas.

Steps/Programs to Enhance Performance

- Reinstate monthly mixers with business owners.
- Increase sponsorship for events and programming.
- Continuing education and training through the North Carolina Main Street Program.
- Increase volunteerism for events and programming.
- Increase community engagement in Downtown projects.
- Work with community partners to implement new Downtown events outside of City or Concord Downtown Development Corporation's Management.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Business Activity	Develop and execute strategies to increase business activities.	Annual % increase in sales in 51% or more of businesses	New	51%	New*	51%	N/A
Economic Development	Work in an open and transparent partnership with public and private partners to recruit and retain businesses.	# of businesses who have received support from Downtown staff annually	54	60	69	66	N/A
		# of businesses open in Downtown is greater than the number of businesses closed	+4	+6	7	+6	N/A
Marketing	Provide effective marketing services for Downtown events, businesses, venues, and available real estate.	% increase in annual social media follows and unique website views	11.2%	5%	8%	5%	N/A
Communications	Communicate and engage with all downtown stakeholders and the public sector.	% of businesses, property owners, and residents reporting they received communications from CDDC	21%	16%	29%	16%	16%
Building Vacancy Rate	Reduce and maintain vacancy rates for available properties both ground floor and upper story.	# of vacant spaces available in the MSD	6	5	6	4	N/A

*Data collection for this measure was postponed due to COVID-19.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 5000							
Personnel Services	-	-	79,257	59,210	158,149	158,149	159,414
Operations	89,028	97,379	115,450	88,232	54,224	54,224	50,394
Cost Allocations	-	-	-	-	7,240	7,240	7,465
Total Expenditures	\$ 89,028	\$ 97,379	\$ 194,707	\$ 147,442	\$ 219,613	\$ 219,613	\$ 217,273

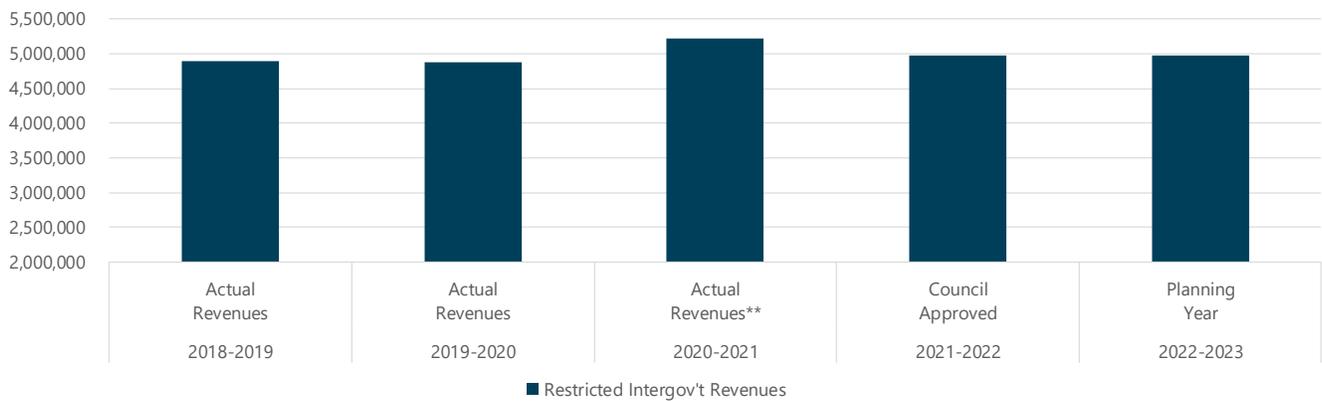
* as amended

**as of July 16, 2021

Section 8 Voucher Program Revenues & Expenditures

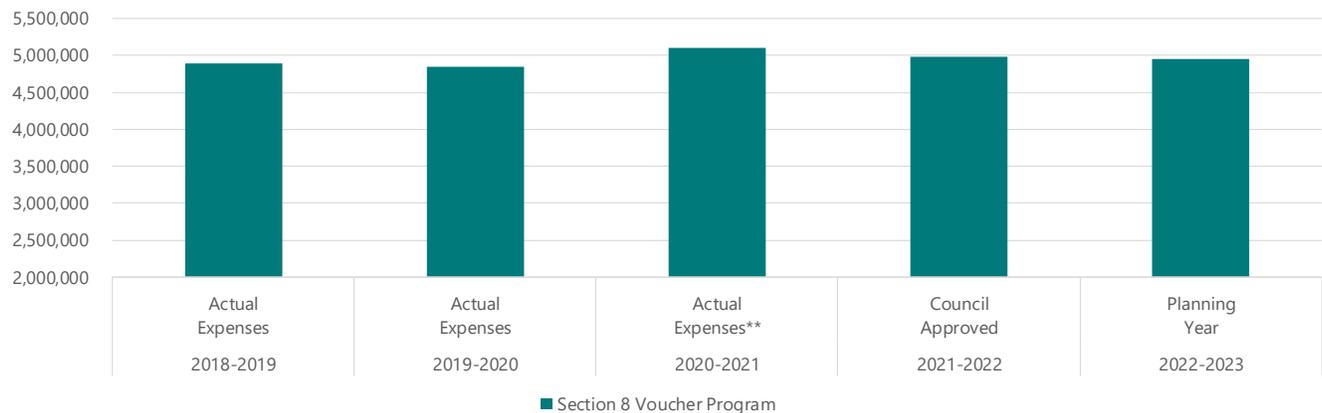
	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 210								
Restricted Intergov't Revenues	4,896,506	4,876,182	5,229,000	5,219,552	4,976,635	4,976,635	100.0%	4,976,635
Total Revenue	\$ 4,896,506	\$ 4,876,182	\$ 5,229,000	\$ 5,219,552	\$ 4,976,635	\$ 4,976,635	100.0%	\$ 4,976,635

* as amended
**as of July 16, 2021



	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Budget Unit								
Section 8 Voucher Program	4,896,359	4,852,341	5,229,000	5,102,169	4,976,635	4,976,635	100.0%	4,946,110
Total Expenditures	\$ 4,896,359	\$ 4,852,341	\$ 5,229,000	\$ 5,102,169	\$ 4,976,635	\$ 4,976,635	100.0%	\$ 4,946,110

* as amended
**as of July 16, 2021



Section 8 Housing Choice Voucher Program

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
- Family Self-Sufficiency
- Accounting
- Education

Organizational Chart Locator

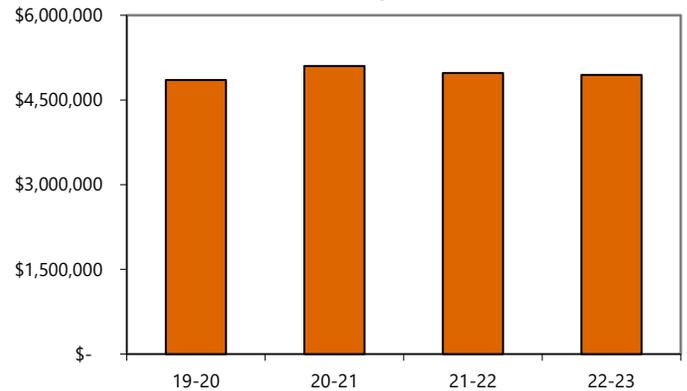
Fund: 690 Public Housing

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

Personnel Summary

Fiscal Year	FTE
18-19	4.4
19-20	4.4
20-21	3.9
21-22	3.4
22-23 Planning	3.4

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Purged 2007 waiting list and issued vouchers.
- Section 8 waiting list opened for the first time in 10+ years.
- 8 Family Self Sufficiency program graduates.
- 1 Family moved to Homeownership.
- Awarded VASH Vouchers for Veterans with a budget of \$93,000.
- Obtained 98% completion of annual recertification (HUD target).
- Maintained 98% voucher utilization.
- Received the Family Self-Sufficiency grant to enhance the quality of life for our Housing Choice Voucher families.
- Awarded the ROSS Grant to connect residents to needed resources.
- Successfully remained in the positive for Administrative budget.
- Implemented virtual and drive-up HCV briefings.
- Implemented virtual landlord orientation.
- Utilized CARES Act funds to provide hardship assistance to Housing Choice Voucher families.

FY 21-22 Budget Highlights

- Aggressively market the Section 8 program to new landlords.
- Explore new funding through grant opportunities.
- Exhaust 2007 waiting list.
- Offer Spring and Fall Virtual Landlord Workshops.
- Offer project-based vouchers through Coleman Mills project.

FY 22-23 Planning Year Goals

- Continue to explore new funding through new grant opportunities, i.e. Family Unification Voucher Grant, VASH Vouchers.

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 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.
- Continue to provide education on policies and procedures through annual Landlord workshops.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of Utilization of Voucher Funding Authorized	95%	98%	98%	98%	98%
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents to promote the ultimate goal of homeownership.	# of participants in the FSS Program	41	80	41	80	25
Education	Improve on educating landlords/property owners in the Housing Choice Voucher Program through forums and workshops.	% of new landlords attending landlord forums/workshops	100%	100%	N/A*	100%	98%

* workshops are usually held twice a year. However, due to COVID-19 restrictions, the fall workshop was moved to Spring only for the 2021 fiscal year.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 1500							
Personnel Services	72,091	75,081	65,660	75,396	77,864	77,864	80,119
Operations	3,893	6,114	11,088	4,873	9,525	9,525	6,106
Operating Expense - Control	4,820,375	4,756,906	4,974,685	4,898,933	4,855,571	4,855,571	4,859,885
Capital Outlay	-	-	17,000	11,312	-	-	-
Transfers	-	-	27,991	-	33,675	33,675	-
Other Financing Uses	-	14,240	132,576	111,656	-	-	-
Total Expenditures	\$ 4,896,359	\$ 4,852,341	\$ 5,229,000	\$ 5,102,169	\$ 4,976,635	\$ 4,976,635	\$ 4,946,110

* as amended

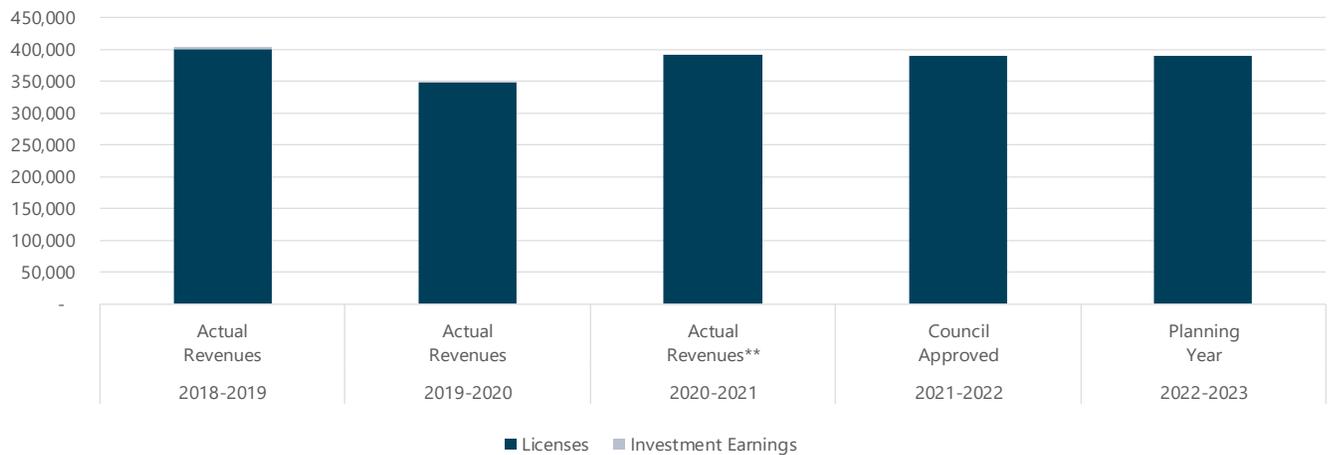
**as of July 16, 2021

Additional \$5 Vehicle Tax (Transit)

Revenues & Expenditures

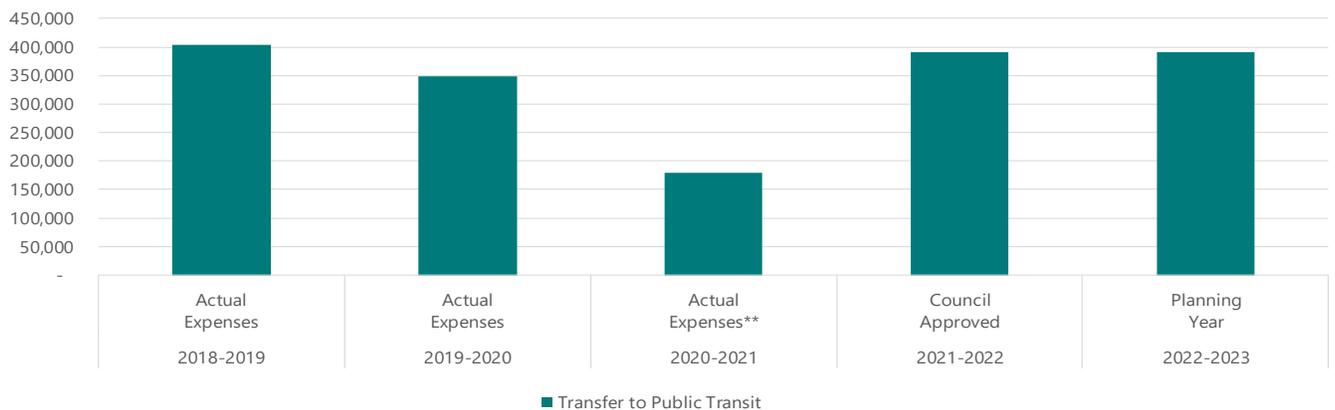
	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 292								
Licenses	401,341	348,588	440,000	391,469	390,000	390,000	100.0%	390,000
Investment Earnings	3,036	851	-	(159)	-	-	0.0%	-
Total Revenues	\$ 404,378	\$ 349,439	\$ 440,000	\$ 391,310	\$ 390,000	\$ 390,000	100.0%	\$ 390,000

* as amended
**as of July 16, 2021



	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Department	2022-2023 Planning Year
Budget Unit								
Transfer to Public Transit	404,378	349,439	440,000	179,430	390,000	390,000	100.0%	390,000
Total Expenditures	\$ 404,378	\$ 349,439	\$ 440,000	\$ 179,430	\$ 390,000	\$ 390,000	100.0%	\$ 390,000

* as amended
**as of July 16, 2021



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

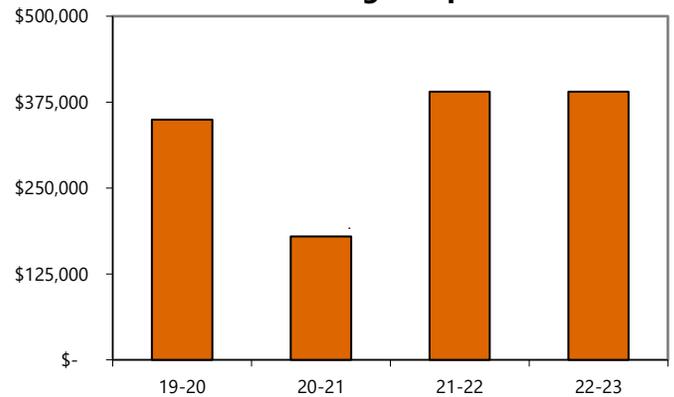
Fund: 292 Additional \$5 Vehicle Tax - Transit

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

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Transfers	404,378	349,439	440,000	179,430	390,000	390,000	390,000
Total Expenditures	\$ 404,378	\$ 349,439	\$ 440,000	\$ 179,430	\$ 390,000	\$ 390,000	\$ 390,000

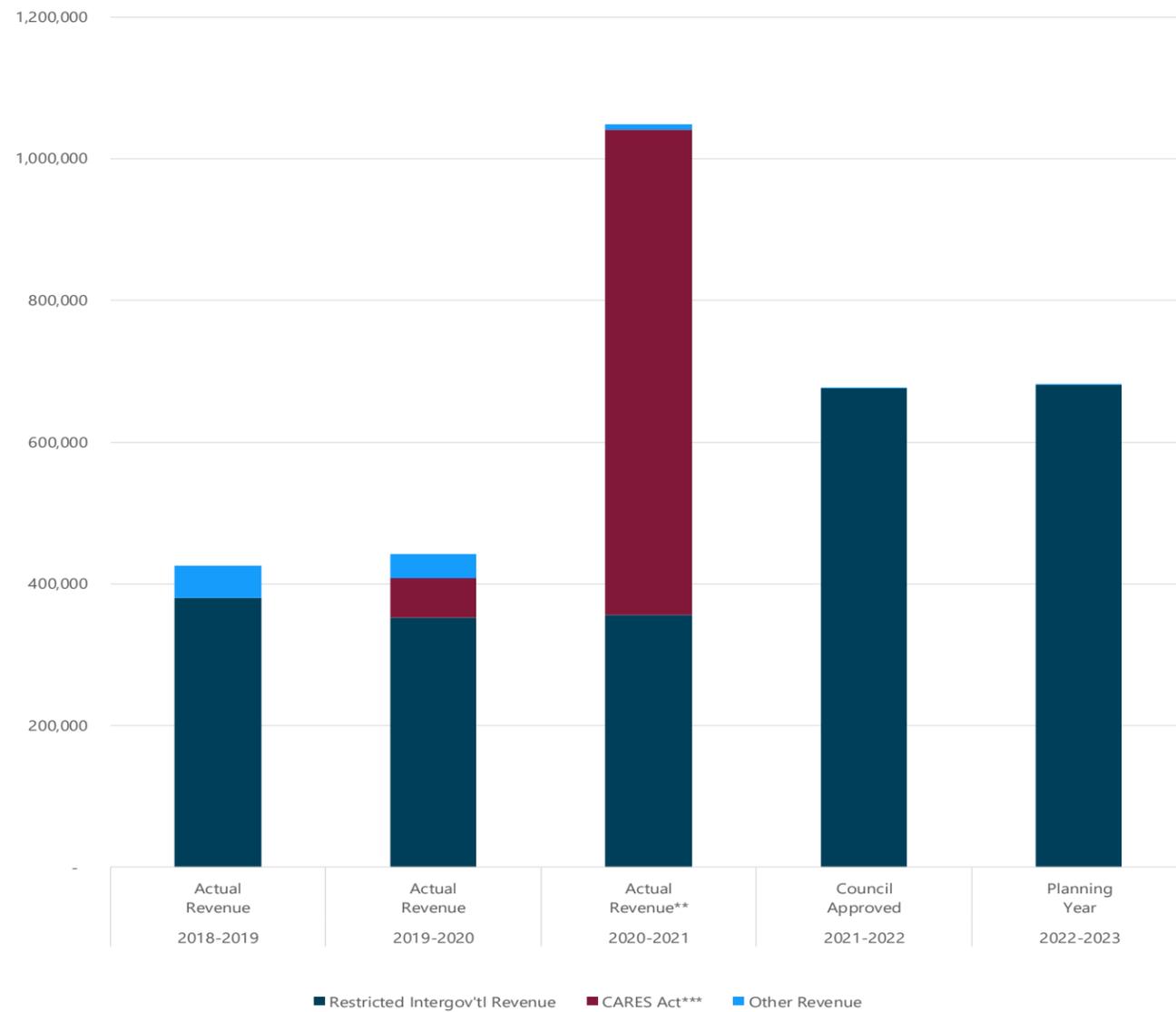
* as amended

**as of July 16, 2021

Community Development Block Grant (CDBG) Revenues

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenue	Actual Revenue	Council Approved*	Actual Revenue**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 310								
Restricted Intergov'tl Revenue	379,747	352,947	680,436	356,412	675,769	675,769	99.7%	680,436
CARES Act***	-	54,767	604,865	684,723	-	-	0.0%	-
Other Revenue	46,235	33,837	57,079	7,175	2,000	2,000	0.3%	2,000
Total Revenue	\$ 425,982	\$ 441,551	\$ 1,342,380	\$ 1,048,310	\$ 677,769	\$ 677,769	100.0%	\$ 682,436

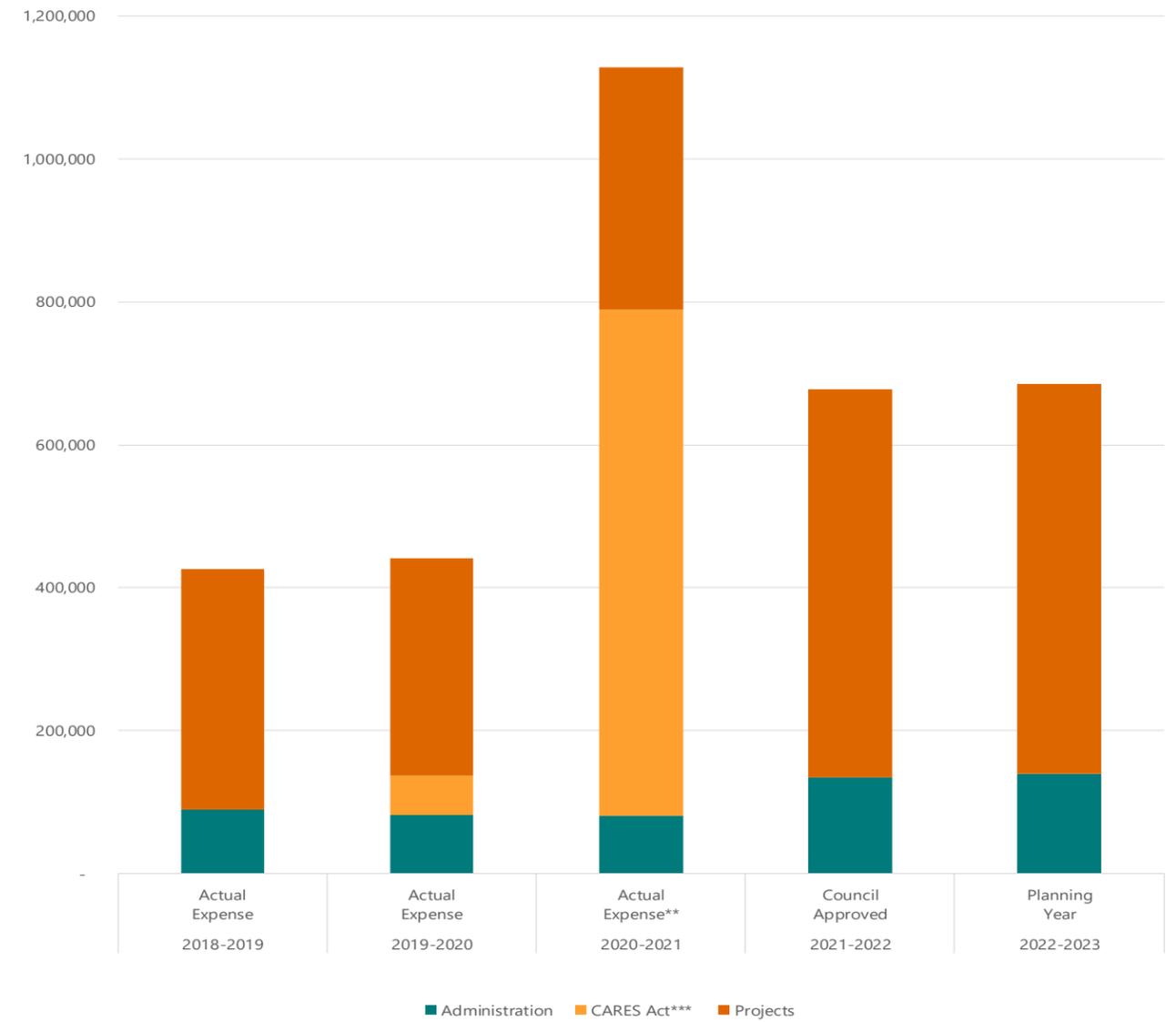
* as amended
 **as of July 16, 2021
 *** CARES Act is one time funding placed in a separate budget unit from normal departmental units reported.



Community Development Block Grant (CDBG) Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expense	Actual Expense	Council Approved*	Actual Expense**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Administration	89,317	82,033	94,468	80,787	135,153	135,153	19.9%	139,227
CARES Act***	-	54,767	609,072	708,575	-	-	0.0%	-
Projects	336,665	304,750	638,840	339,332	542,616	542,616	80.1%	546,350
Total Expenditures	\$ 425,982	\$ 441,551	\$ 1,342,380	\$ 1,128,694	\$ 677,769	\$ 677,769	100.0%	\$ 685,577

* as amended
 **as of July 16, 2021
 *** CARES Act is one time funding placed in a separate budget unit from normal departmental units reported.



Community Development Block Grant (CDBG) Administration & Projects 2021

Mission Statement

The CDBG program for the City of Concord provides 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 Homeowners
- Provide funding for infrastructure needs (i.e. sidewalks, road repairs) in LMI neighborhoods

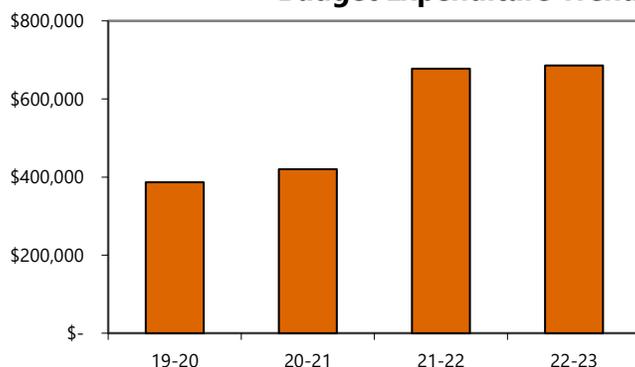
Organizational Chart Locator

Fund: 310 Community Development Block Grant
Functional Area: Planning & Neighborhood Development
Budget Unit: **CDBG Administration & Projects 2021**

Personnel Summary

Fiscal Year	FTE
18-19	1.2
19-20	1.2
20-21	1.0
21-22 Request	1.3
22-23 Planning	1.3

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- 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.
- Legal Aid of NC completed initial testing to find Fair Housing issues within the City, a second round will occur within 60-90 days.
- Worked on completing an Analysis of Impediments to Fair Housing report, which will be used within CDBG and HOME as a basis for possible funding needs as well as a resource for the HUD required Consolidated Plan.
- Worked with Legal Department 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.
- Began discussions with the architect on Phase V at ClearWater, which will complete the main building and begin Pottery Area work.
- Streamlined closing documents and process for CDBG/HOME rehabilitation programs with Legal Department and outside council.
- Continued to provide rehabilitation assistance for LMI households under both the CDBG and HOME programs. Completed or have in process five homes as assisted with emergency rehab.
- 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. Also helped complete a 202 grant for senior housing.
- Began discussions with Transportation about sidewalk needs in various LMI neighborhoods.
- Streamlined the process for reporting and applications by implementing a new client management software program. Paper applications will continue to be accepted for rehabilitation, as most applicants are senior citizens.

FY 21-22 Budget Highlights

- Assist all clients currently housed on the waiting list. From mid-year to end of year, staff plans to assist 75%, if not all, of the households still waiting for rehab assistance.
- Begin construction on Phase V renovation at ClearWater, which will complete the main building and begin Pottery Building work.
- 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, the 5-year Consolidated Plan, and present Legal Aid of NC's fair housing testing results.
- 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 households who are currently encumbered with heir property.
- Fully implement the new client management software system.

FY 22-23 Planning Year Goals

- Maintain a waiting list of five (5) or fewer clients.
- Complete construction on Phase V renovation at ClearWater, which will finalize the Pottery Building work.
- Implement 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.
- Continue working with partners such as Legal Aid in Concord, Cabarrus Health Alliance and other partners to work towards goals of; more affordable housing, greater access to food and elimination of barriers, which would result in benefits to residents.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
CDBG Administration	Provide on-going technical assistance, on-site monitoring visits and program support to CDBG sub-recipients to achieve full regulatory compliance through effective program administration.	% of sub-recipients that are in full compliance	100%	100%	100%	100%	100%
		% of Allowable Administrative funds expended	78%	100%	61%	95%	100%
		# of households assisted with emergency needs	5	20	2	10	13
Emergency Needs	Provide timely assistance to low and moderate-income homeowners with emergency repairs to achieve program objectives and expend grant funds in a timely manner.	% of available emergency needs funds expended	41%	95%	57%	90%	90%

Budgets by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3115							
Personnel Services	85,212	65,134	46,461	71,952	105,679	105,679	106,532
Operations	4,105	16,899	48,007	8,835	29,474	29,474	32,695
Total Expenditures	\$ 89,317	\$ 82,033	\$ 94,468	\$ 80,787	\$ 135,153	\$ 135,153	\$ 139,227

* as amended

**as of July 16, 2021

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

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3116							
Operations	264,153	304,750	638,840	339,332	542,616	542,616	546,350
Transfers	72,511	-	-	-	-	-	-
Total Expenditures	\$ 336,665	\$ 304,750	\$ 638,840	\$ 339,332	\$ 542,616	\$ 542,616	\$ 546,350

* as amended

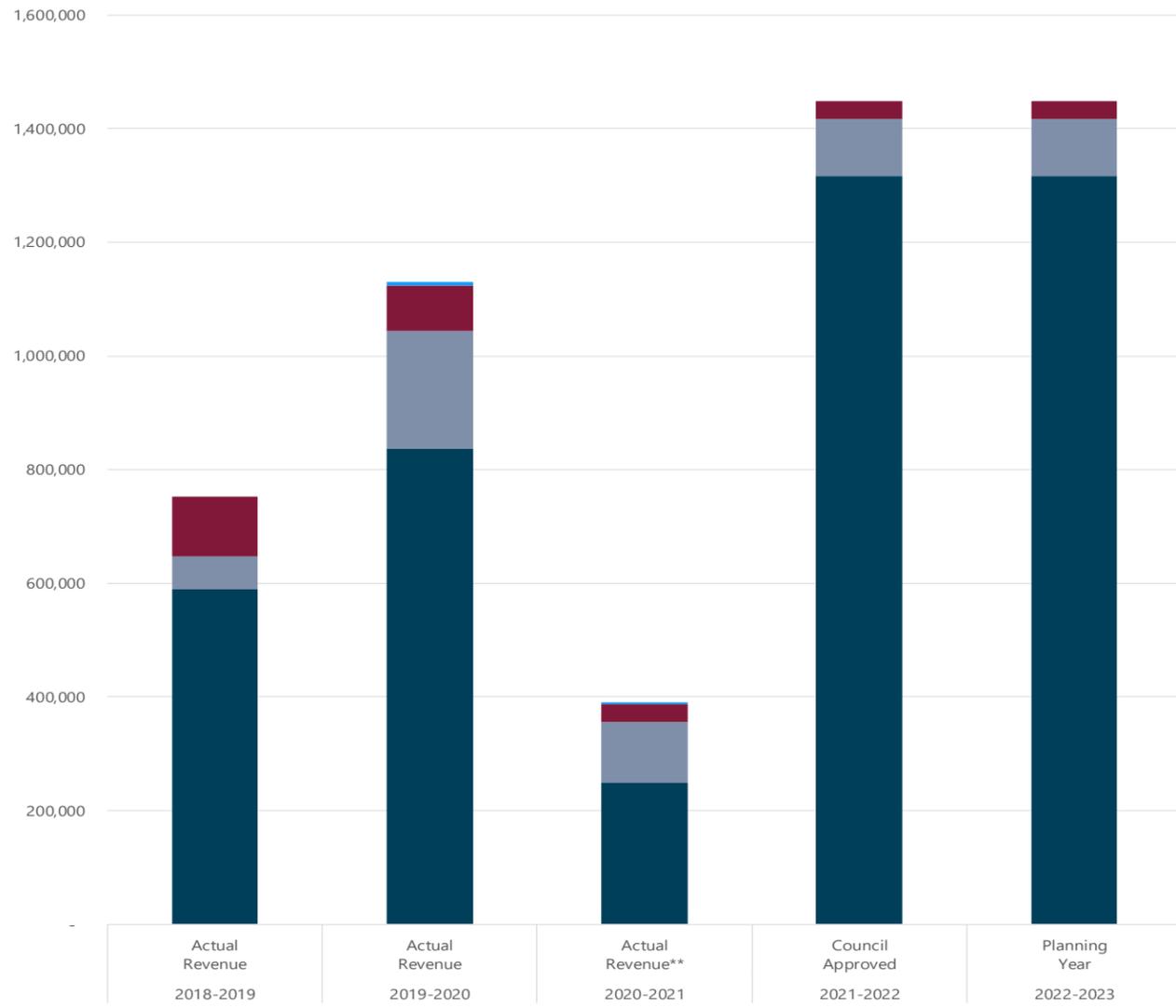
**as of July 16, 2021

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

HOME Consortium Revenues

	2018-2019 Actual Revenue	2019-2020 Actual Revenue	2020-2021 Council Approved*	2020-2021 Actual Revenue**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 320								
Restricted Intergov'tl Revenue	589,250	836,847	1,304,705	248,870	1,316,767	1,316,767	91.0%	1,316,767
Other Revenue	57,485	207,552	(69,171)	107,320	100,000	100,000	6.9%	100,000
Transfers	105,623	78,944	31,006	31,406	31,006	31,006	2.1%	31,006
Investment Earnings	-	6,530	-	2,046	-	-	0.0%	-
Total Revenue	\$ 752,358	\$ 1,129,872	\$ 1,266,540	\$ 389,641	\$ 1,447,773	\$ 1,447,773	100.0%	\$ 1,447,773

* as amended
**as of July 16, 2021

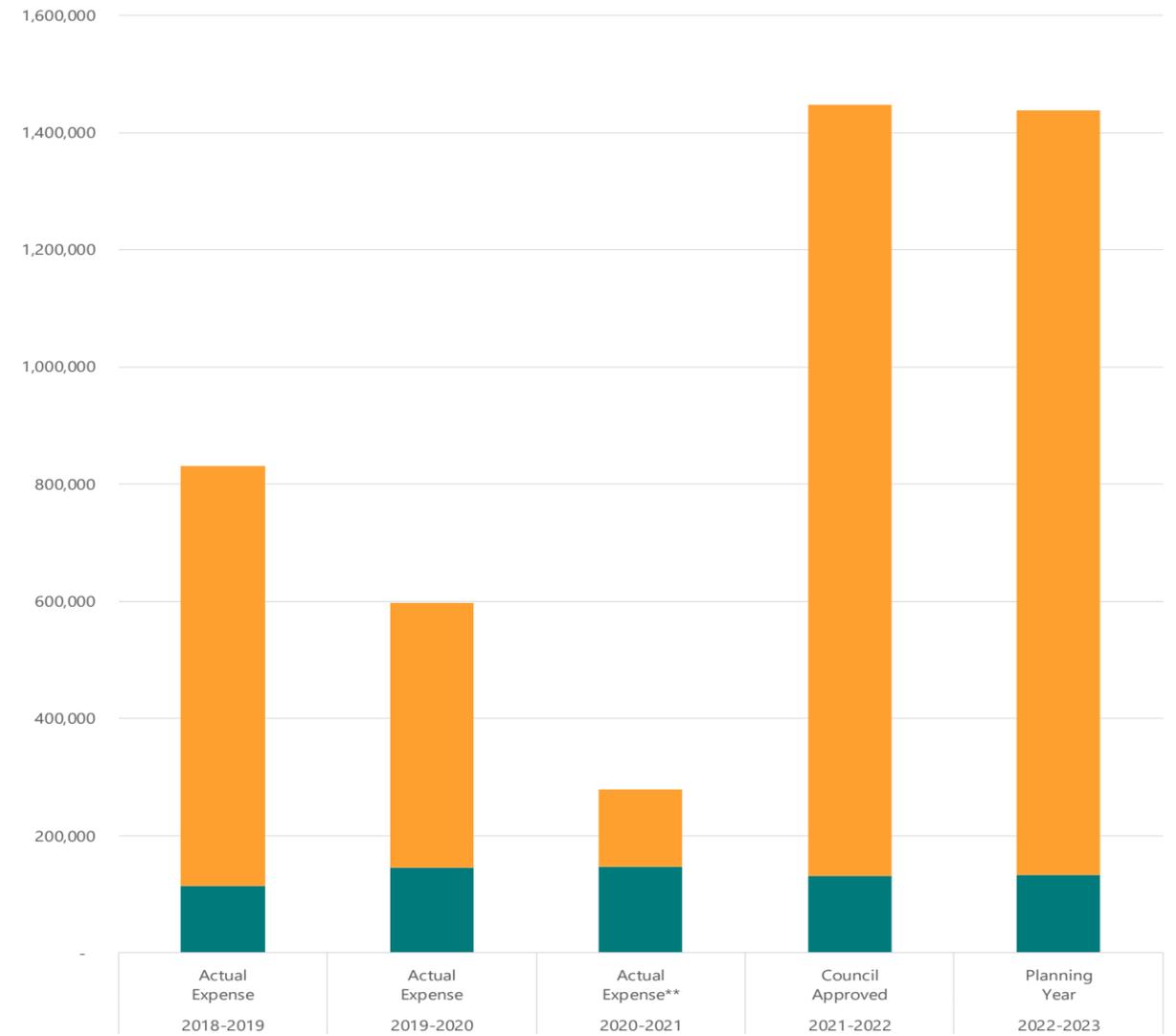


■ Restricted Intergov'tl Revenue ■ Other Revenue ■ Transfers ■ Investment Earnings

HOME Consortium Expenditures

	2018-2019 Actual Expense	2019-2020 Actual Expense	2020-2021 Council Approved*	2020-2021 Actual Expense**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Budget Units								
Administration	114,652	145,128	154,970	147,395	131,677	131,677	9.1%	132,561
Projects	717,030	451,879	1,111,570	131,265	1,316,096	1,316,096	90.9%	1,305,240
Total Expenditures	\$ 831,682	\$ 597,007	\$ 1,266,540	\$ 278,660	\$ 1,447,773	\$ 1,447,773	100.0%	\$ 1,437,801

* as amended
**as of July 16, 2021



■ Administration ■ Projects

HOME Consortium Administration & Projects 2021

Mission Statement

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

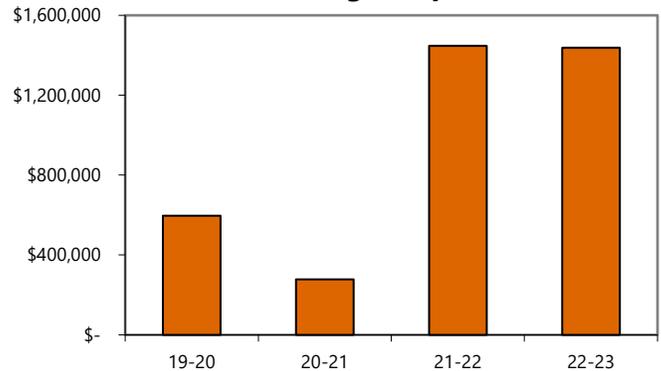
Functional Area: Planning & Neighborhood Development

Budget Unit: **HOME Administration & Projects 2021**

Personnel Summary

Fiscal Year	FTE
18-19	0.8
19-20	0.8
20-21	1.0
21-22 Request	0.7
22-23 Planning	0.7

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Completed construction of one (1) home and completed/in process of four (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 CHDO's.
- Legal Aid of NC completed initial testing to find Fair Housing issues within the City, a second round will occur within 60-90 days.
- Worked with Legal Department and Code Enforcement to begin the process of acquiring properties that are vacant, blighted, and severely delinquent on property taxes.
- Continued to provide rehabilitation assistance for LMI households under both the CDBG and HOME programs. In addition, the waiting list was reduced 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 seven home buyers to provide down payment assistance and to date provide DPA assistance to three.
- Streamlined the process for reporting and applications by implementing a new client management software program. 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.
- Partnership with Cabarrus County fiscal year 2020/2021 funds to be included in 30 Market Street project.

FY 21-22 Budget Highlights

- Assist all clients currently housed on the waiting list.
- Construct two (2) new homes. Continue efforts to produce new housing to LMI residents.
- Pursue land acquisition for future large-scale project.
- 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 HOME funding.
- Complete the Analysis of Impediments study, the 5-year Consolidated Plan, and present Legal Aid of NC's fair housing testing results.
- Continue education efforts with the Housing Department to provide homeownership options to residents.

- Work with developers to begin construction on Coleman Mills projects.
- Seek partnerships with developers and grant options for affordable housing options within the City.
- 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.

FY 22-23 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 properties to acquire, rehab and resell. Also, work with Code to identify homeowners who could be assisted with HOME 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.
- Encourage partnerships with other agencies for more affordable housing within Concord.
- Construct or renovate to resell two (2) new homes.

Steps/Programs to Enhance Performance

- Establish a consistent training schedule for HOME Consortium members to provide effective and efficient tools to administer projects.
- Partner with the Housing Department to provide homeownership information participants 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 of City financed tax credit project in regard 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Lead Agency Administration	Provide Home Consortium members and participating CHDO's technical assistance and regular monitoring visit to maintain compliance with program regulations.	% of HOME consortium members and participating CHDOs that are in full compliance	100%	100%	100%	100%	100%
Down Payment Assistance	Offer down payment assistance and homebuyer education to provide homeownership opportunities to qualified buyers. No goal	% of allowable administrative funds expended	66%	100%	54%	90%	95%
		% of homebuyers receiving down payment assistance after completion of education classes	100%	100%	100%	100%	100%
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	4	5	6	6	9

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3211							
Personnel Services	59,688	91,255	44,570	78,635	68,310	68,310	68,874
Operations	54,964	53,872	110,400	68,760	63,367	63,367	63,687
Total Expenditures	\$ 114,652	\$ 145,128	\$ 154,970	\$ 147,395	\$ 131,677	\$ 131,677	\$ 132,561

* as amended

**as of July 16, 2021

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

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3212							
Operations	717,030	451,879	1,111,570	131,265	1,316,096	1,316,096	1,305,240
Total Expenditures	\$ 717,030	\$ 451,879	\$ 1,111,570	\$ 131,265	\$ 1,316,096	\$ 1,316,096	\$ 1,305,240

* as amended

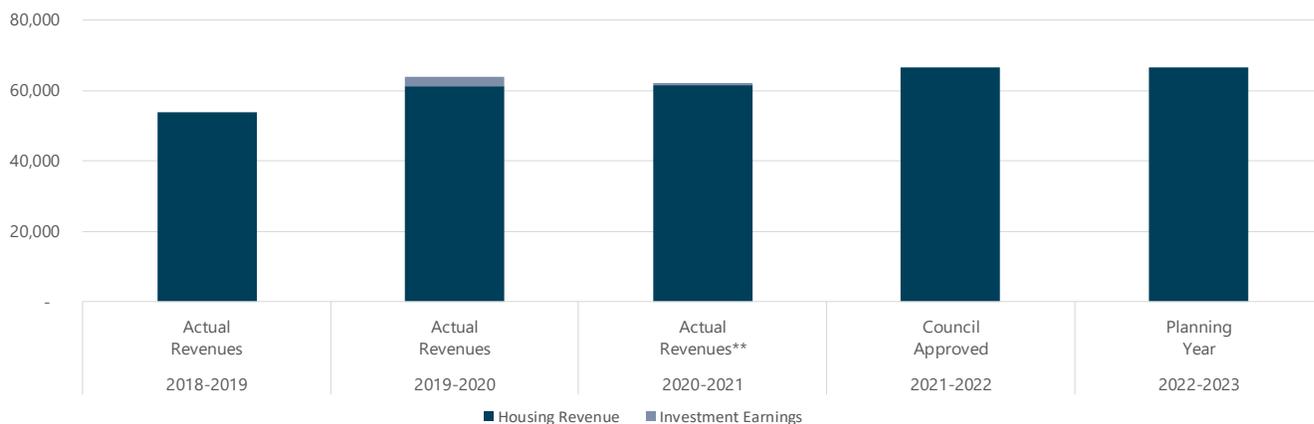
**as of July 16, 2021

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

Market Rate Units Fund Revenues & Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 350								
Housing Revenue	53,814	61,103	65,771	61,634	66,616	66,616	100%	66,616
Investment Earnings	-	2,648	-	490	-	-	0%	-
Total Revenue	\$ 53,814	\$ 63,751	\$ 65,771	\$ 62,124	\$ 66,616	\$ 66,616	100.0%	\$ 66,616

*as amended
**as of July 16, 2021



	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Market Rate Units Fund	44,911	31,824	65,771	31,935	66,616	66,616	100.0%	45,464
Total Expenditures	\$ 44,911	\$ 31,824	\$ 65,771	\$ 31,935	\$ 66,616	\$ 66,616	100.0%	\$ 45,464

* as amended
**as of July 16, 2021



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

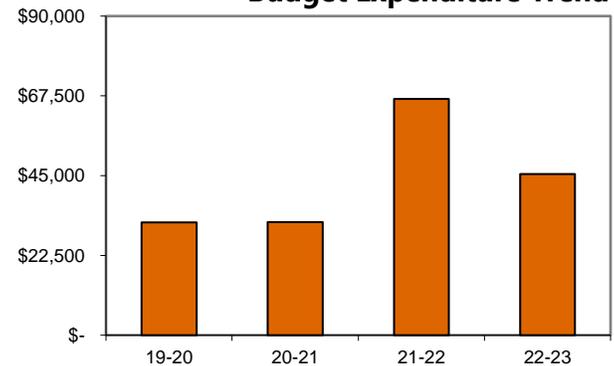
Fund: 350 Market Rate Units

Budget Unit: **3500 Market Rate Units**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

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

FY 21-22 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 22-23 Planning Year Goals

- 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	82%	100%	86%	100%	98%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3500							
Operating Expense - Control	4,905	819	34,765	929	28,970	28,970	38,824
Transfers	40,006	31,006	31,006	31,006	37,646	37,646	6,640
Total Expenditures	\$ 44,911	\$ 31,824	\$ 65,771	\$ 31,935	\$ 66,616	\$ 66,616	\$ 45,464

* as amended

**as of July 16, 2021

Affordable Housing Revolving Fund Revenues & Expenditures

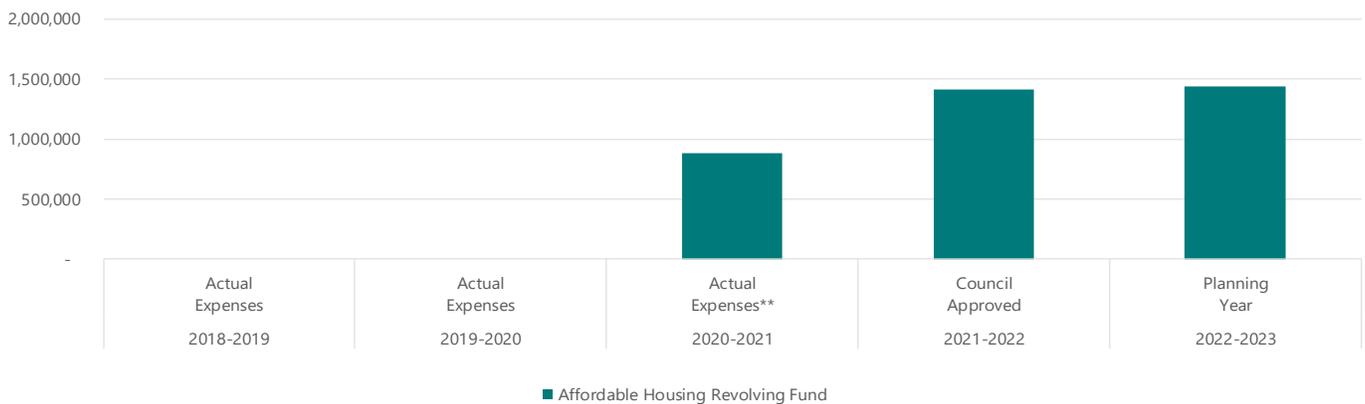
	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 370								
Affordable Housing Revolving Revenue	-	-	1,958,406	1,798,943	1,414,018	1,414,018	100.0%	1,414,018
Total Revenue	\$ -	\$ -	\$ 1,958,406	\$ 1,798,943	\$ 1,414,018	\$ 1,414,018	100.0%	\$ 1,414,018

*as amended
**as of July 16, 2021



	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Affordable Housing Revolving Fund	-	-	1,958,406	880,298	1,414,018	1,414,018	100.0%	1,442,298
Total Expenditures	\$ -	\$ -	\$ 1,958,406	\$ 880,298	\$ 1,414,018	\$ 1,414,018	100.0%	\$ 1,442,298

* as amended
**as of July 16, 2021



Affordable Housing Revolving Fund

Mission Statement

N/A

Major Services Provided

- Revolving funds related to Affordable Housing within the City.

Organizational Chart Locator

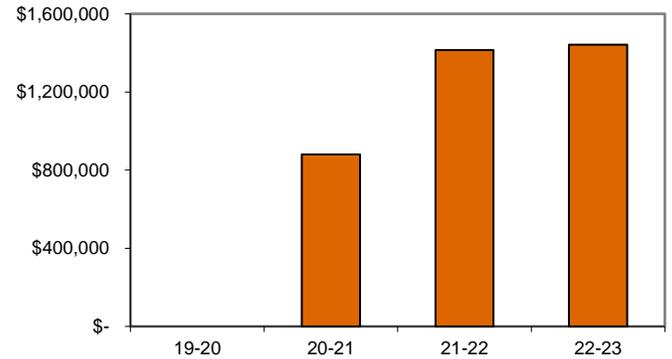
Fund: 370 Affordable Housing Revolving Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 3700							
Operations	-	-	300,000	300,000	-	-	-
Capital Outlay	-	-	-	15,200	-	-	-
CIP Projects	-	-	375,832	-	1,414,018	1,414,018	1,442,298
Non-Operating Expenses	-	-	1,282,574	565,098	-	-	-
Total Expenditures	\$ -	\$ -	\$ 1,958,406	\$ 880,298	\$ 1,414,018	\$ 1,414,018	\$ 1,442,298

* as amended

**as of July 16, 2021

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.

Fund & Budget Units

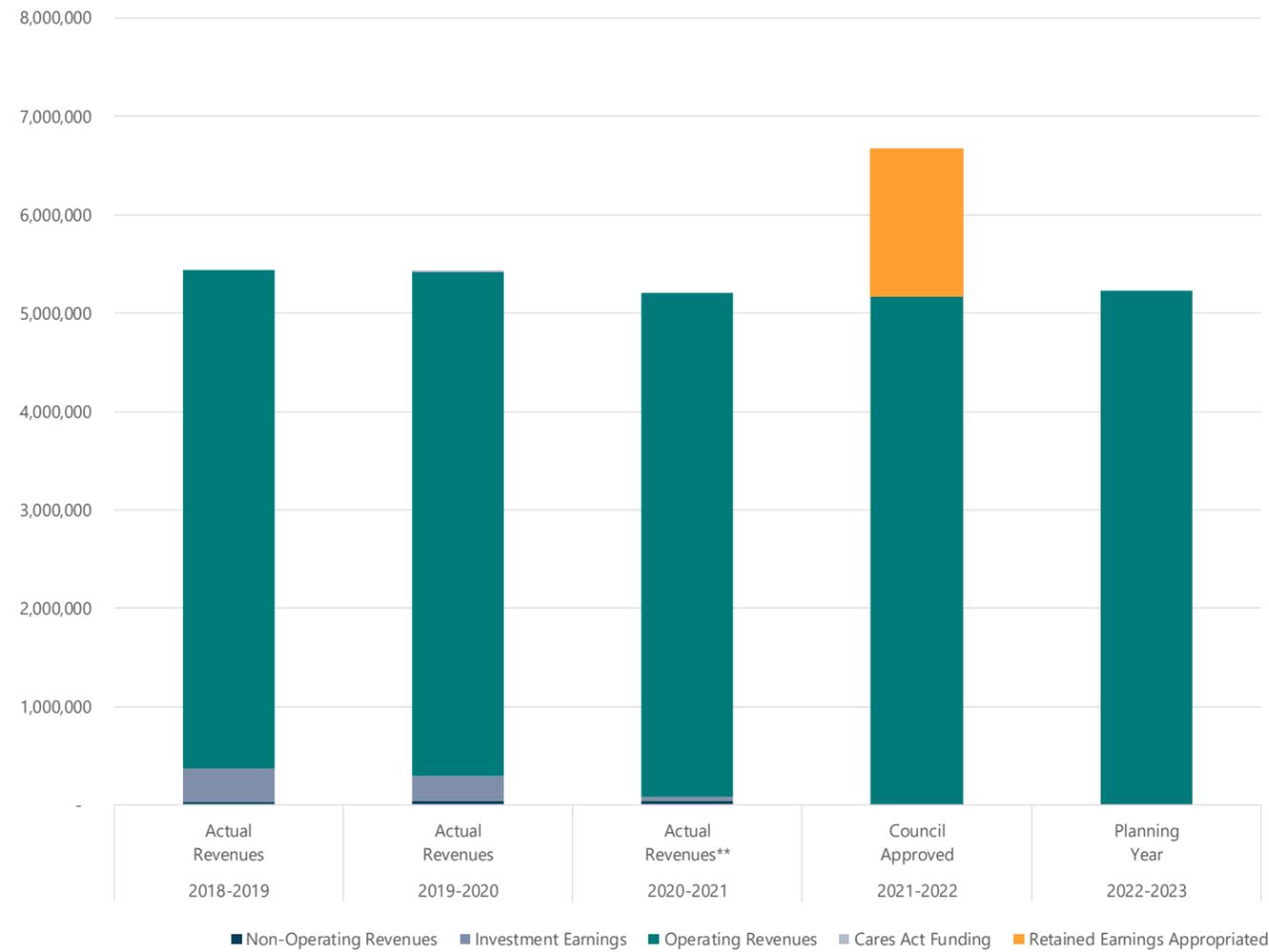
- **Stormwater Fund:** Stormwater provides inspection and maintenance of storm drains and ditches located within City-owned right-of-ways and is responsible for implementation of the Environmental Protection Agency (EPA) Phase II Stormwater Management Program.
- **Electric Fund:** Electric operates and maintains the City of Concord's electric distribution system.
 - **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 Southeastern Power Administration for retail sale in the City's electrical distribution system.
 - **Powelines 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.
 - **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.

- **Wastewater Fund:** Wastewater Resources is responsible for managing and maintaining the sewer collection system and pump stations.
- **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.
- **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.
- **Public Housing Fund:** Public Housing provides adequate, safe, and sanitary housing for low-income residents of the City of Concord while promoting economic independence.

Stormwater Fund Revenues

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 600								
Non-Operating Revenues	24,760	37,964	42,500	41,905	6,000	6,000	0.1%	6,000
Investment Earnings	344,699	250,179	-	36,255	-	-	0.0%	-
Operating Revenues	5,073,126	5,129,661	4,850,375	5,124,676	5,169,875	5,169,875	77.4%	5,221,585
Cares Act Funding	-	2,605	-	-	-	-	0.0%	-
Retained Earnings Appropriated	-	-	502,137	-	1,500,731	1,500,731	22.5%	-
Total Revenues	\$5,442,585	\$5,420,409	\$5,395,012	\$5,202,835	\$ 6,676,606	\$ 6,676,606	100.0%	\$ 5,227,585

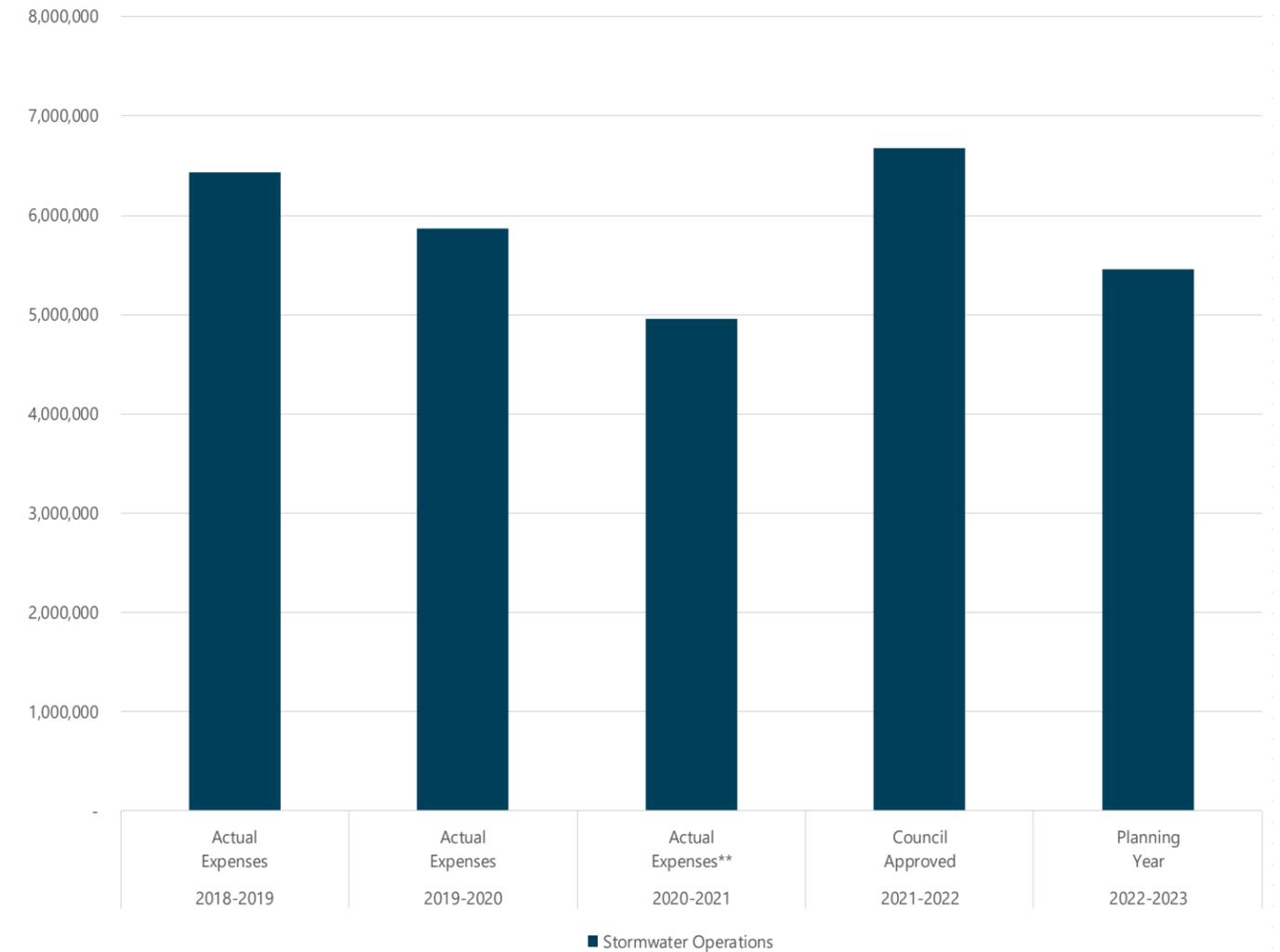
* as amended
**as of July 16, 2021



Stormwater Fund Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Stormwater Operations	6,427,808	5,872,020	5,395,012	4,958,561	6,676,606	6,676,606	100.0%	5,457,840
Total Expenditures	\$ 6,427,808	\$ 5,872,020	\$ 5,395,012	\$ 4,958,561	\$ 6,676,606	\$ 6,676,606	100.0%	\$ 5,457,840

* as amended
**as of July 16, 2021



Stormwater Operations & Maintenance

Mission Statement

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's NPDES Phase II Stormwater Permit
- Assist in development plan review 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

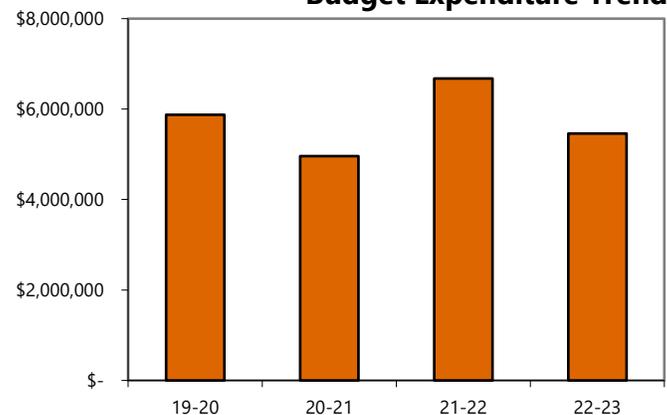
Fund: 600 Stormwater Fund

Budget Unit: **7100 Stormwater**

Personnel Summary

Fiscal Year	FTE
18-19	20.58
19-20	20.58
20-21	20.26
21-22	21.59
22-23 Planning	21.59

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Constructed the Chadbourne Avenue and Chelwood Drive Culvert Replacement projects.
- Designed, acquired easements for, bid, and began construction of the Glen Eagles Lane Culvert Replacement project.
- Designed, acquired easements for, and bid the Duval Street Culvert Replacement project.
- Designed and acquired easements for the Dylan Place Culvert Replacement project.
- Designed the stormwater lines related to the Union StreetScape project.
- Continued to develop and enhance the Stream Identification Project and promote the Adopt-A-Stream Program through signage placed over numerous locations throughout the City.

FY 21-22 Budget Highlights

- Construct the Duval Street and Dylan Place Culvert Replacement projects.
- Construct stormwater lines related to the Union StreetScape and Brookwood Avenue Roadway Improvements projects.
- Design and acquire easements for the Farmwood Boulevard and Mall North Culvert Replacement projects.
- Develop and enhance the Good Housekeeping inspection process on an all-electronic basis.
- Develop and enhance the annual SCM inspection process on an all-electronic basis.

FY 22-23 Planning Year Goals

- Complete construction of the Farmwood Boulevard and Mall North Culvert Replacement projects.

Steps/Programs to Enhance Performance

- Monitor potential regulatory changes to NPDES Stormwater Permit.
- Leverage GIS capabilities in the field/office to help identify issues and solutions, as well as improve database accuracy.
- Deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Coordinate with Engineering staff to collect GIS data for newly installed stormwater infrastructure.

- Program system changes and develop/design projects recommended by the stormwater master planning and related studies.
- Evaluate the ditch maintenance program to maximize efficiencies.
- Develop educational programs that relate to the Stormwater Utility Credit and Adjustment Manual.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	100%	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	0	0	0	0	0
Maintain NPDES Phase II Compliance	Implement required NPDES Phase II Stormwater program elements to reduce pollution and erosion caused by stormwater runoff.	Phase II education events	44	30	35	30	30
		% of BMPs inspected per year	25%	25%	57%	25%	25%
		% of City facilities inspected	50%	100%	100%	100%	100%
Scheduled Street Sweeping	Complete established sweeping routes on schedule to reduce pollution from streets reaching streams and degrading water quality.	Total # of times streets swept	12	12	12	12	12

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7100							
Personnel Services	1,398,214	1,905,532	1,906,561	1,889,434	1,713,997	1,713,997	1,727,386
Operations	439,375	408,445	750,196	382,009	637,188	637,188	703,116
Capital Outlay	-	-	260,500	278,231	415,000	415,000	394,000
Cost Allocations	687,994	969,763	799,755	730,887	851,775	851,775	730,138
Transfers	2,062,078	1,129,423	1,678,000	1,678,000	3,058,646	3,058,646	1,903,200
Depreciation & Amortization	1,808,783	1,830,160	-	-	-	-	-
Non-Operating Expenses	31,365	(371,304)	-	-	-	-	-
Total Expenditures	\$ 6,427,808	\$ 5,872,020	\$ 5,395,012	\$ 4,958,561	\$ 6,676,606	\$ 6,676,606	\$ 5,457,840

* as amended

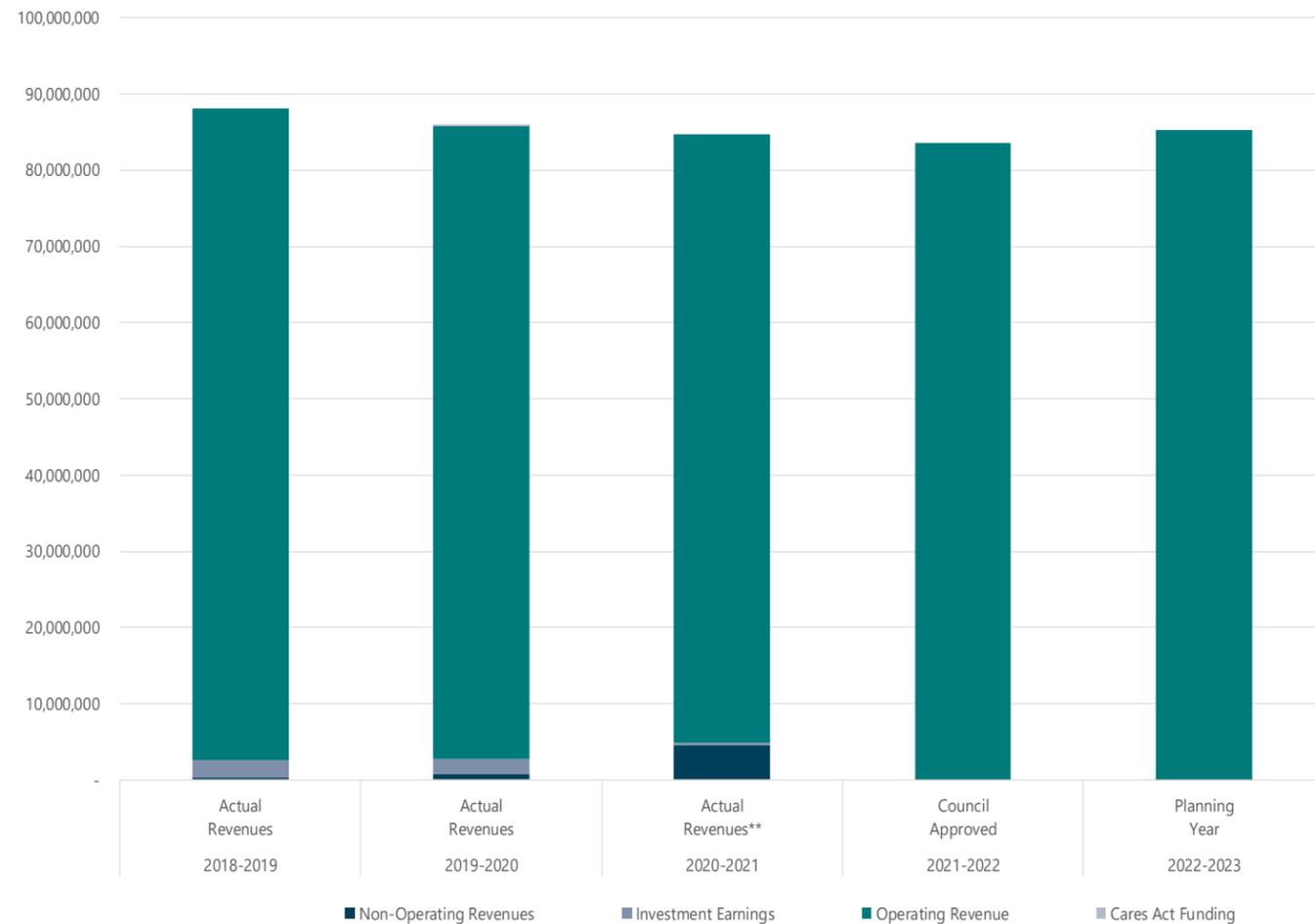
**as of July 16, 2021

Electric Systems Revenues

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 610								
Non-Operating Revenues	336,559	781,283	4,381,440	4,511,118	70,000	70,000	0.1%	100,000
Investment Earnings	2,261,705	1,940,127	-	307,863	-	-	0.0%	-
Operating Revenue	85,562,395	83,092,308	83,908,625	79,824,827	83,484,000	83,484,000	99.9%	85,115,350
Cares Act Funding	-	2,272	-	-	-	-	0.0%	-
Total Revenues	\$ 88,160,658	\$ 85,815,990	\$ 88,290,065	\$ 84,643,808	\$ 83,554,000	\$ 83,554,000	100.0%	\$ 85,215,350

* as amended

**as of July 16, 2021

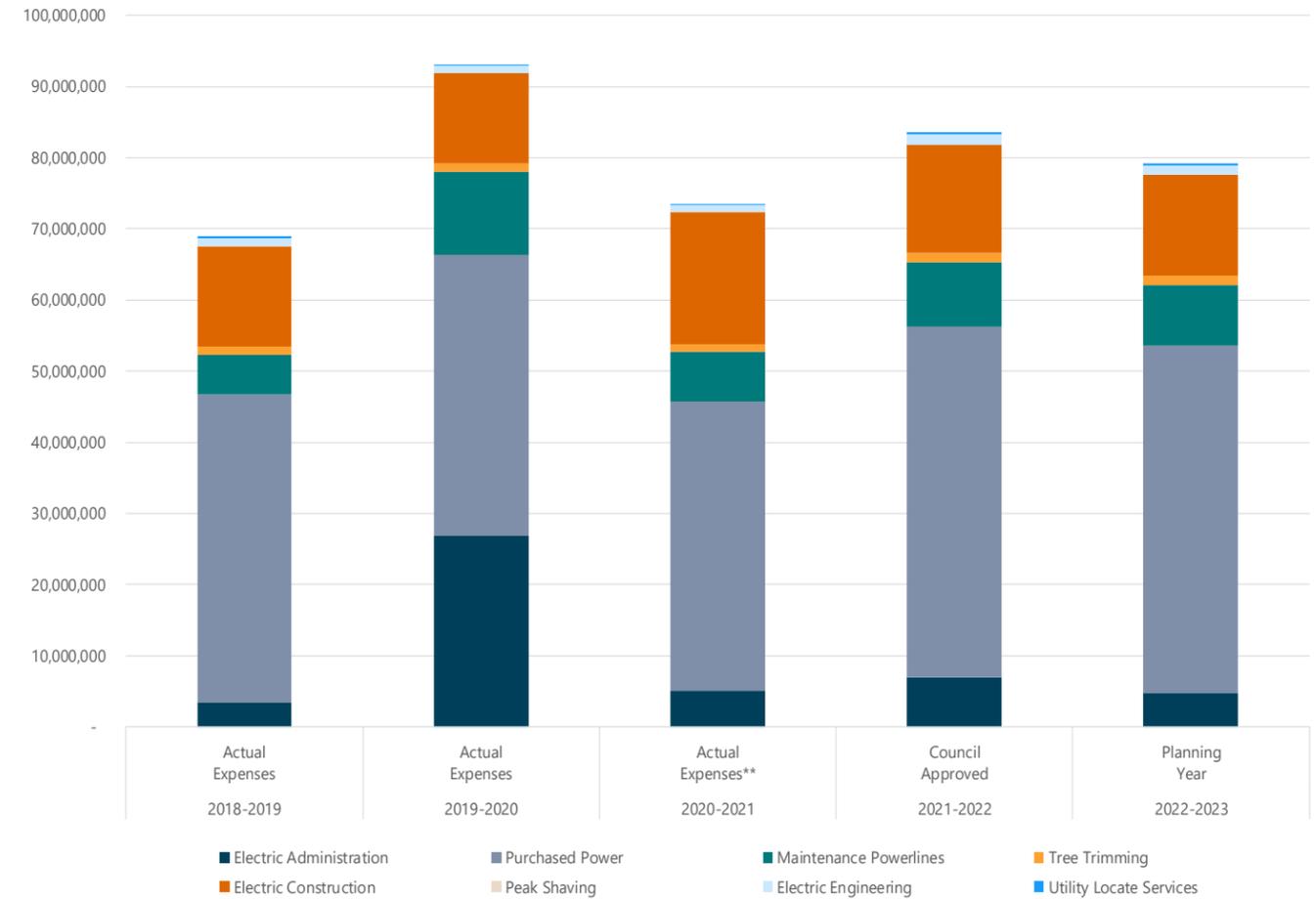


Electric Systems Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Units								
Electric Administration	3,409,261	26,918,223	5,498,027	5,079,402	6,918,694	6,918,694	8.3%	4,718,816
Purchased Power	43,308,998	39,403,663	49,271,048	40,652,008	49,259,326	49,259,326	59.0%	48,936,131
Maintenance Powerlines	5,637,657	11,687,666	7,881,381	6,951,963	9,163,203	9,163,203	11.0%	8,432,731
Tree Trimming	1,116,411	1,130,581	1,488,077	1,007,614	1,232,719	1,232,719	1.5%	1,262,574
Electric Construction	13,981,602	12,741,525	22,447,922	18,691,836	15,263,397	15,263,397	18.3%	14,260,401
Peak Shaving	193,363	31,551	115,435	15,489	-	-	0.0%	-
Electric Engineering	1,037,037	967,432	1,207,543	892,182	1,396,040	1,396,040	1.7%	1,263,202
Utility Locate Services	199,249	206,226	380,632	215,284	320,621	320,621	0.4%	300,429
Total Expenditures	\$ 68,883,578	\$ 93,086,868	\$ 88,290,065	\$ 73,505,778	\$ 83,554,000	\$ 83,554,000	100.0%	\$ 79,174,284

* as amended

**as of July 16, 2021



Electric Systems Administration

Mission Statement

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

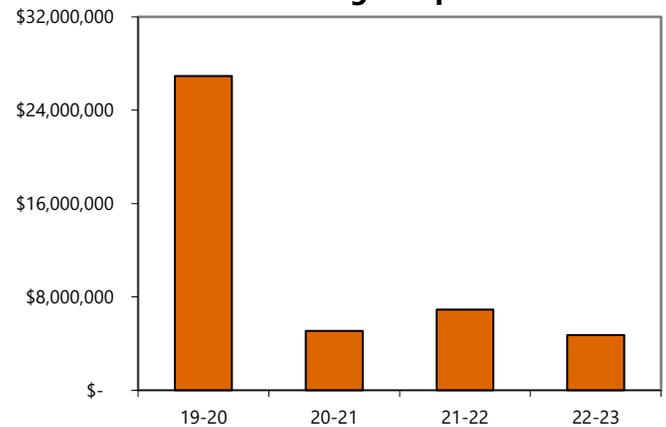
Fund: 610 Electric Fund

Budget Unit: **7200 Electric Administration**

Personnel Summary

Fiscal Year	FTE
18-19	3
19-20	3
20-21	3
21-22	4
22-23 Planning	5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Provided funding for continued Legal and Engineering consultant services; provided wholesale power rates review as needed, annual adjustments, and system design.
- Payment in Lieu of Taxes (PILOT) is funded and will provide support to the City for tax revenue offset.
- Managed Rate Stabilization and Capital Improvement reserve funds, helping offset rate increases.
- Funded initial architect and engineering selection and conceptual site plan development for a new Electric Operations Center and will develop formal construction plans.
- Carefully tracked COVID-19 impacts on the economy and the rate base. Mandates from the NC Governor's office concerning personal pandemic safety were followed closely.
- COVID-19 related revenue shortfalls due to economic slowdowns reached 4% of overall intake and were monitored. Expenditures were adjusted to maintain current rates, while allowing for delayed payment by affected energy consumers.

FY 21-22 Budget Highlights

- Develop plans for the new Operations Center's construction. Contractor selection with subsequent project management.
- Continuation of Legal and Engineering funding. Provide as needed funding for supporting possible audits, review of wholesale power rates, annual adjustments, and system design.
- Continue to fund Payment in Lieu of Taxes (PILOT) and provide support to the City for tax revenue offset.
- Manage Rate Stabilization and Capital Improvement reserve funds for use in multiple capital projects, helping offset rate increases.
- Manage power supply contract for possible natural gas hedging opportunities, ensuring stable electric rates.
- Hire Operations Manager to assist with management oversight.
- Increase safety and training efforts to maintain a safe and efficient workforce.

FY 22-23 Planning Year Goals

- Complete transition to the new Operations Center, ensuring viable workspace for the foreseeable future. This transition includes hiring an Administrative Assistant.
- Begin development of renewable energy profiles to support advancement in technology.

Steps/Programs to Enhance Performance

- Continuous efforts will be made to ensure proper selection of Legal and Engineering Consultant personnel.
- Bi-monthly staff meetings to ensure clear understanding of departmental objectives and individual roles.
- Hold regular departmental safety meetings 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Safety	Provide a safe work environment for employees to minimize the safety risk.	OSHA 300 reportable incidents <u>Number of injuries x 200,000</u> Hours worked	3	2	15	3	5

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7200							
Personnel Services	349,094	690,152	606,774	577,737	504,629	504,629	562,836
Operations	3,316,511	299,665	441,948	246,632	472,332	472,332	371,675
Capital Outlay	-	-	-	-	80,000	80,000	-
Cost Allocations	1,886,335	2,480,705	2,331,270	2,136,998	3,361,846	3,361,846	3,134,805
Transfers	627,511	23,347,658	2,118,035	2,118,035	2,499,887	2,499,887	649,500
Depreciation & Amortization	773	773	-	-	-	-	-
Non-Operating Expenses	(2,770,964)	99,269	-	-	-	-	-
Total Expenditures	\$ 3,409,261	\$ 26,918,223	\$ 5,498,027	\$ 5,079,402	\$ 6,918,694	\$ 6,918,694	\$ 4,718,816

* as amended

**as of July 16, 2021

Purchased Power

Mission Statement

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
- Closely analyze monthly wholesale power bills 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

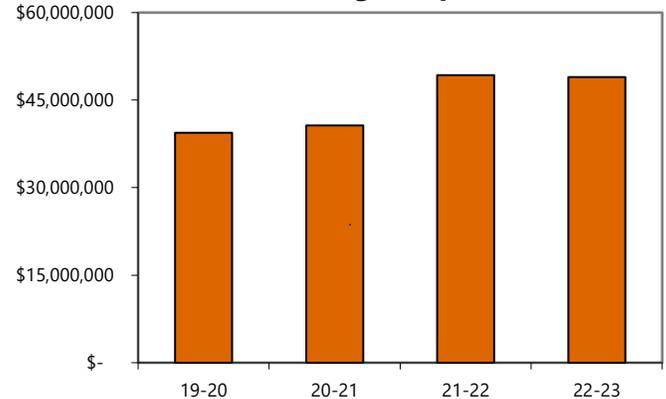
Fund: 610 Electric Fund

Budget Unit: **7210 Purchased Power**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Actively managed wholesale power rates to ensure the most effective and efficient resources are employed.
- Analyzed costs and maintained proper allocation to individual rate classes, ensuring fair and equitable cost distribution.
- Researched programs to enhance demand side management and employ as applicable to help reduce capacity charges.
- Closely monitored Purchase Power Contracts to reduce costs and for adherence to terms and conditions.
- Closely monitored pre-pay natural gas contracts for potential opportunities to reduce fuel costs.

FY 21-22 Budget Highlights

- Actively manage wholesale power rates to ensure the most effective and efficient resources are employed.
- Analyze costs and maintain proper allocation to individual rate classes, ensuring fair and equitable cost distribution.
- Research programs to enhance demand side management and employ as applicable to help reduce capacity charges.
- Closely monitor Purchase Power Contracts to reduce costs and for adherence to terms and conditions.
- Closely monitor pre-pay natural gas contracts for potential opportunities to reduce fuel costs.

FY 22-23 Planning Year Goals

- Review and monitor contracts to ensure optimum output is achieved from power supply.
- Opportunities for inclusion of renewable resources will be reviewed.

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 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	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	Provide efficient utilization of resources to limit or reduce costs of electric system operation.	Average Cost of Purchased Power (in cents)	4.11¢	5.00¢	.0448	6.5¢	7.00¢

Budget by Category

	2018-2019 Actual	2019-2020 Actual	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7210	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Operations	43,308,998	39,403,663	49,271,048	40,652,008	49,259,326	49,259,326	48,936,131
Total Expenditures	\$ 43,308,998	\$ 39,403,663	\$ 49,271,048	\$ 40,652,008	\$ 49,259,326	\$ 49,259,326	\$ 48,936,131

* as amended

**as of July 16, 2021

Maintenance Powerlines

Mission Statement

Ensure that 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

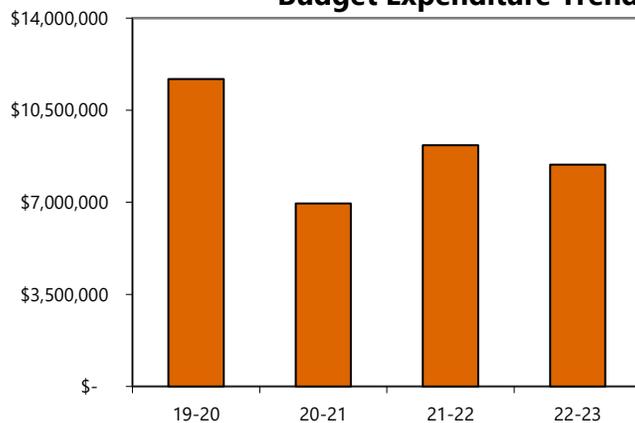
Fund: 610 Electric Fund

Budget Unit: **7220 Maintenance Powerlines**

Personnel Summary

Fiscal Year	FTE
18-19	18
19-20	18
20-21	18
21-22	18
22-23 Planning	19

Budget Expenditure Trend



FY 20-21 Major Accomplishments

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

FY 21-22 Budget Highlights

- 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.
- Replace 44 kV substation F power transformer.
- Purchase of 100 kV back-up substation power transformer.
- Complete Advanced Metering Infrastructure installation of remaining legacy electric meters.
- Site selection for two additional retail substations.

FY 22-23 Planning Year Goals

- Commissioning of Delivery substation 5 in the Northeast grid sector.
- Commissioning of substation T in the South grid sector.

Steps/Programs to Enhance Performance

- Maintain a routine preventive maintenance and emergency repair program 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 continue 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
System Monitoring	Provide timely response to power outages for business and residential customers to minimize power disruptions.	System Average Interruption Duration Index (SAIDI) (in mins)	24.47	40	23.13	40	110
		System Average Interruption Frequency (SAIFI) (# of events)	0.64	0.61	.43	0.61	1.10
		Customer Average Interruption Duration Index (CAIDI) (in mins)	38.44	66	53.25	66	80
Electric Equipment Maintenance	Provide system maintenance of electrical equipment to ensure constant flow of power.	% of outages caused by mechanical failure	11.50%	3%	7%	3%	3%
Testing/ Installation	Ensure the accuracy and integrity of all electric meter systems to maintain compliance with State regulations and proper billing.	# of watt-hr. meters tested/calibrated	3,192	3,000	3,304	3,000	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7220							
Personnel	1,500,966	1,476,440	1,554,470	1,523,206	1,636,742	1,636,742	1,712,436
Operations	455,135	346,947	791,635	396,350	677,300	677,300	815,112
Capital Outlay	(0)	-	1,250,865	753,113	1,787,500	1,787,500	55,000
Cost Allocations	19,905	64,311	61,411	56,293	65,161	65,161	67,183
Transfers	2,350,000	8,488,441	4,223,000	4,223,000	4,996,500	4,996,500	5,783,000
Depreciation & Amortization	1,311,651	1,311,528	-	-	-	-	-
Total Expenditures	\$ 5,637,657	\$ 11,687,666	\$ 7,881,381	\$ 6,951,963	\$ 9,163,203	\$ 9,163,203	\$ 8,432,731

* as amended

**as of July 16, 2021

Tree Trimming

Mission Statement

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

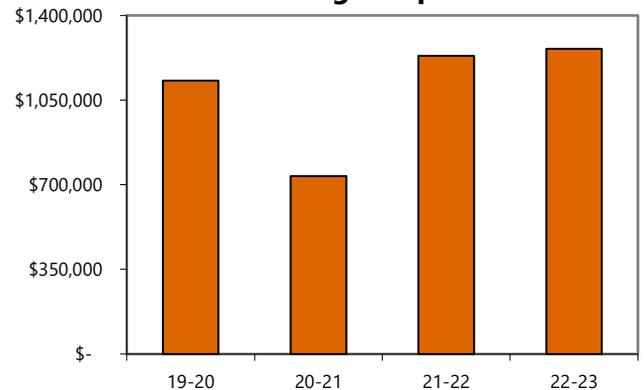
Fund: 610 Electric Fund

Budget Unit: **7230 Tree Trimming**

Personnel Summary

Fiscal Year	FTE
18-19	8
19-20	8
20-21	10
21-22	10
22-23 Planning	10

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Added two additional personnel to create a third in-house crew for better performance.
- Increased production to a full three-year trim cycle using the new in-house crew.
- Educated the public on the practices and need for proper ROW clearance.
- Utilized contract labor as needed to assist in trimming efforts.

FY 21-22 Budget Highlights

- 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.

FY 22-23 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

- Use contract labor during peak growth times to enhance levels of service.
- Find career development training opportunities to enhance 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Tree Trimming	Provide timely notification to customers of tree trimming services scheduled near or on their property 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	100%	100%	100%	100%	100%
	Provide thorough tree trimming and timely response to customer tree maintenance to minimize potential or further damage to electrical infrastructures and property.	% of main circuit right-of-way trimmed/ maintained per year	20%	33%	12%	33%	33%
		% of power outages caused by trees and tree limbs	18.4%	10%	10%	10%	10%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	557,363	561,550	730,559	566,556	736,762	736,762	742,380
Operations	497,865	475,413	370,603	301,474	359,757	359,757	482,871
Capital Outlay	-	-	360,000	114,911	100,000	100,000	-
Cost Allocations	2,599	28,548	26,915	24,672	36,200	36,200	37,323
Depreciation & Amortization	58,585	65,069	-	-	-	-	-
Total Expenditures	\$ 1,116,411	\$ 1,130,581	\$ 1,488,077	\$ 1,007,614	\$ 1,232,719	\$ 1,232,719	\$ 1,262,574

* as amended

**as of July 16, 2021

Electric Construction

Mission Statement

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

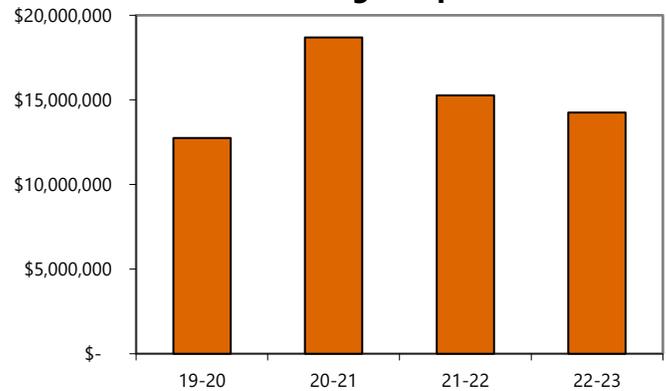
Fund: 610 Electric Fund

Budget Unit: **7240 Electric Construction**

Personnel Summary

Fiscal Year	FTE
18-19	37
19-20	37
20-21	37
21-22	37
22-23 Planning	39

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Began construction of all transmission and distribution circuits in preparation of Delivery 4 and Delivery 6 commissioning.
- Continued career development training for electric construction personnel to enhance productivity.
- Appropriated labor and material for fiber optic cable installation throughout the City for small and major projects.
- Re-initiated pole inspection and replacement program.
- Completed NCDOT project at Derita Road.

FY 21-22 Budget Highlights

- 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 Road and Christenbury Corners.

FY 22-23 Planning Year Goals

- Completion of the Cabarrus County Courthouse Project.
- Continue to find and utilize quality career development activities.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Electric Construction	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	99%	100%	99%	100%	N/A
		% of outdoor lights installed within 5 working days	99%	100%	99%	100%	N/A
		% of street lights repaired within 2 working days	99%	100%	99%	100%	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7240							
Personnel Services	3,207,751	3,497,969	3,713,496	3,548,062	3,860,627	3,860,627	4,021,852
Operations	4,659,481	5,712,560	8,098,654	5,301,454	7,630,356	7,630,356	7,189,010
Capital Outlay	(0)	-	1,045,674	430,233	562,000	562,000	200,000
CIP Projects	(557,156)	(3,323,708)	-	-	-	-	-
Debt Service	635,969	526,053	1,463,696	1,460,536	1,466,053	1,466,053	1,467,046
Cost Allocations	1,626,804	1,908,952	2,018,182	1,843,331	1,744,361	1,744,361	1,382,493
Transfers	1,200,000	1,000,000	6,108,220	6,108,220	-	-	-
Depreciation & Amortization	3,254,154	3,386,425	-	-	-	-	-
Non-Operating Expenses	(45,400)	33,274	-	-	-	-	-
Total Expenditures	\$ 13,981,602	\$ 12,741,525	\$ 22,447,922	\$ 18,691,836	\$ 15,263,397	\$ 15,263,397	\$ 14,260,401

* as amended

**as of July 16, 2021

Peak Shaving

Mission Statement

Ensure the availability of supplemental generation resources for use in off-setting severe system loading conditions, therefore helping ensure overall grid availability. This budget unit was eliminated at the end of fiscal year 2021.

Major Services Provided

- Supplemental generation resources

Organizational Chart Locator

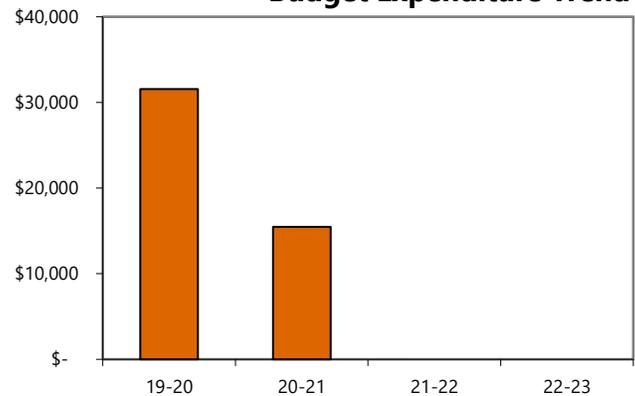
Fund: 610 Electric Fund

Budget Unit: **7241 Peak Shaving**

Personnel Summary

Fiscal Year	FTE
18-19	0
19-20	0
20-21	0
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Prepared generation sites for decommissioning.
- Finalized all paperwork, including NC Department of Environmental and Natural Resources air permits.
- Declared all generators and related infrastructure as surplus for sale to the highest bidder.
- Completed sale and removal of all generators and related equipment.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7241							
Operations	187,251	30,171	115,435	15,489	-	-	-
Depreciation & Amortization	6,112	1,380	-	-	-	-	-
Total Expenditures	\$ 193,363	\$ 31,551	\$ 115,435	\$ 15,489	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

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 services

Organizational Chart Locator

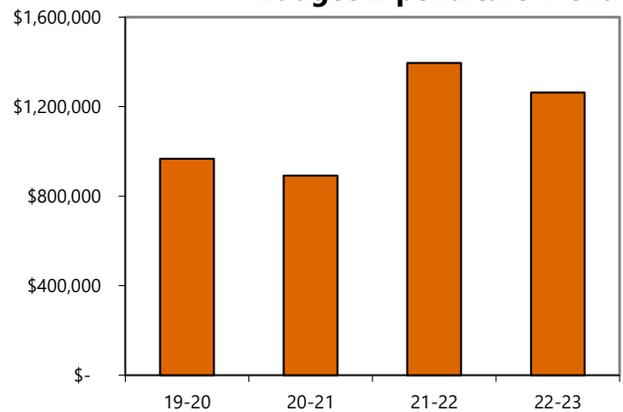
Fund: 610 Electric Fund

Budget Unit: **7250 Electric Engineering Services**

Personnel Summary

Fiscal Year	FTE
18-19	8
19-20	8
20-21	8
21-22	9
22-23 Planning	9

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Maintained the accuracy and structure of the electric system database by encouraging verified inputs from GIS coworkers while reviewing data, from Engineering Technicians while designing jobs, and from operational crews.
- Improved the implementation of the Milsoft WindMilMap by monitoring the interface capability of the staking software (with addition of Reavis Code) and the interface capability within WindMilMap. Made necessary corrections for improvement.
- Updated annual labor and material costs in the Partner Software to provide financial reporting from the staking software, carefully track installed assets, and develop NCDOT cost tracking.
- Worked with Nexgrid and Milsoft to develop an integration between the systems.
- Verified GIS data obtained during pole inspections and made updates existing database.
- Provided training opportunities for the young engineering staff in proper engineering techniques to improve their job efficiency.

FY 21-22 Budget Highlights

- 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.
- Replace the aging network server supporting the Partner Staking Software.
- Verify GIS data obtained during pole inspections and update existing database.
- Purchase and implement GIS mobile app to allow field crews to access GIS data.

FY 22-23 Planning Year Goals

- Continue maintenance of the data in the electric GIS system database by completing the system wide inventory of assets.
- Annual labor and material cost update in the Partner Software to provide financial reporting from the staking software to carefully track installed assets and develop NCDOT cost tracking.
- Continue to roll out the GIS mobile app.

Steps/Programs to Enhance Performance

- Find training opportunities by using cost-effective training courses.
- Refine database maintenance techniques as we strive to provide the highest integrity possible.
- Manage our Heat Pump Rebate and Peak Partners Programs.
- Manage our Key Accounts Program to maintain the relationship between the Electric Systems and Key Accounts.

- Update staking software with updated labor and material costs.
- 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 paperwork sent to NCDOT.
- Install software upgrades for Partner and Milsoft software.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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.	98.8%	95%	97%	95%	N/A
GIS Application Service	Identify and address internal customer needs such as calculations and maps promptly to maintain construction and service schedules.	Provide requested GIS data within 5 working days	97.2%	97%	99%	95%	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Personnel Services	733,063	749,200	774,790	751,727	917,766	917,766	925,148
Operations	150,584	131,199	365,838	82,336	376,514	376,514	308,196
Capital Outlay	-	-	40,000	33,448	72,800	72,800	-
Cost Allocations	89,920	28,548	26,915	24,672	28,960	28,960	29,858
Depreciation & Amortization	63,469	58,485	-	-	-	-	-
Total Expenditures	\$ 1,037,037	\$ 967,432	\$ 1,207,543	\$ 892,182	\$ 1,396,040	\$ 1,396,040	\$ 1,263,202

* as amended

**as of July 16, 2021

Utility Locate Services

Mission Statement

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 for Electric, Water, and Sewer infrastructure assets
- All underground utilities are located upon request to prevent possible damage and service interruptions

Organizational Chart Locator

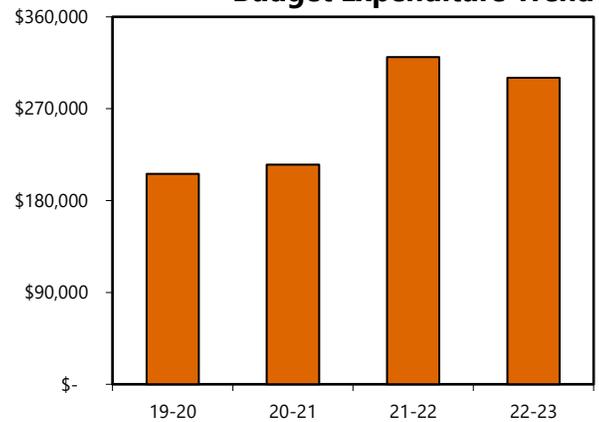
Fund: 610 Electric Fund

Budget Unit: **7260 Utility Locate Services**

Personnel Summary

Fiscal Year	FTE
18-19	5
19-20	5
20-21	5
21-22	5
22-23 Planning	6

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Replaced a work truck to reduce downtime associated with mechanical breakdown.
- Provided additional funding for increased use of contract labor to offset peak locating times.
- Improved coordination between assigned areas to enhance response times.
- Provided equipment and tools required to allow locators to locate all City utilities.

FY 21-22 Budget Highlights

- 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 the City's utilities.

FY 22-23 Planning Year Goals

- Keep up to date on new technology to allow the City to provide better, more accurate service to our customers.
- Keep ticket response times down with the use of City crews and contract locators.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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 72 hours	99%	100%	99%	100%	99%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7260							
Personnel Services	377,240	415,564	424,540	393,281	422,495	422,495	482,376
Operations	170,398	154,517	431,401	277,206	322,444	322,444	220,749
Capital Outlay	-	-	67,000	41,913	107,000	107,000	102,000
Cost Allocations	(378,704)	(394,566)	(542,309)	(497,117)	(531,318)	(531,318)	(504,696)
Depreciation & Amortization	30,316	30,710	-	-	-	-	-
Total Expenditures	\$ 199,249	\$ 206,226	\$ 380,632	\$ 215,284	\$ 320,621	\$ 320,621	\$ 300,429

* amended

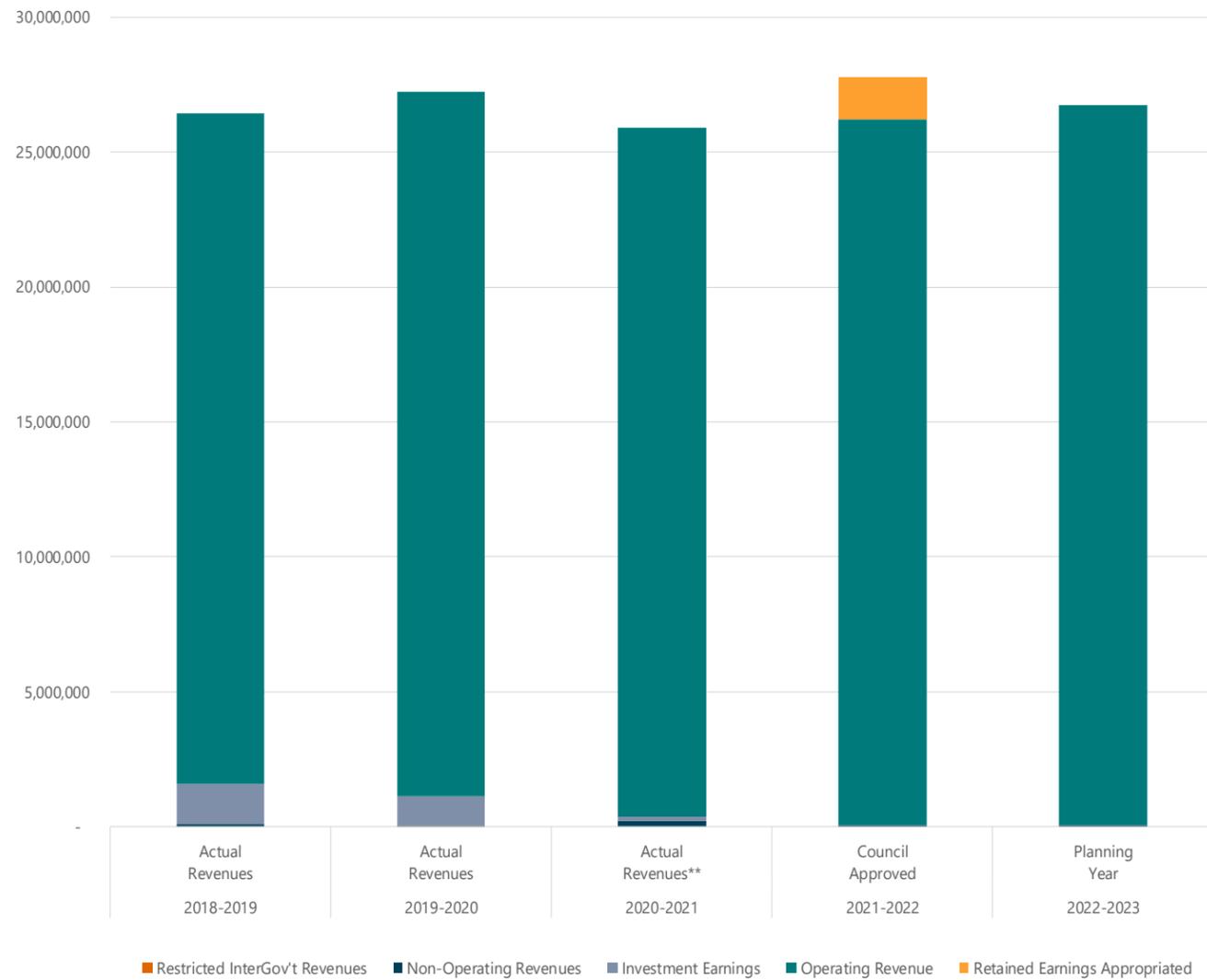
**as of July 16, 2021

Water Resources Revenues

	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 620								
Restricted InterGov't Revenues	-	7,913	-	-	-	-	0.0%	-
Non-Operating Revenues	119,352	36,178	218,632	237,358	58,000	58,000	0.2%	58,000
Investment Earnings	1,480,181	1,097,018	-	133,354	-	-	0.0%	-
Operating Revenue	24,851,430	26,091,797	25,748,100	25,536,874	26,166,680	26,166,680	94.2%	26,672,734
Retained Earnings Appropriated	-	-	5,975,628	-	1,549,118	1,549,118	5.6%	-
Total Revenues	\$ 26,450,963	\$ 27,232,905	\$ 31,942,360	\$ 25,907,587	\$ 27,773,798	\$ 27,773,798	100.0%	\$ 26,730,734

* as amended

**as of July 16, 2021

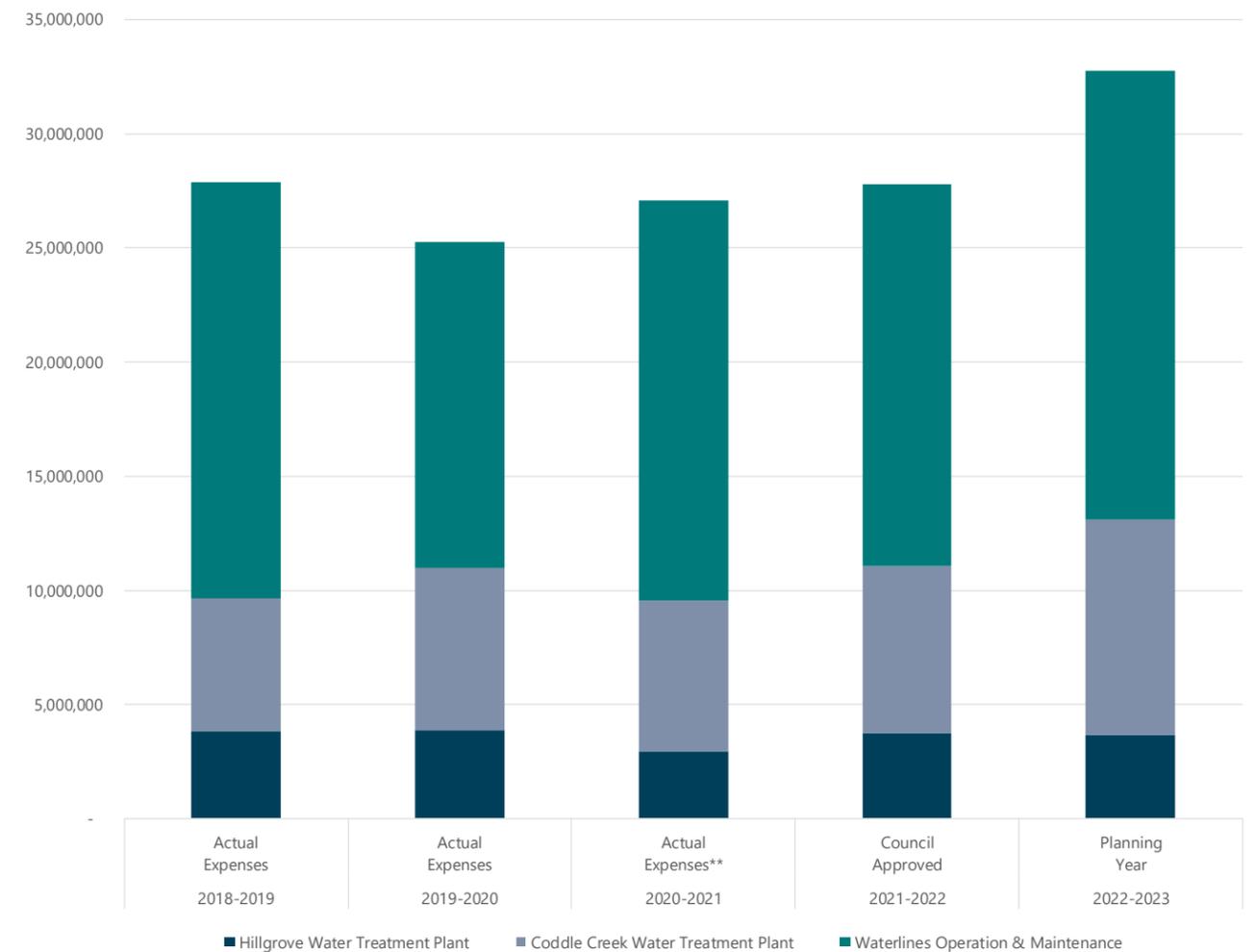


Water Resources Expenditures

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Budget Units								
Hillgrove Water Treatment Plant	3,823,146	3,883,353	3,934,621	2,948,889	3,731,463	3,731,463	13.4%	3,651,499
Coddle Creek Water Treatment Plant	5,814,631	7,094,500	9,608,588	6,611,103	7,325,452	7,325,452	26.4%	9,464,765
Waterlines Operation & Maintenance	18,220,634	14,288,433	18,399,151	17,504,183	16,716,883	16,716,883	60.2%	19,631,541
Total Expenditures	\$ 27,858,410	\$ 25,266,286	\$ 31,942,360	\$ 27,064,176	\$ 27,773,798	\$ 27,773,798	100.0%	\$ 32,747,805

* as amended

**as of July 16, 2021



Hillgrove Water Treatment Plant

Mission Statement

Provide 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

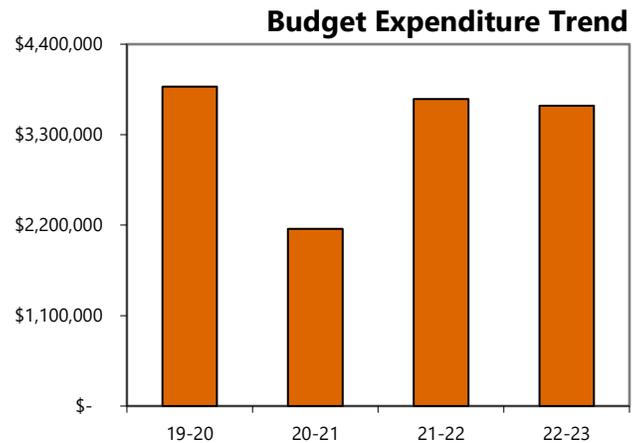
Organizational Chart Locator

Fund: 620 Water Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	14.5
19-20	14.5
20-21	15.5
21-22	15.5
22-23 Planning	15.5



FY 20-21 Major Accomplishments

- Began design of basin upgrades at Hillgrove Water Treatment Plant. This project will provide finished water quality improvements.
- Began design of GAC contactors at Hillgrove Water Treatment Plant. GAC will provide taste and odor improvements.
- Refurbished 601 Pump Station (PS) pumps and valves.
- Completed building upgrades including window replacement and UV additions to the HVAC system to reduce pathogens in the air supply.

FY 21-22 Budget Highlights

- Complete design and bidding for basin upgrades.
- Reorganize maintenance personnel to provide improved response and incorporate a succession plan.
- Finish design and bidding activities for GAC contactors.

FY 22-23 Planning Year Goals

- Complete construction of basin upgrades.
- Meet a goal of 50% completion of the construction of GAC contactors given the project's complexity.
- Show positive data from basin upgrades.
- Install ultrasonic buoys at Lake Fisher to reduce algal activity and use data from this project to support the use of buoys in Lake Howell.

Steps/Programs to Enhance Performance

- Attend training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Water Treatment & Analysis	Comply with and exceed state /federal regulations to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	100%	100%	99.9%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	99.6%	98%	99.7%	99%	87%
	Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	1.01	1.01	1.01	1.01	1.03
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	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

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7330							
Personnel Services	921,494	871,755	1,049,534	986,382	1,165,676	1,165,676	1,174,780
Operations	1,938,697	1,803,652	2,717,142	1,848,901	2,486,987	2,486,987	2,396,234
Capital Outlay	-	-	114,500	64,616	24,500	24,500	24,500
Cost Allocations	6,756	50,474	53,445	48,991	54,300	54,300	55,985
Transfers	600,000	775,949	-	-	-	-	-
Depreciation & Amortization	382,324	381,522	-	-	-	-	-
Non-Operating Expenses	(26,125)	-	-	-	-	-	-
Total Expenditures	\$ 3,823,146	\$ 3,883,353	\$ 3,934,621	\$ 2,948,889	\$ 3,731,463	\$ 3,731,463	\$ 3,651,499

* as amended

**as of July 16, 2021

Coddle Creek Water Treatment Plant

Mission Statement

Provide 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

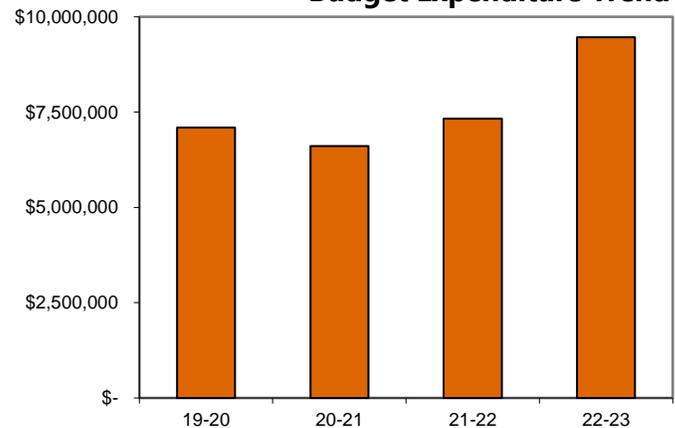
Fund: 620 Water Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	16.5
19-20	16.5
20-21	15.5
21-22	15.5
22-23 Planning	15.5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Replaced older, unreliable switchgear equipment at Coddle Creek Water Treatment Plant.
- Began chlorine storage facilities project to improve chemical handling and storage.
- Plate settlers are installed and operational with initial data reflecting approximately 33% reduction in settled water turbidities and longer filter run times.

FY 21-22 Budget Highlights

- Evaluate dewatering options for Coddle Creek Water Treatment Plant in conjunction with WSACC.
- Conduct high-rate study to enable Coddle Creek Water Treatment Plant to go from 12 MGD to 15 MGD without further upgrades or construction.
- Complete chlorine storage facilities.
- Enhance laboratory capabilities by obtaining certification for HAA's in-house.

FY 22-23 Planning Year Goals

- Complete construction of 36" raw water line at Coddle Creek Water Treatment Plant.
- Choose consultant and begin GAC Contactor design.
- Evaluate use of ultrasonic buoys for use at Lake Howell to reduce algal blooms and reduce chemical costs and taste/odor issues.
- Make structural upgrades to facilities to maximize lifespan of facilities and enhance security needs.
- Reduce the number of lead service lines in the distribution system to position Concord for early compliance with the Lead and Copper Rule.

Steps/Programs to Enhance Performance

- Attend training sessions and seminars to stay abreast of the newest regulations, treatment techniques, and testing methods.
- Network with our peers in the industry, state, and regulatory personnel.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.
- Work to meet more stringent voluntary programs such as the Area Wide Optimization Program (AWOP).

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Water Treatment & Analysis	Comply with and exceed state and federal regulations to provide safe drinking water.	% of treated water meeting or surpassing State and Federal Regulations	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.30 NTU*	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.20 NTU**	100%	100%	100%	100%	100%
		% of treated water turbidity at or below 0.10 NTU**	93%	98%	97%	98%	87%
	Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	Gallons of water required to produce 1 finished gallon of water	1.02	1.02	1.02	1.02	1.03
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	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

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7331							
Personnel Services	1,018,241	1,249,804	1,237,846	1,139,713	1,176,834	1,176,834	1,177,418
Operations	4,487,931	5,412,083	6,193,006	5,259,826	5,890,698	5,890,698	5,971,629
Capital Outlay	-	-	2,110,500	149,098	-	-	56,000
CIP Projects	-	94,732	-	-	-	-	-
Cost Allocations	12,944	41,104	57,236	52,466	57,920	57,920	59,718
Transfers	-	-	10,000	10,000	200,000	200,000	2,200,000
Depreciation & Amortization	295,515	296,777	-	-	-	-	-
Total Expenditures	\$ 5,814,631	\$ 7,094,500	\$ 9,608,588	\$ 6,611,103	\$ 7,325,452	\$ 7,325,452	\$ 9,464,765

* as amended

**as of July 16, 2021

Waterlines Operations & Maintenance

Mission Statement

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

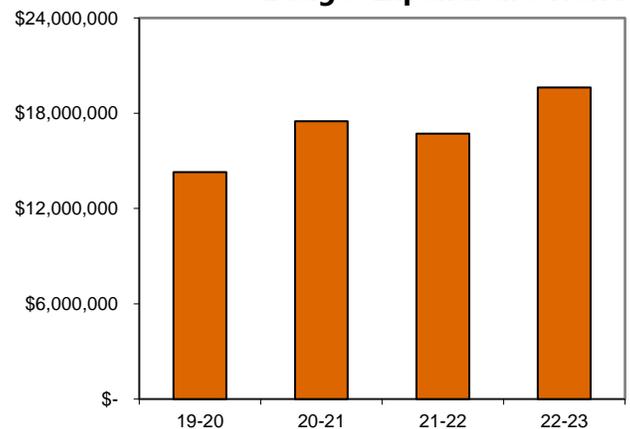
Fund: 620 Water Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	35.09
19-20	36.09
20-21	37.76
21-22	38.10
22-23 Planning	41.10

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Continued AMI water meters conversion.
- Completed construction of the NC 49 30" Water Line, the Poplar Tent Road 24" Water Line, and the US 29 Elevated Water Tank.
- Completed design, easement acquisition, and began construction of the NC 73 Interconnection with Charlotte Water project.
- Completed design of the water lines related to Union StreetScape and General Services Drive 12" Parallel Water Line projects.
- Began design of the NC 49 24" Water Line and the Zion Church Road 12" Parallel Water Line projects.
- Continued design and construction of new water lines in areas that will replace existing galvanized and cast-iron water lines.
- Completed the pressure zone boundary changes outlined in the previous Water System Master Plan.

FY 21-22 Budget Highlights

- Complete AMI water meter conversion.
- Construct the NC 73 Interconnection with Charlotte Water and the General Services Drive 12" Parallel Water Line projects.
- Complete design, easement acquisition, and begin construction of the NC 49 24" Water Line project.
- Complete construction of the water lines related to the Union Street Streetscape project.
- Design the Zion Church Road 12" Parallel Water Line and the 5 MGD Water Booster Pump Station Expansion projects.

FY 22-23 Planning Year Goals

- Complete construction of the NC 49 24" Water Line, the Zion Church Road 12" Parallel Water Line, and the 5 MGD Water Booster Pump Station Expansion projects.

Steps/Programs to Enhance Performance

- Perform leak detection of 10% of the existing water system to facilitate repair of small leaks before they become major water main breaks in roadways or under sidewalks; this effort includes integrating the field results within the GIS system.
- Reduce water quality complaints by replacing older water mains and installing automatic flushing devices on dead end mains.
- Monitor potential regulatory changes to water distribution and treatment permits and enhance the current water quality procedures. Work with Fire in looking at areas in the existing water system that have low pressure and/or low flows and update ISO (Insurance Service Office) mapping of existing fire hydrants.

- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy.
- Deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.
- Coordinate with Engineering staff in collecting GIS data for newly installed water infrastructure.
- Program system changes and develop/design projects recommended by the water master planning and related studies.
- 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Maintenance	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	10%	10%	10%	10%	10%
New Construction	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	7	10	6	10	8
Water Quality	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	5.53	1	6	1	1
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	0	0	0	0	0

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7340							
Personnel Services	2,369,528	5,420,147	2,873,960	2,596,129	2,913,030	2,913,030	3,048,800
Operations	1,297,160	1,767,962	2,249,215	2,626,648	3,057,839	3,057,839	2,153,218
Capital Outlay	2,539	73,089	885,421	342,392	766,000	766,000	833,000
Debt Service	995,937	860,185	2,401,896	2,395,694	2,899,997	2,899,997	3,495,379
Cost Allocations	3,136,550	3,591,059	3,470,439	3,174,567	4,523,158	4,523,158	3,833,819
Transfers	6,704,817	1,487,665	6,518,220	6,368,754	2,556,859	2,556,859	6,267,325
Depreciation & Amortization	3,624,189	3,711,254	-	-	-	-	-
Non-Operating Expenses	89,914	(2,622,929)	-	-	-	-	-
Total Expenditures	\$ 18,220,634	\$ 14,288,433	\$ 18,399,151	\$ 17,504,183	\$ 16,716,883	\$ 16,716,883	\$ 19,631,541

* as amended

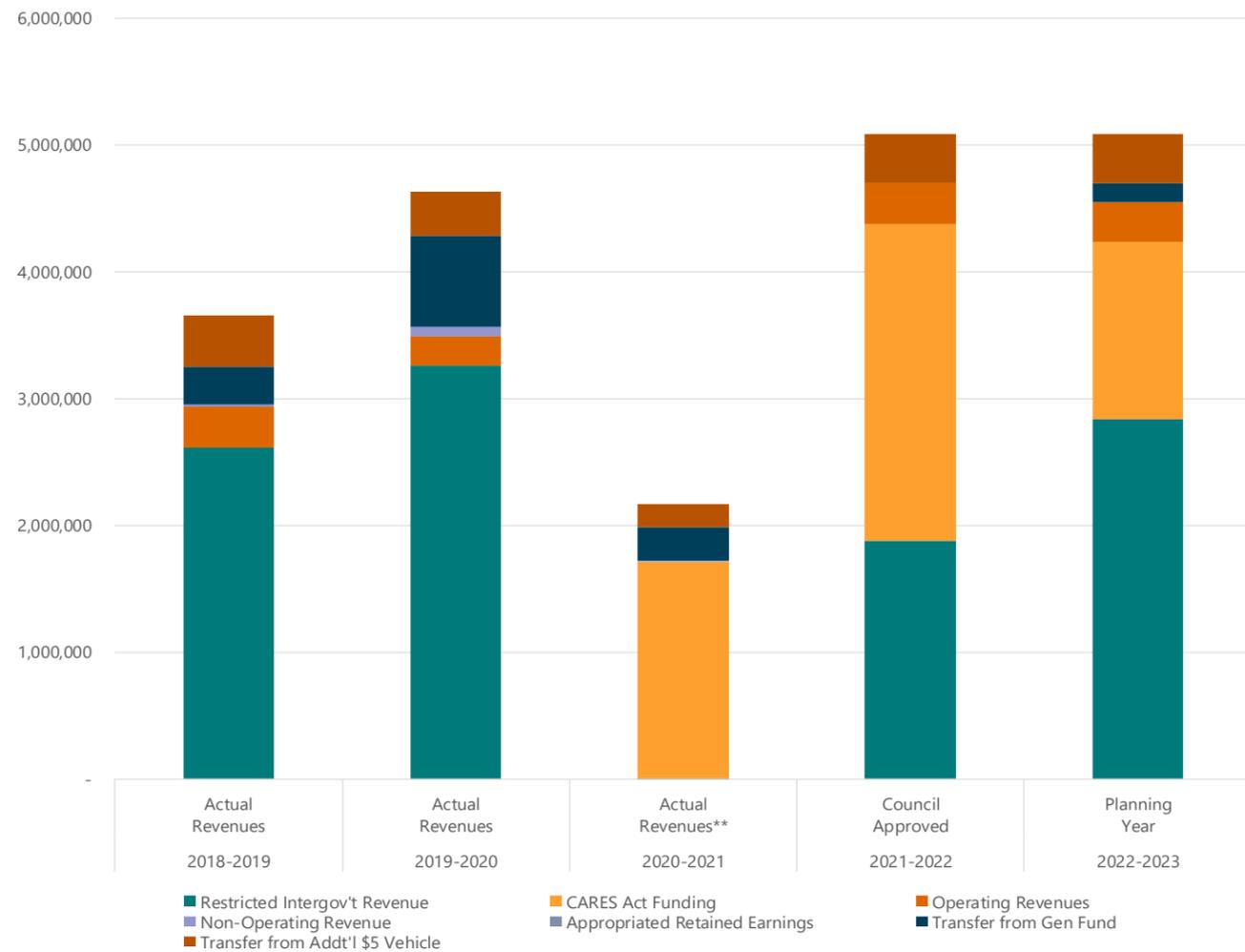
**as of July 16, 2021

Transit System Revenues

	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 630								
Restricted Intergov't Revenue	2,617,206	3,263,641	2,609,917	(1,050,590)	1,878,295	1,878,295	36.9%	2,835,295
CARES Act Funding	-	-	1,384,081	1,711,942	2,500,000	2,500,000	49.2%	1,400,000
Operating Revenues	322,638	225,057	315,215	(652)	317,766	317,766	6.2%	315,215
Non-Operating Revenue	10,813	73,955	-	10,029	-	-	0.0%	-
Appropriated Retained Earnings	-	-	602,820	-	-	-	0.0%	-
Transfer from Gen Fund	303,093	725,276	267,520	267,520	-	-	0.0%	145,944
Transfer from Addtl \$5 Vehicle	404,378	349,439	390,000	179,430	390,000	390,000	7.7%	390,000
Total Revenues	\$ 3,658,128	\$ 4,637,368	\$ 5,569,553	\$ 1,117,678	\$ 5,086,061	\$ 5,086,061	100.0%	\$ 5,086,454

* as amended

**as of July 16, 2021



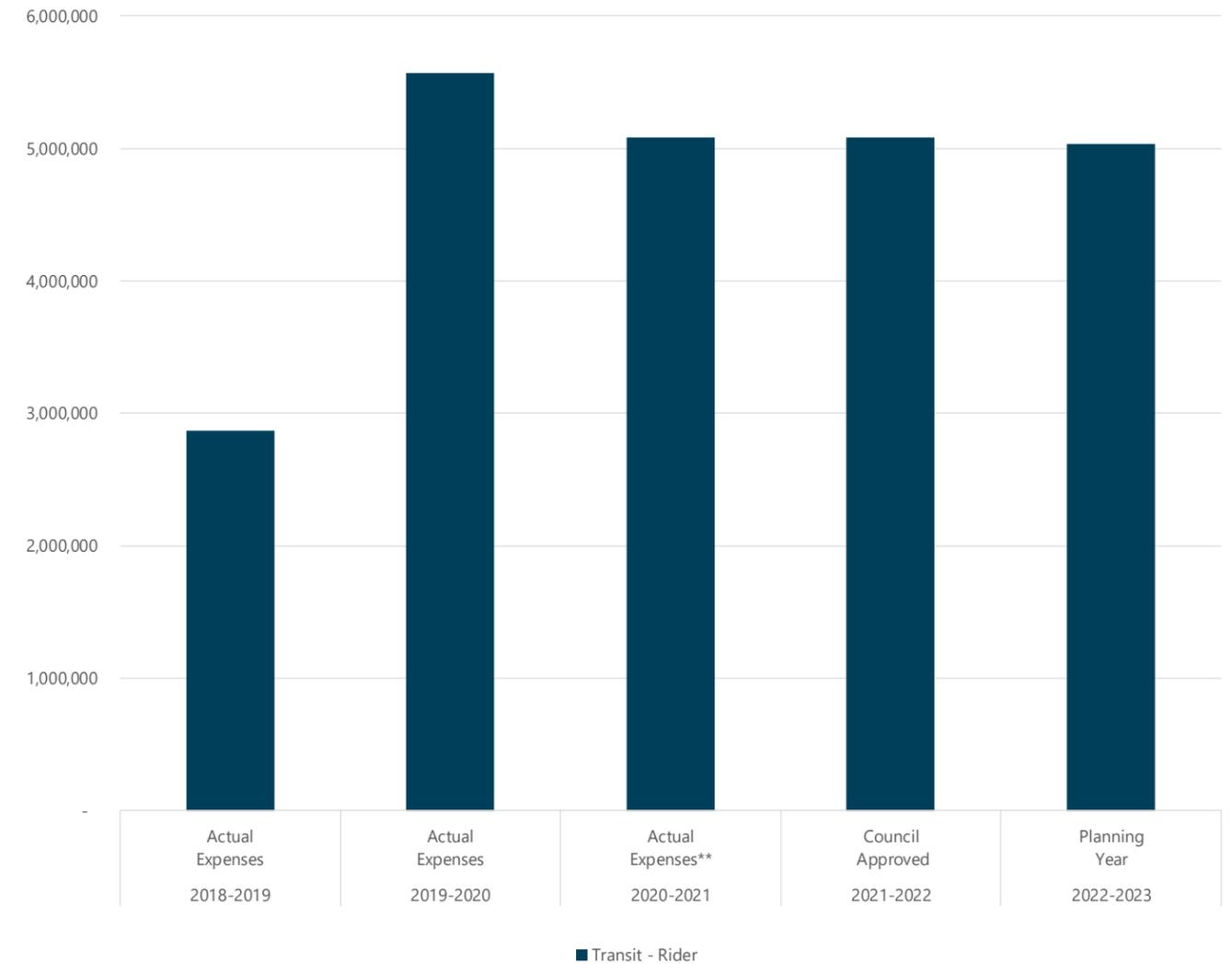
***The Actual Revenues 2020-2021 column does not accurately reflect the table above due to the stacked bar chart's inability to depict negative values as a reduction to the total in the column.

Transit System Expenditures

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Budget Unit								
Transit - Rider	2,871,019	5,571,167	5,569,553	5,080,357	5,086,061	5,086,061	100.0%	5,031,675
Total Expenditures	\$ 2,871,019	\$ 5,571,167	\$ 5,569,553	\$ 5,080,357	\$ 5,086,061	\$ 5,086,061	100.0%	\$ 5,031,675

* as amended

**as of July 16, 2021



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

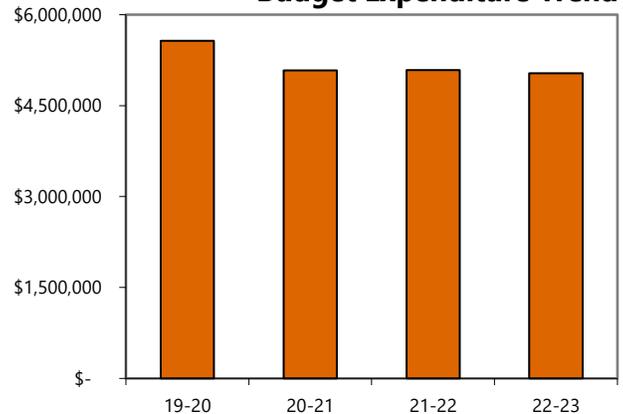
Fund: 630 Transit

Budget Units: **7650 Transit Farebox/Local Expense**
7690 Transit Grant Expense

Personnel Summary

Fiscal Year	FTE
18-19	6.5
19-20	6.5
20-21	6.5
21-22	6.5
22-23 Planning	6.5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Site surveys for the Transit Bus Stop Amenity plan have been completed and a final site installation list has been established. Firm will be selected and begin work spring of 2021 on individual site design.
- Successful installation and rollout of new technologies including new CAD/AVL and passenger App, improved Wi-Fi, and new digital payment system.
- Road mapped the implementation of Cabarrus County Public Transportation Master Plan (Joint Rider Transit/CCTS project). Began first steps of implementation where possible/practical, including potentially time intensive and delicate process of consolidation process with CCTS.
- Developed alternative departmental development plan if Long Range Transit Plan recommendations are not adopted and/or if consolidation with CCTS is delayed significantly.
- Worked to develop funding strategy/plan and submit grant applications when possible for upcoming vehicle replacement needs. Secured STBG-DA grant funding for a new spare bus.
- Continued to participate in and monitor the CONNECT Beyond Regional Long Range Transit Plan.
- Completed creation and implementation of new FTA required Public Transportation Agency Safety Plan; updated and strengthened response plans.
- Completed upgrade and redesign of www.ckrider.com.
- Extensive, multi-faceted response to Coronavirus pandemic while maintaining full service including new driver barrier program.
- Completed Service Provider contract extension benefit cost analysis review.
- Completed review and selection of marketing firm for multi-year contract.
- Replaced two departmental service vehicles that had reached their useful life.

FY 21-22 Budget Highlights

- 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 and the electronic vehicle inspection devices on revenue service vehicles.
- Complete site design work and move into first phase of construction/installation of Transit Bus Stop Amenity Plan.
- Continue and complete our participation in the CONNECT Beyond Regional Long Range Transit Plan.
- Implementation of onsite Transit Center security staff.

FY 22-23 Planning Year Goals

- Creation of Marketing and Communications Coordinator position.
- Continue to work towards consolidation of Rider and CCTS and implementation of the Cabarrus County Long Range Public Transportation Master Plan where possible.
- Continue to support and participate in the CONNECT Beyond Regional Transit Plan.
- Update of transit ADA self-evaluation and transition plan.
- Update of transit Title VI Civil Rights Plan.
- Busway repair and refresh of Bus Platform canopy.

Steps/Programs to Enhance Performance

- 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.
- Addition of Transit Center security staff to improve safety and security of employees, passengers, and facilities.
- All ADA Paratransit program files have been digitized. Electronic notification system for certification renewals is in place to ensure adequate time for customers to complete the recertification process.
- Ongoing monitoring of development, cost, and utilization of the ADA Paratransit program.
- Begin implementation of Long Range Transit Plan recommendations specifically transit system consolidation process.
- Continue public information campaign regarding new Transit App capabilities and functionality.
- Work with selected marketing partner to continue improving Rider Transit's marketing program and impact. Work towards transitioning to dedicated marketing and communications position.
- Continue to develop understanding of FTA FAST Act legislation while seeking new ways and means to fund transit operations and projects; advocate for reauthorization of FAST Act.
- Continue efforts to improve communication & local and regional coordination between Rider & neighboring transit systems & services.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	358,786	275,000	\$321,967	300,000	250,000
		# of Paratransit Riders	12,163	13,000	12,140	14,500	25,000
		# of bus passengers per revenue hour	8.86	8	8.07	8	15
		# of preventable accidents per 100,000 bus miles	.58	.6	.8	.6	.60
		# of verified bus rider complaints per 100,000 riders/trips	5.3	10	12.13	10	10-12
		Average satisfaction rating of overall service	95%	95%	N/A	N/A	N/A
		On-time Performance (Bus)	N/A	85%	N/A	85%	N/A
		% of fare box recovery	5.36%	10%	N/A	TBD	15%
		# of paratransit rider complaints per 10,000 rider/trips	5.13	20	5.21	20	N/A
		On-time Performance (Paratransit)	86.8%	92%	89%	92%	92%
# of paratransit preventable accidents per 25,000 miles	.77	.6	1.45	.6	.6		

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7650 & 7690							
Personnel Services	453,801	504,547	544,616	541,349	564,488	564,488	645,262
Operations	3,819,634	3,707,300	4,666,338	4,330,035	4,467,039	4,467,039	4,338,046
Capital Outlay	-	-	75,092	77,357	-	-	-
CIP Projects	(2,621,416)	-	-	-	-	-	-
Cost Allocations	72,034	44,186	53,194	48,761	54,534	54,534	48,367
Transfers	-	2,548	-	-	-	-	-
Depreciation & Amortization	1,115,478	1,107,982	-	-	-	-	-
Other Financing Uses	13,840	176,396	230,313	82,855	-	-	-
Non-Operating Expenses	17,648	28,207	-	-	-	-	-
Total Expenditures	\$ 2,871,019	\$ 5,571,167	\$ 5,569,553	\$ 5,080,357	\$ 5,086,061	\$ 5,086,061	\$ 5,031,675

* as amended

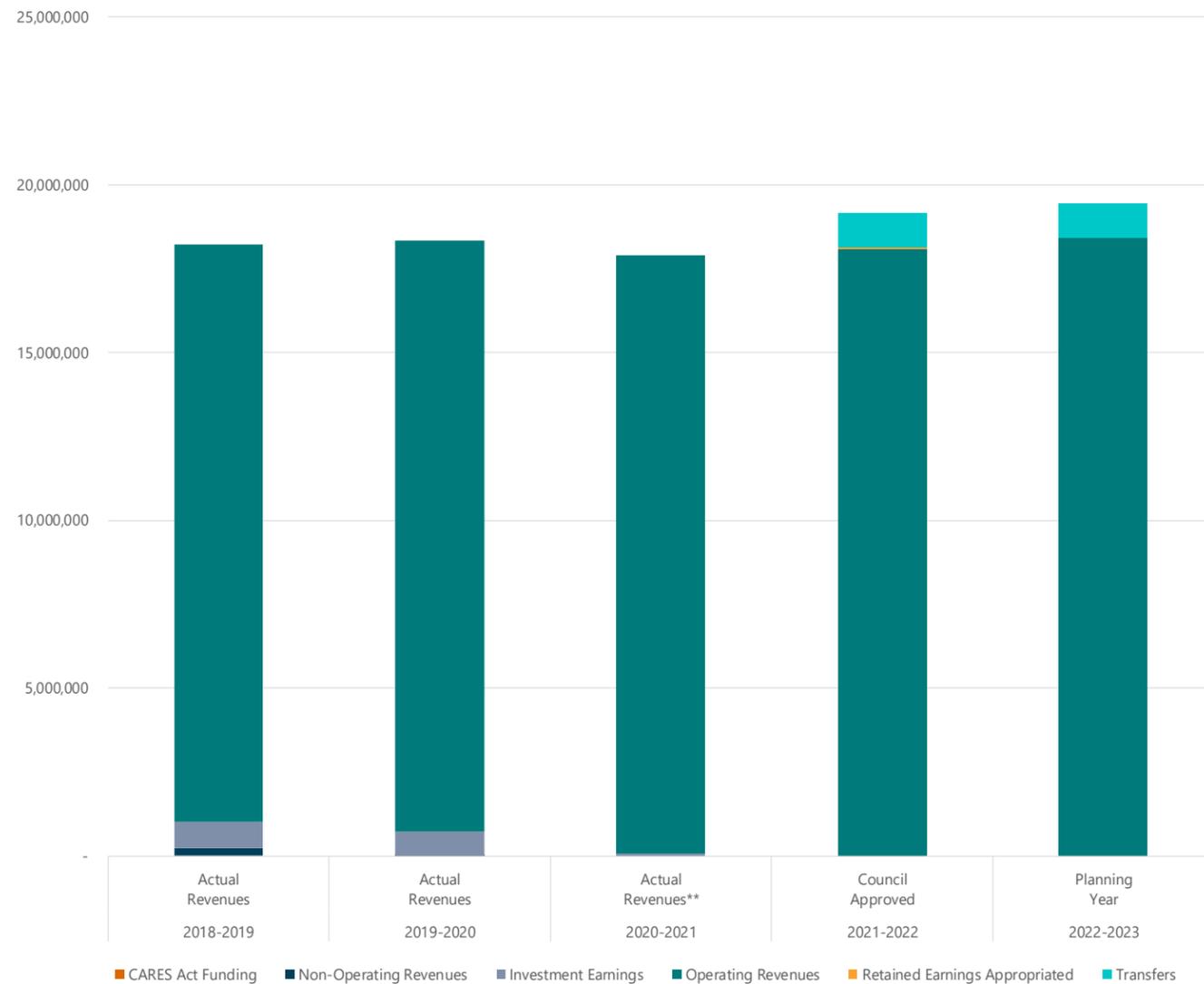
**as of July 16, 2021

Wastewater Resources Revenues

	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Fund 640								
CARES Act Funding	-	4,544	-	-	-	-	0.0%	-
Non-Operating Revenues	224,097	9,594	23,600	14,351	2,000	2,000	0.0%	2,040
Investment Earnings	785,768	707,227	-	82,950	-	-	0.0%	-
Operating Revenues	17,222,306	17,624,834	17,670,000	17,803,524	18,058,000	18,058,000	94.3%	18,419,160
Retained Earnings Appropriated	-	-	-	-	80,115	80,115	0.4%	-
Transfers	-	-	415,090	-	1,000,000	1,000,000	5.2%	1,000,000
Total Revenues	\$ 18,232,171	\$ 18,346,200	18,108,690	\$ 17,900,825	\$ 19,140,115	\$ 19,140,115	100.0%	\$ 19,421,200

* as amended

**as of July 16, 2021

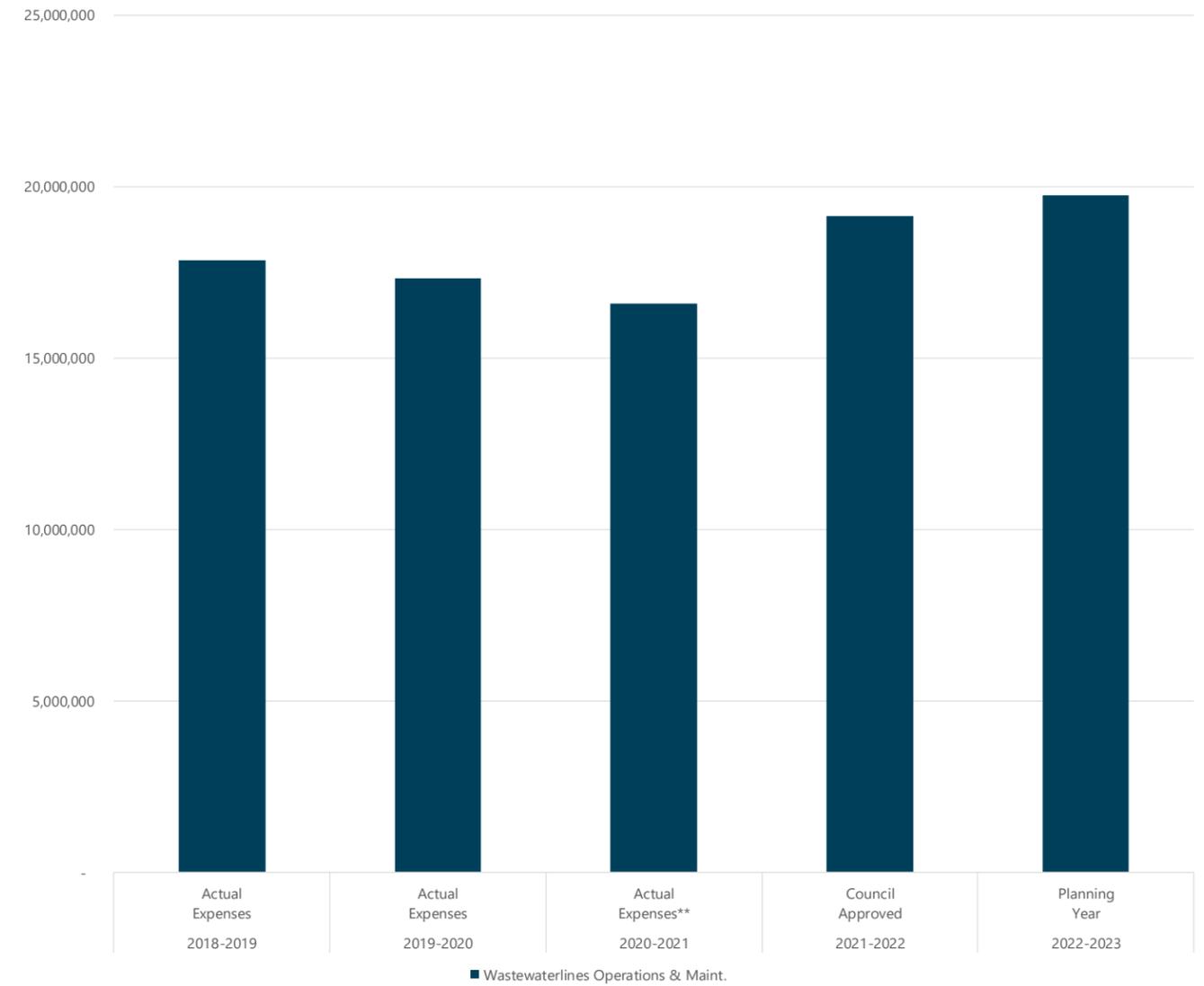


Wastewater Resources Expenditures

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Budget Unit								
Wastewaterlines Operations & Maint.	17,839,399	17,309,891	18,108,690	16,584,436	19,140,115	19,140,115	100.0%	19,745,409
Total Expenditures	\$ 17,839,399	\$ 17,309,891	\$ 18,108,690	\$ 16,584,436	\$ 19,140,115	\$ 19,140,115	100.0%	\$ 19,745,409

* as amended

**as of July 16, 2021



Wastewaterlines Operations & Maintenance

Mission Statement

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

- Sanitary Sewer Collection Service
- Lining & Manhole Rehabilitation
- Inflow/infiltration Testing & Flow Monitoring
- Fats, Oils, & Grease (FOG) Program

Organizational Chart Locator

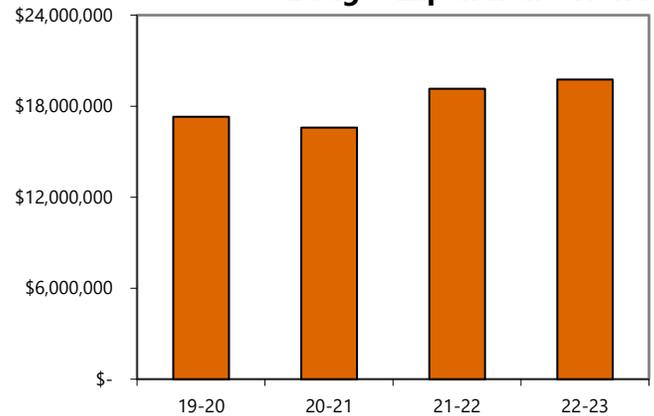
Fund: 640 Wastewater Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	32.16
19-20	32.16
20-21	31.48
21-22	31.81
22-23 Planning	32.81

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Evaluated projects resulting from the sewer master planning effort based on results from both field inflow/infiltration testing and sewer flow monitoring.
- Completed the bidding process and started construction of the Poplar Tent Road Sewer Extension to Cobblestone Lane project.
- Started design and easement acquisition for the Cold Water Creek Tributary Outfall to NC 49 project (abandonment of the Raccoon Hollow pump station). Completed design and started easement acquisition for the Coddle Creek Tributary Outfall to Weyburn Drive project (abandonment of the Province Green pump station).
- Designed the sewer lines related to the Union StreetScape project.
- Began revamp of the Fats, Oils, and Greases (FOG) Program by completing more in-depth inspections performed by System Protection and Wastewater personnel. Integrated the field results within the GIS system.

FY 21-22 Budget Highlights

- Design, acquire easements, and begin the construction of the Cold Water Creek Tributary Outfall to NC 49 project.
- Construct the Coddle Creek Tributary Outfall to Weyburn Drive project.
- Design and acquire easements for the Cold Water Creek Tributary Outfall to Sunberry Lane project (abandonment of the Laurel Park pump station).
- Complete the construction of sewer lines related to the Union StreetScape project.

FY 22-23 Planning Year Goals

- Construct the Cold Water Creek Tributary Outfall to NC 49 and the Cold Water Creek Tributary Outfall to Sunberry Lane projects.
- Begin the design and easement acquisition of the Coddle Creek Tributary Outfall Extension from US Highway 29 to Rock Hill Church Road (Abandonment of the Crossbow Circle pump station).

Steps/Programs to Enhance Performance

- Perform lining and manhole rehabilitation programs to address the oldest/most defective system areas.
- 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.
- Evaluate projects from the sewer master planning effort based on results from field inflow/infiltration testing and sewer flow monitoring. Deploy new GIS technology in the field to enhance the overall customer service and efficiency of the department.

- Coordinate with Engineering Department staff in collecting GIS data for newly installed wastewater infrastructure.
- Program system changes and develop/design projects recommended by the wastewater master planning and related studies.
- Monitor potential regulatory changes to sewer permit.
- Enhance right-of-way maintenance program through new equipment and procedures, including updated GIS mapping.
- Revamp the Fats, Oils, and Greases (FOG) Program by completing more in-depth inspections performed by System Protection and Wastewater personnel, and then integrate the field results within the GIS system.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Manage & Maintain Sewer System	Provide quality and cost-efficient management and maintenance of the City's sewer system to maximize resources and ensure the health and safety of the community.	% of repairs completed within 8 working days	100%	100%	100%	100%	80%
		% of high priority lines inspected	100%	100%	100%	100%	N/A
		% of food service facilities inspected annually	100%	100%	100%	100%	N/A
		# of reportable SSOs	1	0	6	0	0
		Miles of right-of-way mowed annually	175	100	150	100	82
Emergency Response Calls	Provide timely response to all emergency calls (line or service blockages) to quickly correct system disruptions and potential damage to the system and personal property.	% of emergency call on-site evaluations within 120 minutes	100%	100%	100%	100%	100%
Jetting & Cleaning	Provide comprehensive jetting and cleaning of collection mains to quickly correct system disruptions and potential damage to the system and personal property.	Miles of sewer main cleaned	37	57	63	57	N/A
Safety	Provide training and corrective actions to support a safe work environment for coworkers and the public.	# of preventable accidents	2	0	0	0	0

Budget by Category

	2018-2019 Actual	2019-2020 Actual	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 7420	Expenses	Expenses	Approved*	Expenses**	Recommended	Approved	Year
Personnel Services	2,037,226	2,167,364	3,574,560	3,483,584	2,530,786	2,530,786	2,611,718
Operations	8,622,965	7,807,376	8,876,054	8,123,015	9,836,844	9,836,844	10,078,122
Capital Outlay	461,452	582,112	1,204,054	761,925	325,000	325,000	475,000
Debt Service	485,318	319,837	1,258,013	1,257,765	1,520,939	1,520,939	1,836,257
Cost Allocations	1,937,708	2,143,234	2,399,509	2,192,881	2,756,416	2,756,416	2,327,287
Transfers	653,116	399,422	796,500	765,265	2,170,130	2,170,130	2,417,025
Depreciation & Amortization	3,587,989	3,746,067	-	-	-	-	-
Non-Operating Expenses	53,625	144,480	-	-	-	-	-
Total Expenditures	\$ 17,839,399	\$ 17,309,891	\$ 18,108,690	\$ 16,584,436	\$ 19,140,115	\$ 19,140,115	\$ 19,745,409

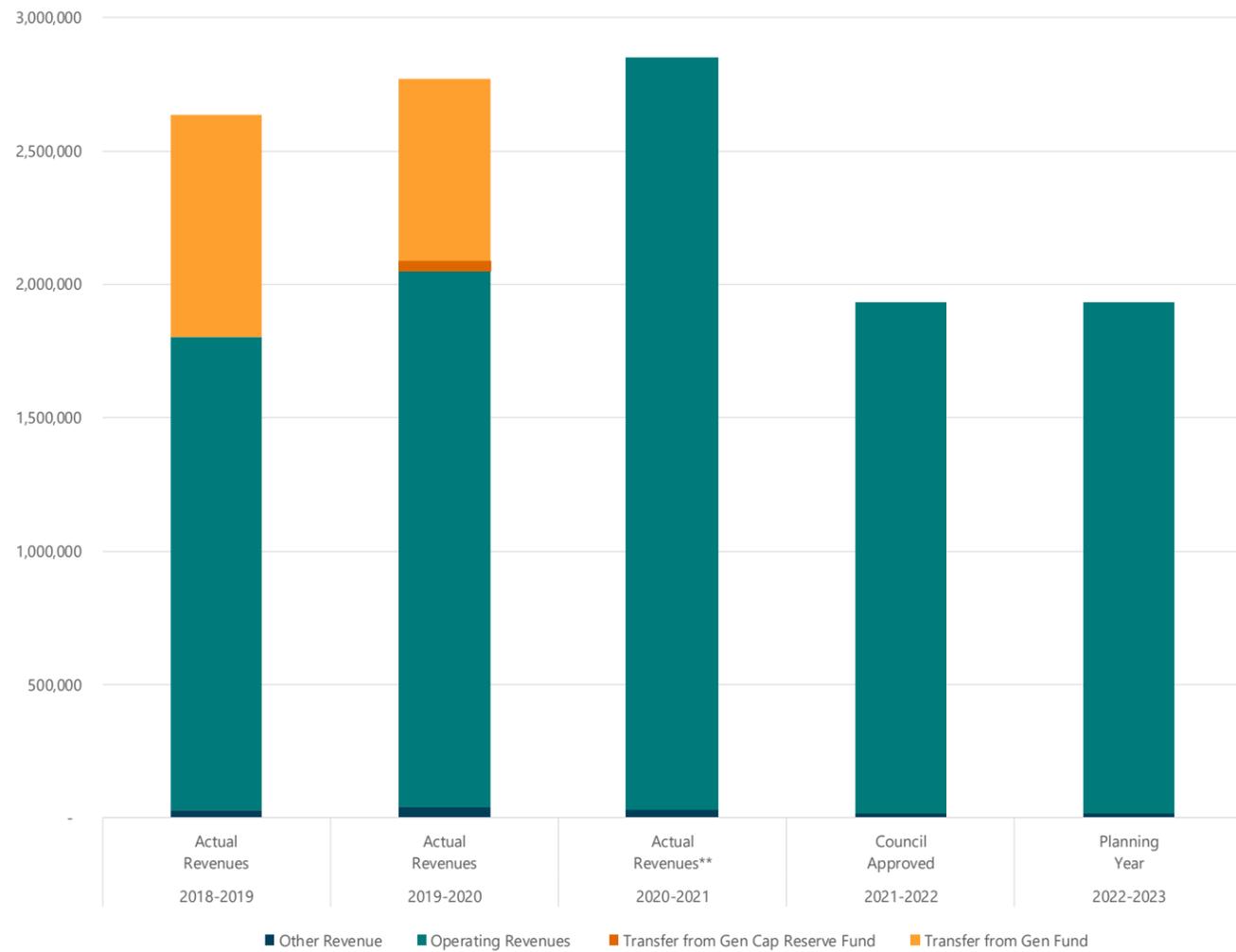
* as amended

**as of July 16, 2021

Rocky River Golf Course Revenues

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Fund 650								
Other Revenue	28,237	41,129	23,273	27,289	18,273	18,273	0.9%	18,273
Operating Revenues	1,775,866	2,010,105	2,166,145	2,821,451	1,916,091	1,916,091	99.1%	1,916,091
Transfer from Gen Cap Reserve Fund	-	35,200	-	-	-	-	0.0%	-
Transfer from Gen Fund	832,346	682,274	940,163	-	-	-	0.0%	-
Total Revenues	\$ 2,636,449	\$ 2,768,709	\$ 3,129,581	\$ 2,848,740	\$ 1,934,364	\$ 1,934,364	100.0%	\$ 1,934,364

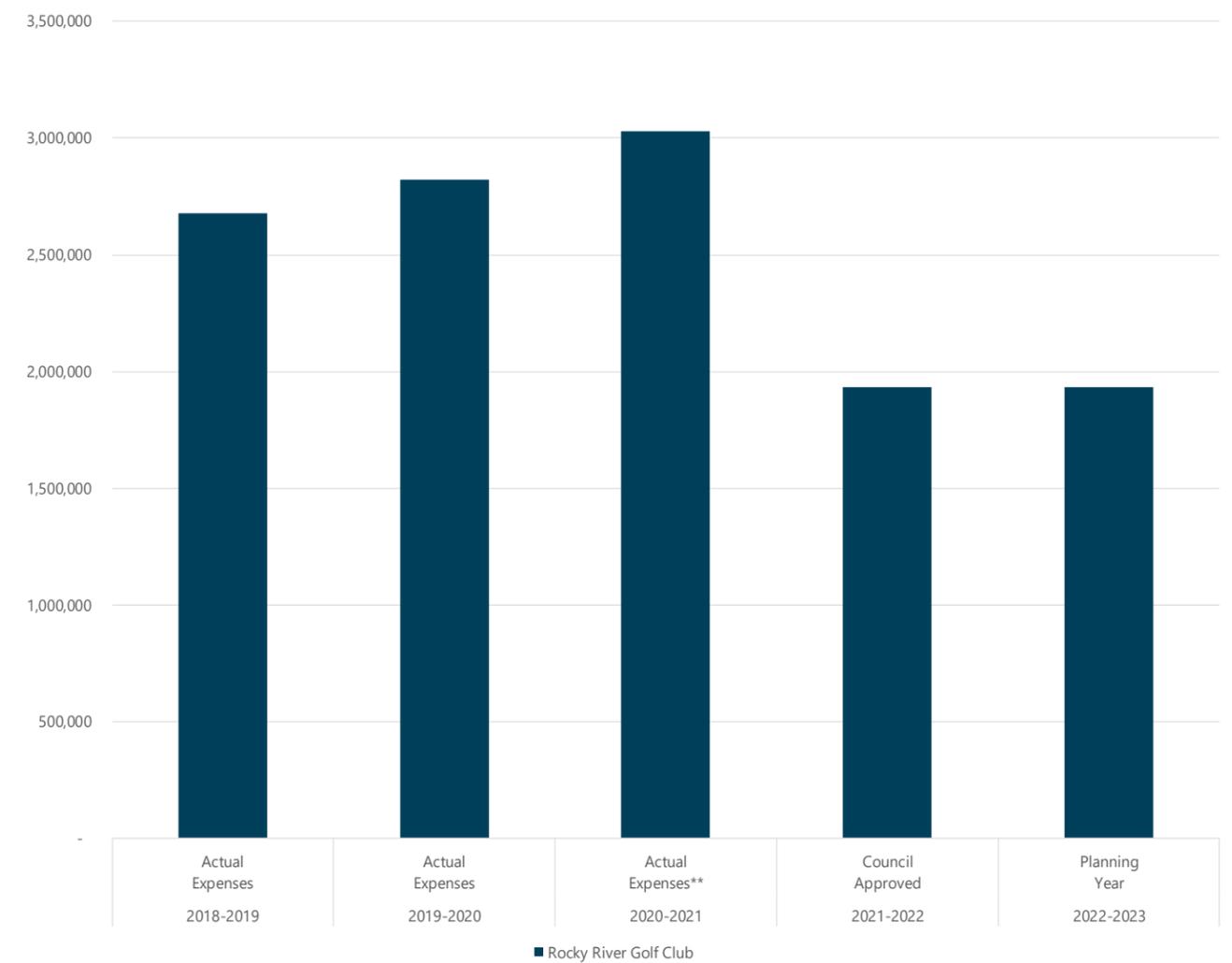
* as amended
**as of July 16, 2021



Rocky River Golf Course Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Budget Unit								
Rocky River Golf Club	2,679,715	2,820,960	3,129,581	3,027,241	1,934,364	1,934,364	100.0%	1,934,364
Total Expenditures	\$ 2,679,715	\$ 2,820,960	\$ 3,129,581	\$ 3,027,241	\$ 1,934,364	\$ 1,934,364	100.0%	\$ 1,934,364

* as amended
**as of July 16, 2021



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 through clinics and individual golf lessons
 - Retail merchandising of golf-related apparel and equipment
 - Maintenance of Clubhouse landscaping and irrigation

Organizational Chart Locator

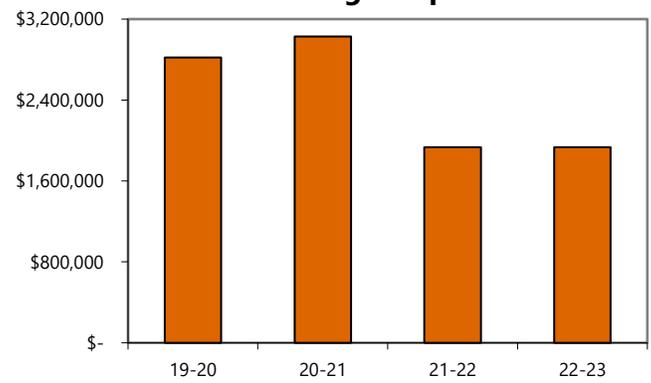
Fund: 650 Golf Course Fund

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

Personnel Summary

Fiscal Year	FTE
18-19	Contract
19-20	Contract
20-21	Contract
21-22	Contract
22-23 Planning	Contract

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Increased number of rounds and revenue based on excellent course location and highest rated public facility in the region.
- Planned new range netting for safety and deteriorating condition of old poles and nets.
- Increased wages to maintain quality staffing, including hiring of new head Golf Professional.
- Recorded record rounds and revenue due to high demand for outdoor activity.

FY 21-22 Budget Highlights

- Remodeling the Clubhouse.
- Building an on-course restroom facility.
- Improvement of patio and outdoor seating area to attract special events and weddings.
- Possible construction of a tournament pavilion to host outdoor functions.

FY 22-23 Planning Year Goals

- Increased banquets and events utilizing new clubhouse and patio.
- Maintaining position as the best public course in the Charlotte metro region.

Steps/Programs to Enhance Performance

- Emphasis on expanded capabilities of professional staff to include junior golf, leagues, and player development through local schools and teams.
- Emphasis on customer services to the public through technical means (Social Media, Operations Manuals, and more).
- Continue to host local high school teams and promote the game to new players.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Full Service Golf Facility	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 to provide the best possible golf experience and maximize both recreational use and revenue.	# of rounds played (18-hole equivalent)	36,768	32,028	46,164	38,000	34,000
		# of pass-holder rounds played (18-hole equivalent)	4,075	4,097	3,276	4,097	5,000
		Average golf & food/beverage revenue per 18-hole round	\$54.95	\$55.09	\$61.47	\$55.25	N/A
		Average operating cost per 18-hole round	\$44.92	\$52.33	\$42.20	\$50	N/A

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Operations	1,653,003	1,781,307	2,144,121	2,062,185	1,828,232	1,828,232	1,828,386
Debt Service	940,893	941,643	940,163	940,163	-	-	-
Transfers	-	8,755	20,297	-	106,132	106,132	105,978
Depreciation & Amortization	85,820	89,256	-	-	-	-	-
Total Expenditures	\$ 2,679,715	\$ 2,820,960	\$ 3,129,581	\$ 3,027,241	\$ 1,934,364	\$ 1,934,364	\$ 1,934,364

* as amended

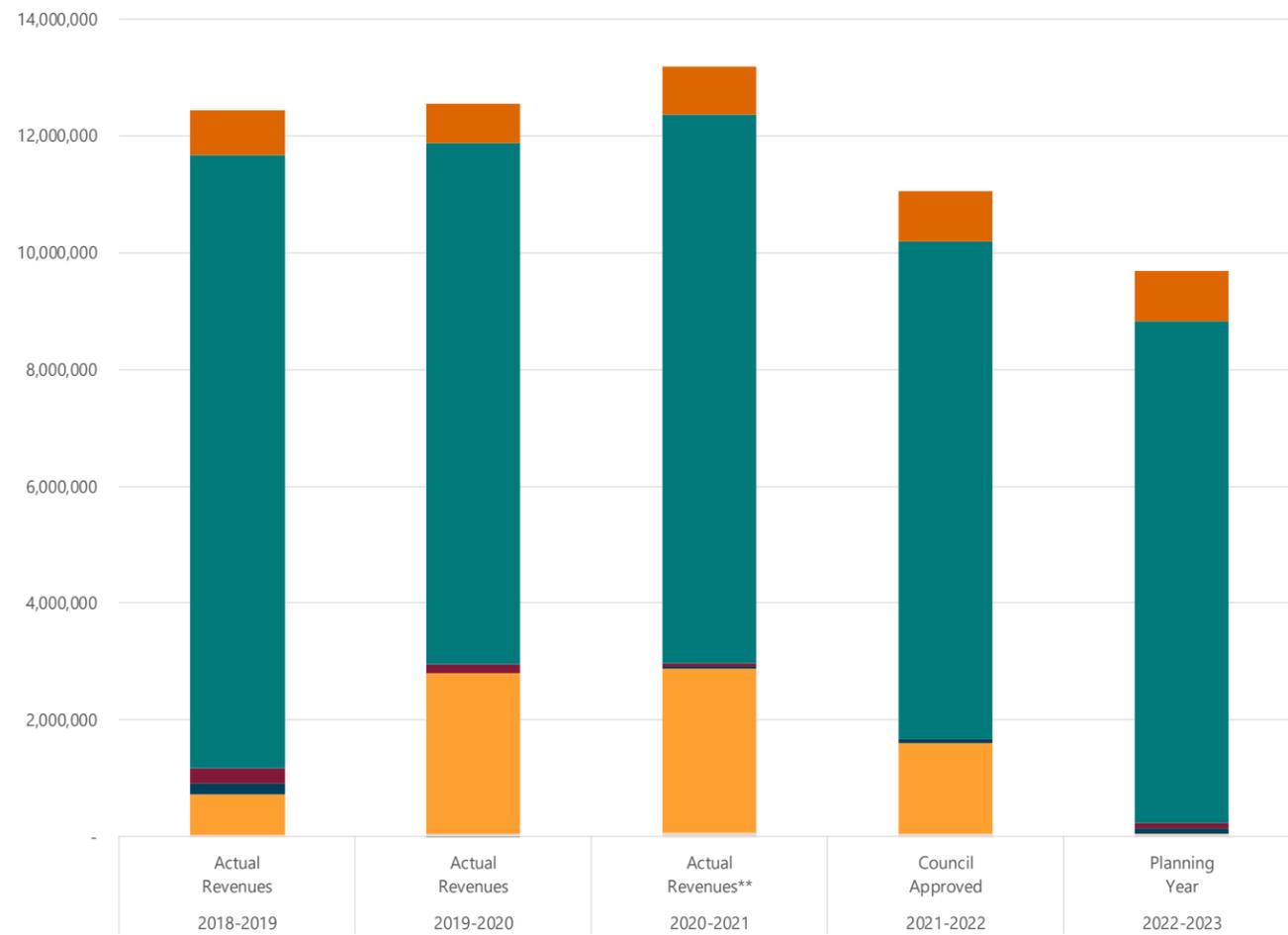
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Aviation Revenues

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
Fund 680	Actual Revenues	Actual Revenues	Council Approved*	Actual Revenues**	Manager Recommended	Council Approved	Percentage by Source	Planning Year
Licenses	29,167	46,404	29,500	68,851	49,060	49,060	0.4%	49,060
Restricted Intergovt Revenue	694,119	2,754,062	2,602,803	2,800,556	1,544,738	1,544,738	14.0%	-
Non-Operating Revenue	192,696	(252,136)	96,960	51,717	89,200	89,200	0.8%	89,200
Investment Earnings	250,948	156,838	-	42,592	-	-	0.0%	100,000
Operating Revenue	10,511,590	8,920,168	7,946,921	9,408,470	8,506,511	8,506,511	77.0%	8,598,325
Transfers	763,540	678,089	816,046	816,046	860,270	860,270	7.8%	860,270
Total Revenue	\$ 12,442,059	\$ 12,303,424	\$ 11,492,230	\$ 13,188,232	\$ 11,049,779	\$ 11,049,779	100.0%	\$ 9,696,855

* as amended

**as of July 16, 2021



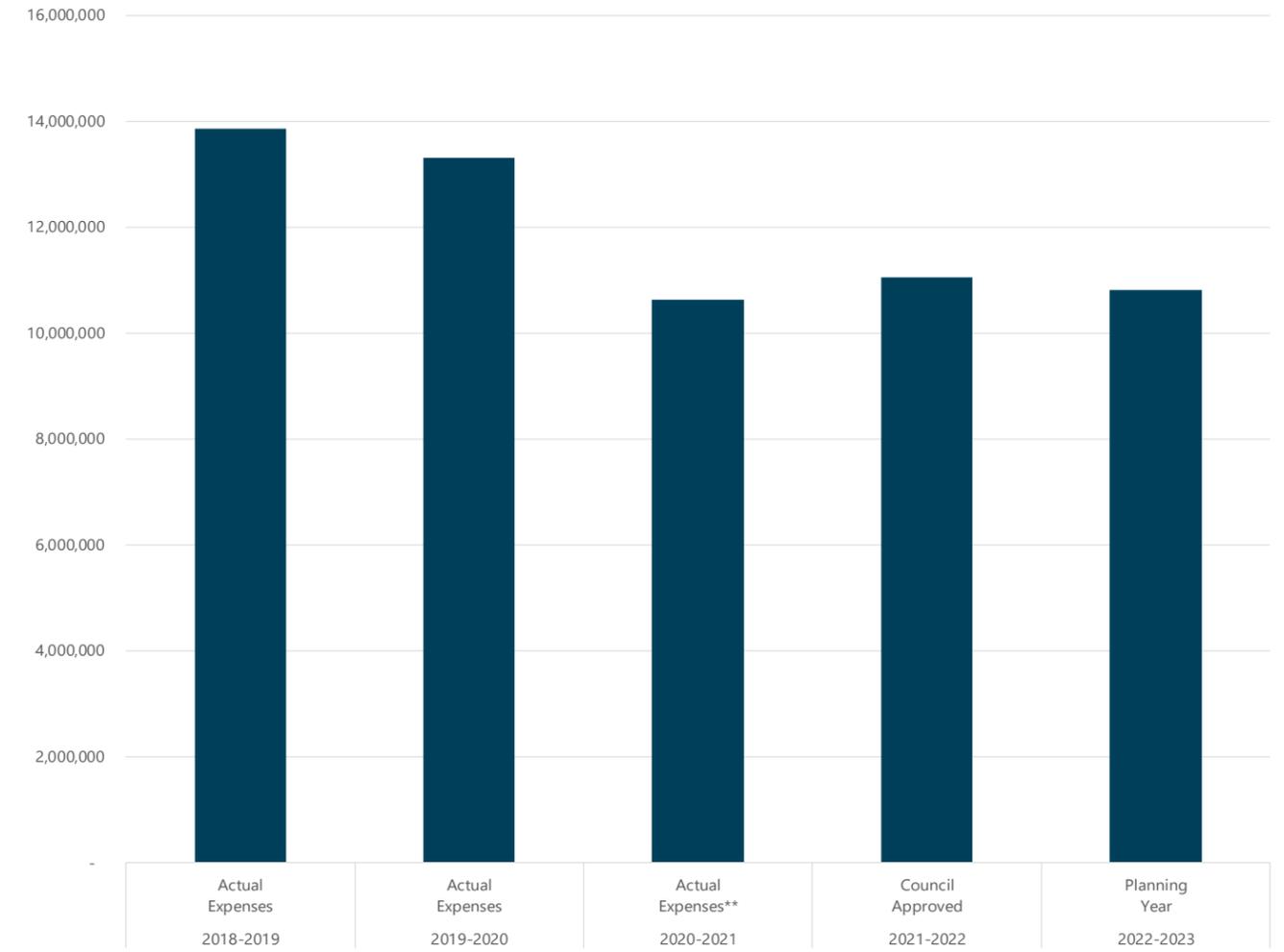
■ Licenses ■ Restricted Intergovt Revenue ■ Non-Operating Revenue ■ Investment Earnings ■ Operating Revenue ■ Transfers

Aviation Expenditures

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
Budget Unit	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Manager Recommended	Council Approved	Percentage by Budget Unit	Planning Year
Aviation Operations	13,849,537	13,307,660	11,492,230	10,617,231	11,049,779	11,049,779	100.0%	10,810,190
Total Expenditures	\$ 13,849,537	\$ 13,307,660	\$ 11,492,230	\$ 10,617,231	\$ 11,049,779	\$ 11,049,779	100.0%	\$ 10,810,190

* as amended

**as of July 16, 2021



■ Aviation Operations

Aviation

Mission Statement

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

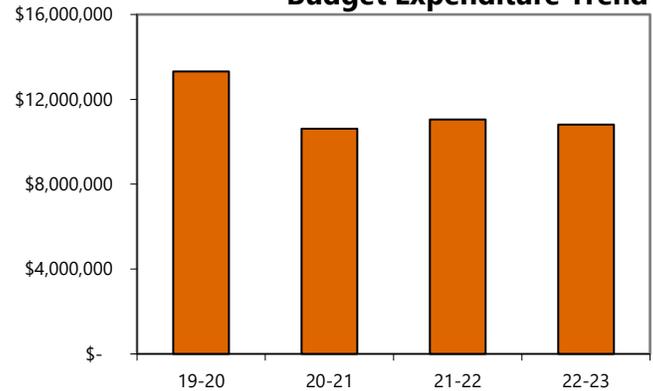
Fund: 680 Aviation Fund

Budget Unit: **4530 Aviation Operations**

Personnel Summary

Fiscal Year	FTE
18-19	43.5
19-20	45.5
20-21	45.5
21-22	47.5
22-23 Planning	47.5

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Replaced all outdated lighting with energy efficient LED lighting.
- Continued to replace outdated vehicles.
- Upgraded airfield signs and circuits.
- Resurfaced hangar floors.
- Received CARES Act funding, which supplemented operations and helped fund a repair project in the upper level of the parking deck.
- Completed IS-BAH Stage 2 Certification.

FY 21-22 Budget Highlights

- Continue to replace outdated vehicles.
- Continue to make repairs and improvements to aging buildings.
- Replace aging ground support equipment.
- Begin Stage 3 on IS-BAH Program.

FY 22-23 Planning Year Goals

- Continue to Upgrade Airfield Infrastructure.
- Complete Environmental Assessment for Terminal Expansion and South Commercial Apron.
- Complete Utility Upgrade on All Buildings (Natural Gas and Fiber).

Steps/Programs to Enhance Performance

- IS-BAH Stage 3 Certification.
- Air Elite Training.
- Implementation of Master Plan.
- Update Rules and Regulations.
- Update Minimum Standards.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Airport Management & Development	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	211	200	185	200	200
		% of office space leased	95%	95%	98%	100%	100%
Airport Facility Maintenance, Safety, & Security	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	N/A*	0	N/A*	0	0
Fixed Base Operations and Customer Service	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	100%	100%	100%	100%	100%

*Inspections have not occurred due to COVID-19

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4530							
Personnel Services	2,460,719	2,870,860	3,185,674	3,019,780	3,272,753	3,272,753	3,367,145
Operations	6,702,987	5,526,353	5,866,647	5,260,992	5,035,013	5,035,013	5,092,210
Capital Outlay	(55,568)	-	275,000	188,763	661,816	661,816	355,000
Debt Service	474,779	446,691	1,521,139	1,549,208	1,297,209	1,297,209	1,267,223
Cost Allocations	422,309	520,995	543,370	498,089	522,338	522,338	517,962
Transfers	784,002	608,214	-	-	10,650	10,650	10,650
Depreciation & Amortization	2,924,766	3,040,022	-	-	-	-	-
Other Financing Uses	66,433	114,759	100,400	100,400	250,000	250,000	200,000
Non-Operating Expenses	69,111	179,766	-	-	-	-	-
Total Expenditures	\$ 13,849,537	\$ 13,307,660	\$ 11,492,230	\$ 10,617,231	\$ 11,049,779	\$ 11,049,779	\$ 10,810,190

* as amended

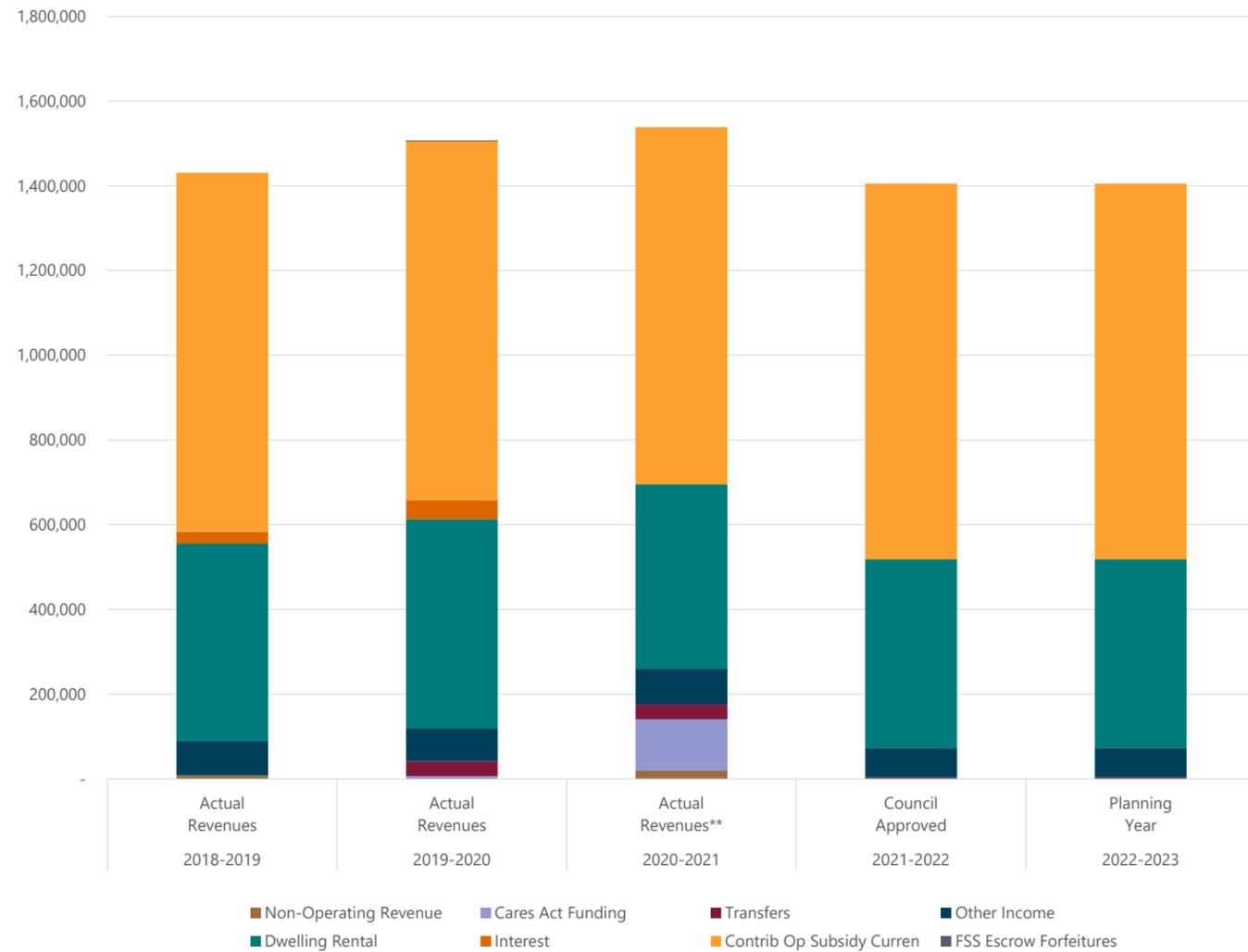
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Public Housing Revenues

Fund 690	2018-2019 Actual Revenues	2019-2020 Actual Revenues	2020-2021 Council Approved*	2020-2021 Actual Revenues**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Source	2022-2023 Planning Year
Non-Operating Revenue	7,976	-	44,001	19,801	-	-	0.0%	-
Cares Act Funding	-	6,793	87,984	120,928	-	-	0.0%	-
Transfers	-	34,397	523,215	34,741	3,320	3,320	0.2%	3,320
Other Income	80,325	78,052	94,000	83,781	70,000	70,000	5.0%	70,000
FSS Escrow Forfeitures	-	414	-	2,129	-	-	0.0%	-
Dwelling Rental	467,076	494,189	438,000	435,910	445,000	445,000	31.7%	445,000
Interest	27,929	43,996	-	(390)	-	-	0.0%	-
Contrib Op Subsidy Curren	847,643	847,961	843,128	843,128	887,059	887,059	63.1%	887,059
Total Revenue	\$ 1,430,949	\$ 1,505,803	\$ 2,032,457	\$ 1,540,028	\$ 1,405,379	\$ 1,405,379	100.0%	\$ 1,405,379

* as amended

**as of July 16, 2021

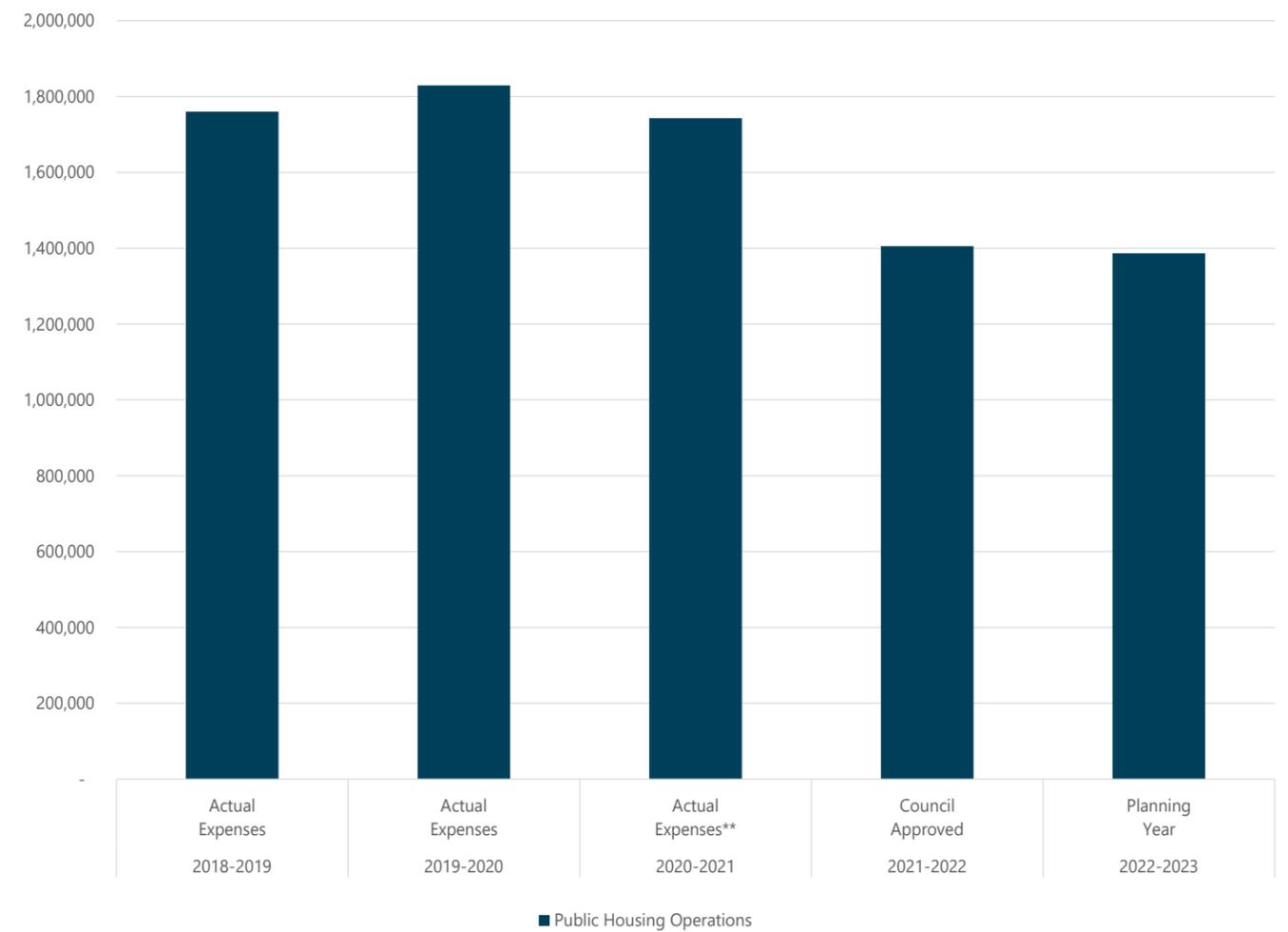


Public Housing Expenditures

Budget Unit	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2021-2022 Percentage by Budget Unit	2022-2023 Planning Year
Public Housing Operations	1,760,110	1,829,443	2,032,457	1,742,562	1,405,379	1,405,379	100.0%	1,386,654
Total Expenditures	\$ 1,760,110	\$ 1,829,443	\$ 2,032,457	\$ 1,742,562	\$ 1,405,379	\$ 1,405,379	100.0%	\$ 1,386,654

* as amended

**as of July 16, 2021



Public Housing

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

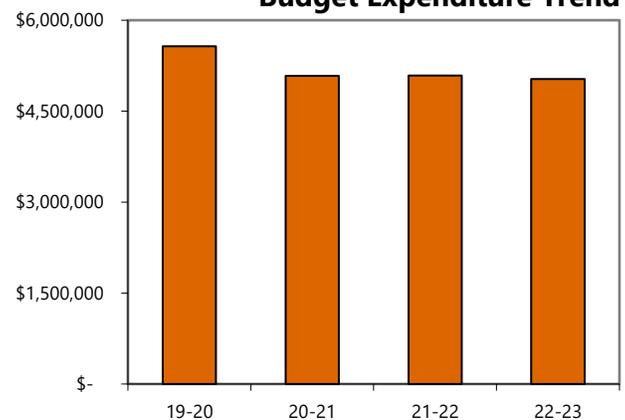
Fund: 690 Public Housing

Budget Unit: **1000 Public Housing**

Personnel Summary

Fiscal Year	FTE
18-19	9.6
19-20	9.6
20-21	9.1
21-22	9.6
22-23 Planning	9.6

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Roof replacement for the Logan Community.
- New Shutters for Logan and Mary Chapman Communities.
- 5 Family Self Sufficiency program graduates.
- 3 Families moved to Homeownership.
- Online Public Housing applications implemented.
- Began construction on the new Maintenance Building.
- Obtained 97% completion of annual recertifications.
- Received the Family Self-Sufficiency grant to enhance the quality of life for our Public Housing families.
- Awarded the ROSS Grant to connect residents to needed resources.
- The North Carolina Realtors Association Grant awarded to CFEA to provide services to Public Housing residents.
- Received the Human Services Award from CCHRCO for Painting with Cheryl art class.
- Completed gas conversion in all Public Housing communities.
- Partnered with Kim Goode to create the Little Library for Public Housing youth.
- Installed security cameras in Wilkinson and Larkhaven communities.

FY 21-22 Budget Highlights

- Complete roofing/shutter project for Larkhaven Community.
- Maintain housing stock above quality requirements.
- Continue to promote self-sufficiency of our participant families through programs assisting them with credit repair, educational and socio-economic needs.
- Continue to explore new funding through grant opportunities.
- Install security cameras in Mary Chapman and Logan communities.
- Replace roofs in Wilkinson Community.

FY 22-23 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.
- Make significant capital improvements to Larkhaven to make them marketable as conventional units.

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 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 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	98%	100%	98%	100%	100%
		# of days to turnover unit for move-in	86	15	72	15	15
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents to promote the ultimate goal of homeownership.	# of participants in the FSS Program	34	30	37	30	30
Accounting	Provide accurate financial information, in a timely manner, to Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	83%	98%	75%	98%	98%
Task Tracking	Continue Task Tracking/Management by objectives which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar measures.	% of participants recertified under program	86%	100%	80%	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	78	130	15*	130	130

*Due to COVID-19 pandemic, city facilities were closed to the public from March 19th– October 12th, 2020.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 1000							
Personnel Services	147,187	154,886	260,182	248,160	246,022	246,022	250,651
Operations	32,157	31,256	56,978	34,812	54,239	54,239	54,368
Operating Expense - Control	1,042,859	1,032,004	1,056,934	908,275	1,067,923	1,067,923	1,074,290
Capital Outlay	-	-	498,201	465,343	-	-	-
Transfers	-	-	31,191	-	29,499	29,499	-
Depreciation & Amortization	517,406	527,071	-	-	-	-	-
Other Financing Uses	-	6,477	120,928	81,566	-	-	-
Non-Operating Expenses	20,501	77,750	8,043	4,406	7,696	7,696	7,345
Total Expenditures	\$ 1,760,110	\$ 1,829,443	\$ 2,032,457	\$ 1,742,562	\$ 1,405,379	\$ 1,405,379	\$ 1,386,654

* as amended

**as of July 16, 2021

Internal Services Fund Overview

Overview

Internal Services serve 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.
- **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.
- **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.
- **Customer Care:** Customer Care is responsible for creating new customer utility accounts and answering customer inquiries regarding their utility accounts.
- **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.
- **Purchasing:** Purchasing is responsible for the procurement and storage of goods and equipment for all City departments.
- **Buildings & Grounds Maintenance:** Buildings & Grounds Maintenance (B&G) 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.

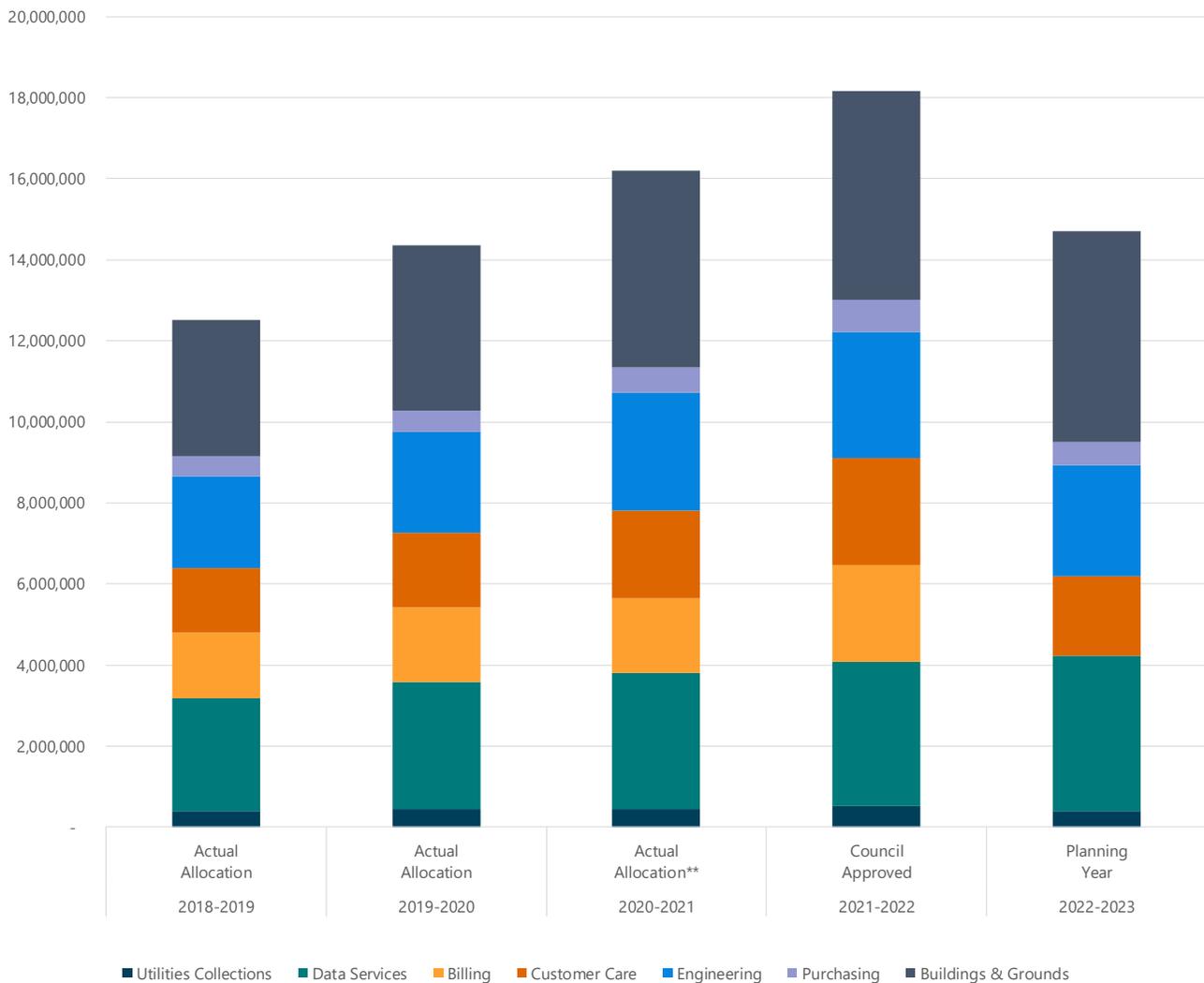
Internal Services Fund Allocated Costs

	2018-2019	2019-2020	2020-2021	2020-2021	2021-2022	2021-2022	2021-2022	2022-2023
Fund 800	Actual	Actual	Council	Actual	Manager	Council	Percentage by	Planning
Budget Units	Allocation	Allocation	Approved*	Allocation**	Recommended	Approved	Budget Unit	Year
Utilities Collections	398,770	451,606	515,692	455,134	508,270	508,270	2.8%	401,074
Data Services	2,787,800	3,132,306	3,688,870	3,336,364	3,568,040	3,568,040	19.6%	3,825,964
Billing	1,613,417	1,843,562	2,060,540	1,844,401	2,392,146	2,392,146	13.2%	-
Customer Care	1,601,014	1,847,394	2,343,493	2,177,232	2,647,688	2,647,688	14.6%	1,957,602
Engineering	2,254,361	2,471,027	3,141,329	2,908,593	3,098,332	3,098,332	17.1%	2,753,089
Purchasing	500,443	523,119	668,806	617,351	794,548	794,548	4.4%	562,506
Buildings & Grounds	3,353,036	4,088,347	5,413,162	4,867,519	5,157,142	5,157,142	28.4%	5,209,512
Total Allocated Costs to other City Departments	\$ 12,508,840	\$ 14,357,359	\$17,831,892	\$16,206,594	\$ 18,166,166	\$ 18,166,166	100.0%	\$ 14,709,747

* as amended

**as of July 16, 2021

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



Utilities Collections

Mission Statement

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

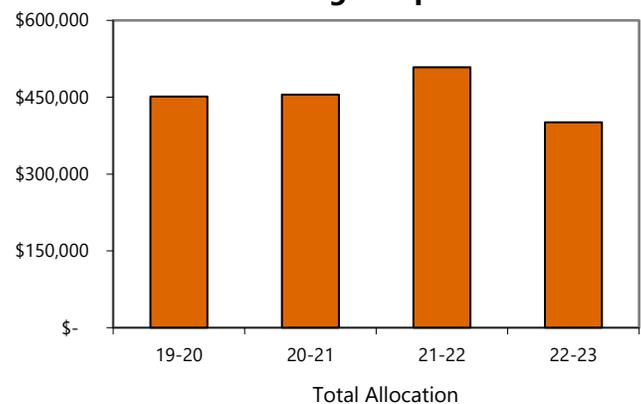
Fund: 800 Internal Services Fund

Budget Unit: **4200 Utilities Collections**

Personnel Summary

Fiscal Year	FTE
18-19	5
19-20	5
20-21	3.75
21-22	3.75
22-23 Planning	3.75

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Designed a plan for automatic refunding of deposits.
- Continued implementation of Automation platform.
- Completed extensive credit balance clean-up effort.
- Transitioned Budget Billing program to the Billing department.
- Installed payment kiosk amid closure of payment counter due to COVID-19

FY 21-22 Budget Highlights

- Investigate Remote Bank Deposit requirements during Bank Bid process with Finance and evaluate costs.
- Transition to Silverblaze to replace eCARE.

FY 22-23 Planning Year Goals

- Continue to monitor online payments and make necessary adjustments.
- Continue to implement 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Utility Payment Processing	Provide accurate posting of utility payments to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	6.75	5	4.3	5	5

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4200							
Personnel Services	252,855	295,518	360,579	345,311	357,111	357,111	246,423
Operations	105,232	106,186	127,431	99,692	123,536	123,536	127,028
Debt Service	27,677	27,605	27,682	27,682	27,623	27,623	27,623
Cost Allocations	(398,770)	(451,606)	(515,692)	(455,134)	(508,270)	(508,270)	(401,074)
Depreciation & Amortization	120	-	-	-	-	-	-
Non-Operating Expenses	12,886	22,296	-	-	-	-	-
Total Expenditures	\$ -	\$ (0)	\$ -	\$ 17,551	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Data Services

Mission Statement

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

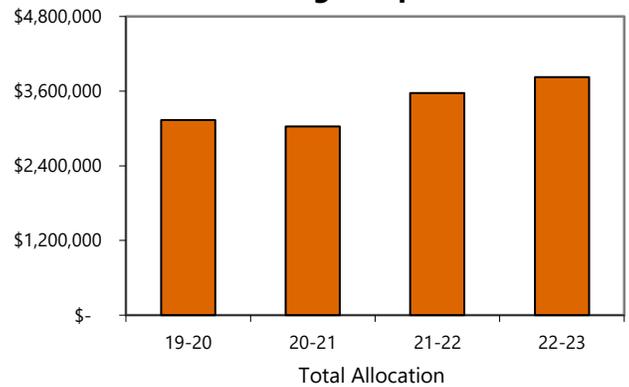
Fund: 800 Internal Services Fund

Budget Unit: **4210 Data Services**

Personnel Summary

Fiscal Year	FTE
18-19	1
19-20	1
20-21	1
21-22	0
22-23 Planning	0

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Expanded Cyber Security resources with two dedicated personnel.
- Replaced Domain Controllers.
- Replaced Data Storage Arrays.
- Implemented Email Phishing prevention service.
- Installed Northstar eCare and mCare upgrades.
- Expanded GIS Redundancy (GIS1 & GIS3 Map Services Servers) and added GIS Imaging Server.
- Upgraded Network Equipment.
- Expanded tablet-based field solutions.
- Continued with Northstar Automation Platform rollout.
- Continued Public WiFi project.
- Installed Customer Webchat feature on Internet website

FY 21-22 Budget Highlights

- Replace Northstar and DR Servers.
- Replace Web Applications Server.
- Network Switch replacements.
- Jantek Clock replacements (Year 1 of 2).
- Docuware Upgrade.
- Cisco Umbrella Application installation.
- City Hall Camera and Badge Servers replacement.
- GIS Data Store Server.
- Continue expanding Virtual Server Farm.
- Continue working on the AMI Project.
- Provide Fiber Infrastructure Support.
- Transfer GIS Coordinator from Data Services to reporting to the Fire Department (.8 FTE Fire, .1 FTE Cemeteries & .1 FTE Solid Waste & Recycling due to the services this position provides).

FY 22-23 Planning Year Goals

- Implement Project Planning software.
- Complete Jantek Clock replacements (Year 2 of 2).
- Continue with AMI support.
- Continue Fiber Infrastructure support.
- Continue Cyber Security enhancements.
- Network Equipment upgrades.
- Server Upgrades continue.

Steps/Programs to Enhance Performance

- Continue to improve communication efforts between Data Services and other departments.
- 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.
- Provide technology project management and consulting.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Network Infrastructure Support	Provide maximum system uptime for internal and external users during normal operating hours to ensure access to City information and data.	% of Server and Network Availability	99%	99%	99%	99%	99%
Computer Hardware and Software	Provide the highest level of computer services to City computer users to minimize downtime and disruptions and maximize employee productivity.	% of Customers rating response times to service requests as "Excellent" or "Good"	82%	85%	86%	85%	90%
Customer Service	N/A	% of customers rating overall Technology Services as "Excellent" or "Good"	81%	90%	88%	90%	90%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4210							
Personnel Services	106,758	107,775	115,796	113,333	-	-	-
Operations	2,398,785	2,725,122	2,914,755	2,803,661	3,020,597	3,020,597	3,162,521
Capital Outlay	-	-	527,600	164,512	417,000	417,000	533,000
Debt Service	130,698	130,358	130,719	130,719	130,443	130,443	130,443
Cost Allocations	(2,787,800)	(3,132,306)	(3,688,870)	(3,336,364)	(3,568,040)	(3,568,040)	(3,825,964)
Depreciation & Amortization	149,790	164,231	-	-	-	-	-
Non-Operating Expenses	1,770	4,819	-	-	-	-	-
Total Expenditures	\$ 0	\$ (0)	\$ -	\$ (124,140)	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Billing

Mission Statement

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

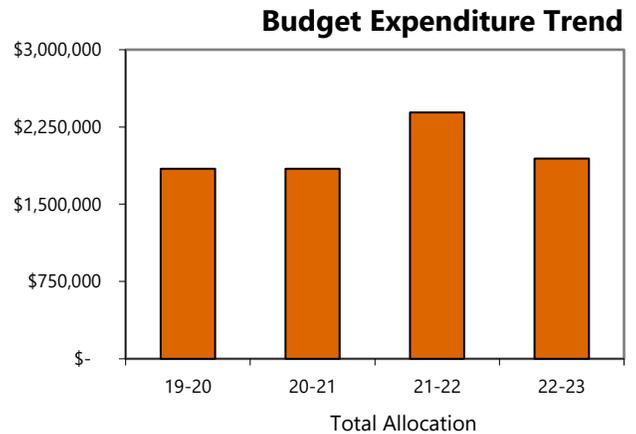
Organizational Chart Locator

Fund: 800 Internal Services Fund

Budget Unit: **4215 Billing**

Personnel Summary

Fiscal Year	FTE
18-19	14.25
19-20	16.25
20-21	16.25
21-22	16.25
22-23 Planning	16.25



FY 20-21 Major Accomplishments

- Completed the transition of the Budget Billing process from Collections to Billing.
- Implemented pre-authorized payment for year-end settle-up.
- Increased enrollment and continuing promotion of E-billing through various customer reaching avenues throughout the City.
- Continued distribution of timely and accurate bill statements despite meter communication and meter read delays.

FY 21-22 Budget Highlights

- Review additional options regarding billing frequency, due dates, and smart metering system features such as real time monitoring 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 when available.
- Realign and reassign duties and responsibilities of the Billing department as the Smart Metering system implementation progresses.

FY 22-23 Planning Year Goals

- Streamline billing processes by utilization of AMI functions. Reporting accuracy of the Smart metering system will eliminate several current manual processes.
- Determine department functions and headcount requirements based on full AMI deployment. Consider a dedicated AMI team to maintain and monitor issues as needed.
- Increase E-bill enrollment by a minimum of 5%.

Steps/Programs to Enhance Performance

- The combined manual and automated process to exchange Water meters to AMI is still in progress. Efforts to drive this to be solely automated are still in the works. We continue to work closely with both Water and Electric departments as we continue with meter installations.
- Users will continue to attend training and meetings pertaining to our utility software to gain current updates, which will help us better serve our utility customers.
- Some billing cycles 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Meter Reading	Provide timely and accurate meter readings to all utility customers to ensure accurate billing with minimal re-reads, no reads, or errors.	Average number of meter re-reads per month	500	800	577	800	800
Billing	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	97%	100%	89%	100%	100%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4215							
Personnel Services	976,684	1,104,187	1,412,303	1,463,466	1,636,318	1,636,318	1,184,767
Operations	474,748	506,129	416,132	460,045	573,989	573,989	576,990
Capital Outlay	-	-	106,000	49,856	56,000	56,000	56,000
Debt Service	126,085	125,757	126,105	126,105	125,839	125,839	125,839
Cost Allocations	(1,613,417)	(1,843,562)	(2,060,540)	(1,844,401)	(2,392,146)	(2,392,146)	(1,943,596)
Depreciation & Amortization	12,042	14,391	-	-	-	-	-
Non-Operating Expenses	23,858	93,099	-	-	-	-	-
Total Expenditures	\$ 0	\$ 0	\$ -	\$ 255,071	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Customer Care

Mission Statement

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

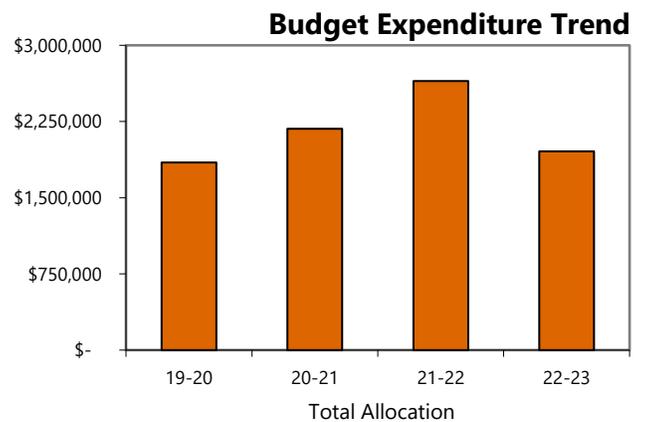
Organizational Chart Locator

Fund: 800 Internal Services Fund

Budget Unit: **4220 Customer Care**

Personnel Summary

Fiscal Year	FTE
18-19	25
19-20	25
20-21	25
21-22	25
22-23 Planning	26



FY 20-21 Major Accomplishments

- Selected Atcom to provide a web-based chat option to interact directly between customers and Customer Care staff.
- Incorporated a security feature through BOX for electronic customer identification documents that are saved internally.
- Automated internal processes by creating reports that automatically run each week, such as weekly employee performance and calls handled that are e-mailed directly to Supervisors each week.

FY 21-22 Budget Highlights

- Replace desktop computers with laptops with docking stations for Leadership and Senior staff.
- Integrate multimedia web development program for chat service.
- Implementation of equipment and software for telework Customer Care positions.

FY 22-23 Planning Year Goals

- Create a Customer Care Trainer position to assist leadership staff with Walk-In and Call Center 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.
- Develop an online (paperless) training manual that can be easily accessed as well as updated as changes in policy and procedure occur, so the Customer Care staff can stay current with changing information.
- Replace desktop computers with laptops with docking station for additional Customer Care staff.

Steps/Programs to Enhance Performance

- Continue to incorporate Customer Service training.
- Monitor and provide coaching/feedback to staff to ensure quality and improved service levels.
- Dedicated staff to be trained as multimedia Customer Care agents.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Timeliness	Provide the timely processing of requests for service, answer customer questions, and set up new service for customers to maintain the high level of service.	Average # of customers seen per day by each Customer Service Representative	8.5	10	10	10	>17
Customer Service	Provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.	% of total calls abandoned	10%	15%	15%	15%	15%
		% of total calls answered	90%	85%	85%	85%	85%
		Average # of re-queued calls	40	50	50	50	<50
Illegal Meter Usage	N/A	% of Meter Tampering Charges Recovered	47.5%	68%	68%	68%	25%

*Due to COVID-19 pandemic, city buildings were closed to the public from March 19th- October 12th, 2020.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4220							
Personnel	1,242,042	1,428,323	1,958,173	1,879,814	2,273,535	2,273,535	1,605,234
Operations	103,694	123,822	185,397	87,054	174,653	174,653	152,868
Debt Service	199,890	199,370	199,923	199,923	199,500	199,500	199,500
Cost Allocations	(1,601,014)	(1,847,394)	(2,343,493)	(2,177,232)	(2,647,688)	(2,647,688)	(1,957,602)
Depreciation & Amortization	10,071	2,442	-	-	-	-	-
Non-Operating Expenses	45,317	93,435	-	-	-	-	-
Total Expenditures	\$ 0	\$ 0	\$ -	\$ (10,442)	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Engineering

Mission Statement

Provide quality, innovative, and cost-effective consulting engineering services in a timely manner to the various departments of the City 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

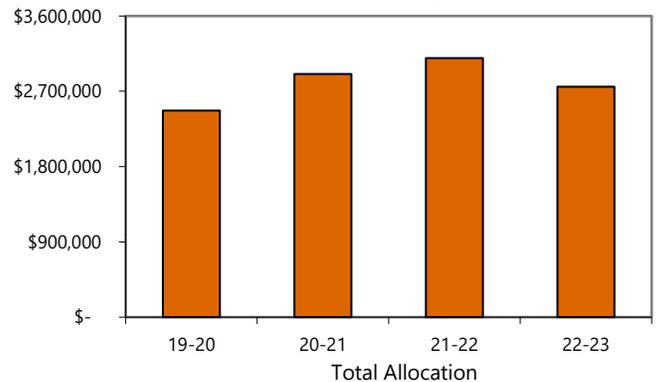
Fund: 800 Internal Services Fund

Budget Unit: **4230 Engineering**

Personnel Summary

Fiscal Year	FTE
18-19	26
19-20	26
20-21	26
21-22	26
22-23 Planning	26

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Designed and/or monitored the construction of 50,170 ft of wastewater collection system extension for an estimated value of \$7.5M.
- Designed and/or monitored the construction of 54,829 ft of water distribution system extension for an estimated value of \$7.1M.
- Monitored the construction of 2.89 miles of new roads, for an estimated value of \$12.6M.
- Completed the Hector H. Henry Greenway - Riverwalk Phase Extension of 1.1 additional miles.
- Administration and inspection of the HVAC upfit for the Logan, Hartsell, and Academy Rec Centers.
- Administration and construction inspection of the North East Subset Sidewalk Project, Chadbourne, and Chelwood culverts.
- Design, administration, and construction inspection of the Buildings & Ground Shelter.
- Administration and inspection of Fire Station #10.
- Conducted design, administration, and construction inspection of the Academy Center Office renovations.
- Led design, administration, and construction monitoring of the Rutherford Cemetery expansion and the Housing Maintenance building.
- Design of the Spring Water line Replacement, Glen Eagles Culvert, Second St. Parking lot for P & R, Poplar Tent Sewer Extension, & 30 Market St. Sewer Relocation.
- Design of Sunrise Pl., Courtney Ct., Cove Creek, Chelworth Howerton Ave., Gold St. Gold St., Crowell Dr., Jefferson Ct., and Flora Ave. water line replacements.

FY 21-22 Budget Highlights

- Continue to develop software to improve Project Tracker, the project management software.
- Develop new software for the online water/sewer permit add-on to Project Tracker.
- Administration and construction inspection of the proposed Fire Station #12 and Electric Operations Center.
- Complete design, bid and provide construction administration for the proposed Coddle Creek Greenway.
- Complete design, bid, provide construction administration and inspection for proposed Duval St. and Dylan Pl. culvert replacements.
- Master plan for proposed Rutherford Cemetery expansion.
- Design proposed General Services Dr. Water Line Upsizing, Zion Church Rd. Water Line Extension, and Raccoon Hollow Sewer Outfall.
- Complete design, bid and provide construction administration for the proposed Hwy 73 Charlotte-Concord water interconnection.
- Bid and provide contract administration for the 2021 Sewer Lining Contract and Coddle Creek Sludge Removal Contract.

FY 22-23 Planning Year Goals

- Continue adding new capabilities to Project Tracker to improve efficiency of our department.
- Continue providing engineering services to the City of Concord to improve, maintain or construct new infrastructure.

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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Design	Provide design services to departments and technical plan review services to developers to ensure that development and infrastructure meet standards, adhere to good engineering practices, and are consistent with the goals of the City.	Average # of days to turnaround review of engineering drawings	2	3	3	3	5.5
		% rating satisfaction with Design Branch as "very" or "somewhat" satisfied	100%	95%	100%	95%	95%
Construction Inspection	Provide the best possible construction inspection service to City administration and 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	100%	95%	100%	95%	95%
Surveying	Provide accurate and timely surveying information to all City departments 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	100%	95%	100%	95%	95%
		% rating overall satisfaction with department as "very" or "somewhat" satisfied	100%	95%	100%	95%	95%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4230							
Personnel Services	1,995,876	2,150,713	2,837,058	2,682,784	2,836,263	2,836,263	2,538,685
Operations	155,550	153,244	227,526	219,505	234,069	234,069	214,404
Capital Outlay	-	-	76,745	75,619	28,000	28,000	-
Cost Allocations	(2,254,361)	(2,471,027)	(3,141,329)	(2,908,593)	(3,098,332)	(3,098,332)	(2,753,089)
Depreciation & Amortization	53,198	57,079	-	-	-	-	-
Non-Operating Expenses	49,737	109,991	-	-	-	-	-
Total Expenditures	\$ (0)	\$ 0	\$ -	\$ 69,314	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Purchasing

Mission Statement

Provide timely and accurate procurement and sound warehouse management for City departments, ensuring 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

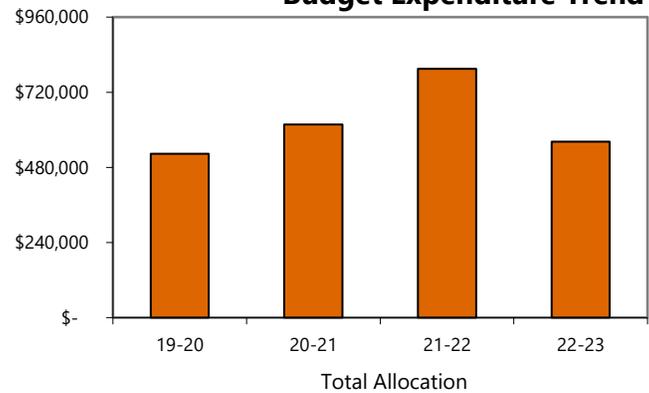
Fund: 800 Internal Services Fund

Budget Unit: **4250 Purchasing**

Personnel Summary

Fiscal Year	FTE
18-19	7
19-20	7
20-21	7
21-22	7
22-23 Planning	7

Budget Expenditure Trend



FY 20-21 Major Accomplishments

- Improved and enhanced warehouse management software with increased reporting capabilities.
- Offered and promoted training opportunities for coworker development.
- Collaborated with departments in monitoring and closing purchase orders or encumbrances once completed.
- Began evaluating opportunities for the growth in MWBE partnerships.
- Revised Purchasing Policy to reflect the bidding requirements established in the N.C. General Statutes.

FY 21-22 Budget Highlights

- Replace 2003 Model Mitsubishi LP Forklift.
- Continue to maximize efficiency while minimizing costs.
- Sustain coworker growth and development.
- Seek opportunities that enhance our value to the City.

FY 22-23 Planning Year Goals

- Solidify and strengthen vendor relationships.
- Maintain a robust supply chain.
- Continue to leverage available technologies.

Steps/Programs to Enhance Performance

- Continue to identify surplus property and stagnant inventory.
- Continue to streamline purchase order process for maximum efficiency.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist City Departments with Purchasing Policy and N.C. General Statute compliance.
- Establish processes that encourage participation from a broad and diverse vendor pool.

Performance Summary

Major Service Area	Performance Goal	Performance Measure	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Procurement	Provide timely processing of purchase orders and formal bids for departments to expedite procurement of needed supplies.	Average # of hours required to process a purchase order	8	8	8	8	8
Warehouse Management	Reduce the total wait time to fill an inventory order for the various City departments to expedite receipt of requested inventory.	Order fill time in minutes for inventory items requested by departments.	7	7	7	7	<8
	Accurately account for the physical inventory stored in the warehouse and yard areas to adhere to all accounting standards and requirements.	% variance of actual inventory dollars versus reported accounting system value	.10%	.10%	.10%	.10%	0.25%
		% of departments rating Purchasing services as "excellent" or "good"	100%	100%	100%	100%	100%

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4250							
Personnel Services	408,036	430,710	593,050	573,570	660,146	660,146	494,441
Operations	73,389	52,352	75,756	42,284	69,402	69,402	68,065
Capital Outlay	0	-	-	8,473	65,000	65,000	-
Cost Allocations	(500,443)	(523,119)	(668,806)	(617,351)	(794,548)	(794,548)	(562,506)
Depreciation & Amortization	8,387	9,440	-	-	-	-	-
Non-Operating Expenses	10,631	30,617	-	-	-	-	-
Total Expenditures	\$ (0)	\$ 0	\$ -	\$ 6,976	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

Buildings & Grounds

Mission Statement

Maintain 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
- Urban Forestry

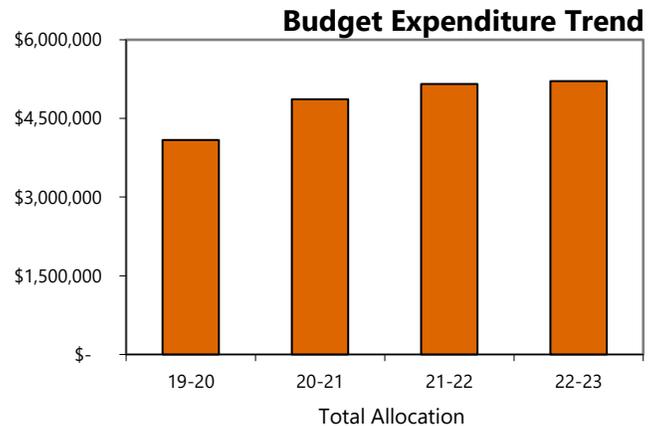
Organizational Chart Locator

Fund: 800 Internal Services Fund

Budget Unit: **4270 Buildings & Grounds**

Personnel Summary

Fiscal Year	FTE
18-19	47.5
19-20	49.5
20-21	52.5
21-22	57.5
22-23 Planning	60.5



FY 20-21 Major Accomplishments

- 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.
- Begin maintenance on I-85 Interchanges (Exit 49, Exit 52, Exit 54, Exit 55) as per Landscape Maintenance Agreement with NCDOT dated 6/27/2018. Enhanced landscaping provides increased aesthetics at gateways to the City.
- COVID-19/CARES Act – Installed UV lights in all City HVAC units, increased volume of fresh air in all City buildings allowing for programmable changeover of air, added touchless entry to City buildings where possible, fabricated hand sanitizing stations for City buildings and programs, purchased foggers to disinfect City buildings and vehicles, secured and supplied hand sanitizer in all City buildings, work trucks, and vehicles.

FY 21-22 Budget Highlights

- 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 and the appearance of parks, greenways, and other maintained facilities.
- Evaluate Athletic Field Prep Maintenance Worker as they relate to increased services in City Parks and facilities.
- Add a new grounds maintenance crew to prepare for increased workload due to athletic programming changes.
- Add a new Building Maintenance Mechanic II – HVAC due to the growth in City facilities.
- Review level of service on I-85 Interchange Maintenance as it relates to the appearance and citizen complaints should there be any.

FY 22-23 Planning Year Goals

- Work in partnership with P&R in their efforts to expand athletic programming opportunities for the citizens of Concord by providing care and maintenance of leased county athletic fields.
- Add an Administrative Assistant position. The department currently shares an Administrative Assistant with the Electric Systems. When Electric Systems builds their new facility, the shared Administrative Assistant will move with them. Additionally, with the expansion in Buildings & Grounds the workload has grown to a point that the department needs their own Administrative Assistant.

Steps/Programs to Enhance Performance

- Encourage staff to participate in career development.
- Identify and present topics specific to the work of each division to increase 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	FY 20 Actual	FY 21 Obj.	FY 21 Year End	FY 22 Obj.	Industry Benchmark
Buildings Maintenance	Provide timely response to and completion of routine and emergency maintenance calls to ensure safe and productive working environments.	% of HVAC requests completed within 24 hours	92%	96%	92%	96%	96%
		% of electrical maintenance requests completed within 2 days	82%	88%	90%	88%	98%
		% of routine building maintenance requests completed within 2 days	93%	96%	98%	96%	99%
	Provide quality custodial services to City employees/customers to provide a clean and safe working environment.	% of health & safety requests responded to and completed within 4 hours	100%	100%	100%	100%	100%
		% of City employees rating satisfaction with custodial services as "very good" or "good" (measured annually at year-end)	95%	99%	98%	96%	99%
Grounds Maintenance	Provide professional turf care and timely mowing service to the various departments and citizens to meet aesthetic and performance expectations of recreational turf areas.	% of landscaped medians & assigned facilities maintained/mowed on-time according to schedule	92%	100%	95%	95%	90%
	Provide the highest level of public park facility maintenance to meet or exceed expectations of visitors.	% of park/facility mowing schedules completed on-time	95%	95%	98%	96%	95%
		% of graffiti/ vandalism responded to within 24 hours	100%	100%	100%	100%	100%
Urban Forestry	N/A	# of trees added to inventory database	619	200	120	200	500
		# of trees planted	34	50	71	50	25
		# of hazard trees removed or abated	72	<25	48	<25	<25
		% of removed trees replaced	48%*	200%	122%	150%	100%
		# of trees receiving maintenance	150	100	58	100	100

*Many trees killed due to emerald ash borer (EAB) beetles.

Budget by Category

	2018-2019 Actual Expenses	2019-2020 Actual Expenses	2020-2021 Council Approved*	2020-2021 Actual Expenses**	2021-2022 Manager Recommended	2021-2022 Council Approved	2022-2023 Planning Year
Budget Unit #: 4270							
Personnel Services	2,475,275	2,768,901	4,037,978	3,813,691	3,753,807	3,753,807	3,710,677
Operations	688,181	900,794	1,023,312	813,616	1,091,435	1,091,435	1,141,035
Capital Outlay	-	0	351,872	297,799	311,900	311,900	357,800
Cost Allocations	(3,353,036)	(4,088,347)	(5,413,162)	(4,867,519)	(5,157,142)	(5,157,142)	(5,209,512)
Depreciation & Amortization	141,673	171,973	-	-	-	-	-
Non-Operating Expenses	47,907	246,680	-	-	-	-	-
Total Expenditures	\$ 0	\$ 0	\$ -	\$ 57,587	\$ -	\$ -	\$ -

* as amended

**as of July 16, 2021

City Wide Debt

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 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.

Long Term Debt Terminology

General Obligation Bonds (GOBS) are payable from the proceeds on an annual property tax, levied within the limitations of the law. The payment of General Obligation Bonds is guaranteed by the full faith and credit of the City. GOBS must be authorized by a citizen vote.

Limited Obligation Bonds (LOBS) are payable from the proceeds on an annual property tax, levied within the limitations of the law. The payment of Limited Obligation Bonds is guaranteed by the asset being borrowed against.

Certificates of Participation (COPS) do not require voter approval and are securities created as 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 on principal) as they are paid.

Installment Financing purchases do not require voter approval and are used to purchase equipment or items in which payments are spread over a period of time, usually 3-7 years. The purchased equipment or item services as collateral and is not guaranteed by the full faith and credit of the City.

Revenue Bonds are bonds payable from specific sources of non-tax revenue such as special assessments, water/sewer fees, or electric fees.

City of Concord's Bond Ratings and Debt Service Payments

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. City currently has no GO Bonds outstanding.

Debt Service payments on Revenue Bonds comprise 48% 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 52% of debt service payments for FY22. 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 as of June 30, 2021*

Total Assessed Value:	\$14,329,443,135
Debt Limit:	8% of total assessed value (mandated by N.C.G.S. 159-88 (c))
Legal Debt Limit:	\$ 1,146,355,451

Gross Debt:

Outstanding G.O. Bonds	\$ 0
Notes Payable/Installment Financing	\$ 36,463,624
	\$ 36,463,624

Less: Amount of debt incurred

For Business-Type Purposes	\$ 12,740,632
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Total Net Debt Applicable to Limit:	\$ 23,722,992
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Legal Debt Margin: \$1,122,632,459

Debt Percentage of Assessed Value: 0.17%

*Estimated unaudited information.

Governmental Debt

2014 A – Limited Obligation Bonds* (\$29,340,000): Building of a new City Hall and refinancing 2005 Certificates of Participation related to refinancing the City golf course, the police headquarters, and communications equipment. The payments are annual with FY 2022's principal payment being \$1,211,500 plus interest. Final payment for this debt is on June 30th, 2034; interest is from 3-5%. *Callable 6/01/2024*

2017 Installment Financing Refunding* (\$3,809,040): Refinancing installment financing contract from 2007. Original financing was for land purchase at the Concord-Padgett Regional Airport, construction of a Fire Station 9 at Ivey Cline Road and Poplar Tent Rd., and construction of a new taxiway, hangar, and fuel farm improvements at the Concord-Padgett Regional Airport. Payments range from \$289,788 to \$714,532 through June 30th, 2028; interest is fixed at 2.040% with FY 2022's principal payment being \$670,912. *Currently Callable*

2021 Installment Financing (\$6,200,000): Financing for the clearing/grading of Fire Station 12's site and construction of the fire station. Payments are secured by the building being built. The payments are semi-annual installments of \$620,000 plus interest through June 30th, 2031; interest is fixed at 1.43%. *Callable 9/01/2021*

*Payments made by both Governmental departments and Business departments.

Business Debt

2004 Installment Financing (\$4,500,000): Installment Financing for the purchase of an aviation hangar at Concord-Padgett Regional Airport. Payments range from \$94,924 to \$258,348 through November 15th, 2024; interest is fixed at 5.01%. *Currently Callable*

2012 Utilities Systems Revenue Refunding Bond (\$17,635,000): Revenue bond refunding for series 2002A and to pay bond issuing costs. Funds from original bonds were used for Water and Electric capital projects. Payments range from \$760,000 to \$1,390,000 through December 1, 2028; interest rates range from 2-5% with FY 2022's principal payment being \$1,115,000. *Callable 12/01/2022*

2015 Installment Financing (\$5,759,000): Installment Financing for the construction of a parking deck at the Concord-Padgett Regional Airport. Payments range from \$489,461 to \$490,281 through June 30, 2030; interest is fixed at 2.42%. *Currently Callable*

2016 Utilities Systems Revenue Refunding Bond (\$19,085,000): Revenue bond refunding for series 2008 and to pay bond issuing costs. Funds from original bonds were used for Water, Sewer, and Electric capital projects. Payments range from \$745,000 to \$1,090,000 through December 1, 2027; interest rates range from 4-5% with FY 2022's principal payment being \$865,000. *Callable 6/01/2026*

2019 Installment Financing (\$910,000): Installment Financing for the construction of an airport hangar at the Concord-Padgett Regional Airport. Payments range from \$92,197 to \$113,736 through June 30th, 2030; interest is fixed at 2.63%. *Currently Callable*

2019 Utilities Systems Revenue Refunding Bond* (\$6,572,000): Revenue bond refunding for Series 2009B and to pay bond issuing costs. Funds from original bonds were used for Water, Sewer, and Electric capital projects. Payments range from \$2,154,000 to \$2,227,000 through June 30th, 2023; interest rate is fixed at 1.67%. *Non Callable*

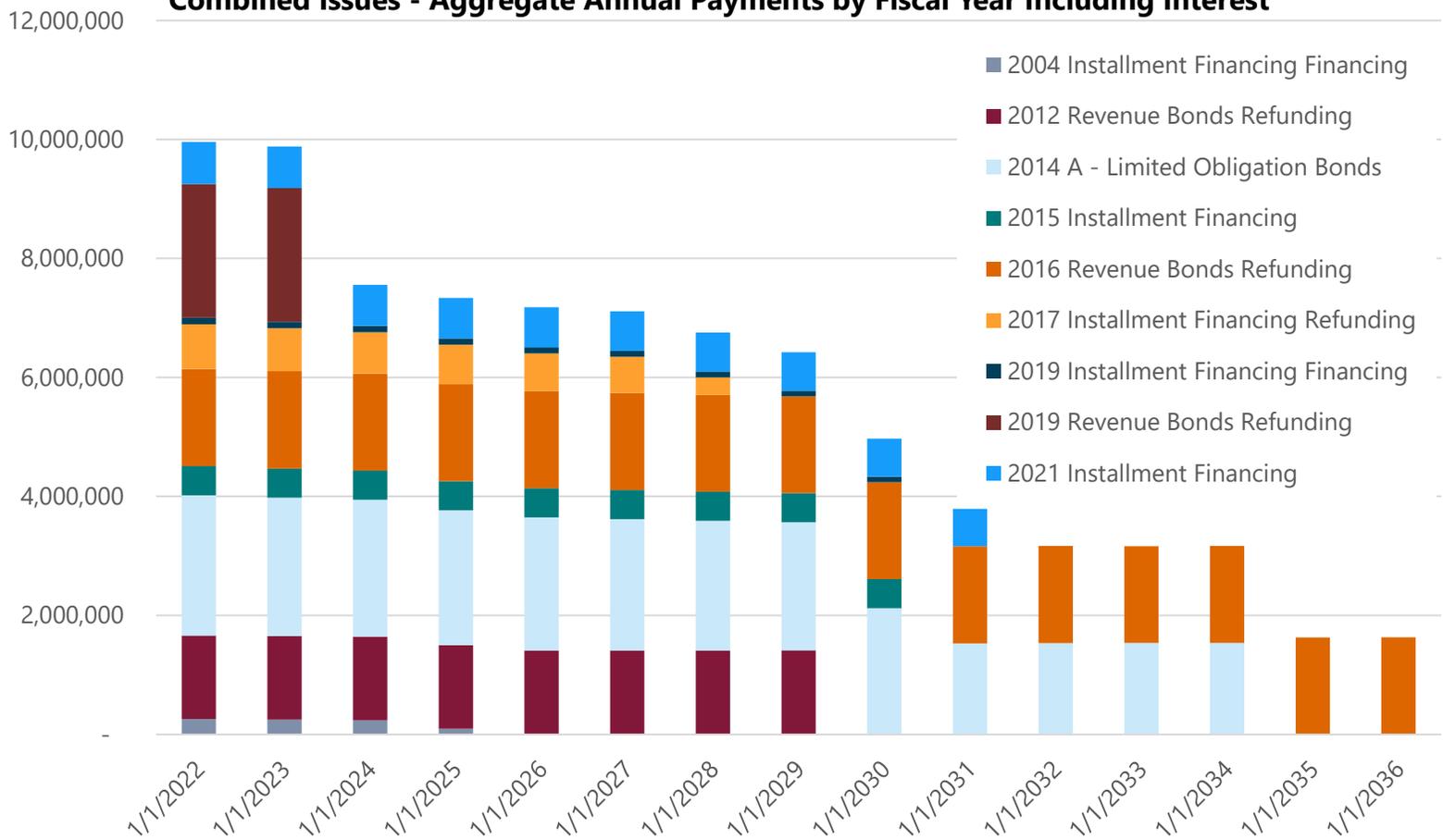
**Payments made by both Governmental departments and Business departments.*

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)		Total Debt by Type		Grand Totals
	Governmental		Business		Governmental		Business		Governmental	Business	Governmental	Business	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest					
2022-2025	293,797	4,926	12,224,203	4,112,355	5,036,225	2,285,719	1,223,775	711,656	3,959,531	4,876,384	11,580,198	23,148,373	34,728,571
2026-2030	0	0	10,765,000	3,025,266	6,934,925	1,540,881	1,860,075	557,587	3,917,612	3,829,310	12,393,418	20,037,238	32,430,656
2031-2035	0	0	6,960,000	1,189,325	3,849,700	354,702	1,770,300	163,111	628,866	0	4,833,268	10,082,736	14,916,004
2036	0	0	1,600,000	32,000	0	0	0	0	0	0	0	1,632,000	1,632,000
Total	293,797	4,926	31,549,203	8,358,946	15,820,850	4,181,302	4,854,150	1,432,354	8,506,009	8,705,694	28,806,884	54,900,347	83,707,231

Combined Issues - Aggregate Annual Payments by Fiscal Year Including Interest



Outstanding Installment Financing by Series including Interest

	Series Name	2004 Installment Financing	2015 Installment Financing	2017 Installment Financing Refunding	2019 Installment Financing	2021 Installment Financing
	Supporting Funds	Aviation Fund	Aviation Fund	Aviation Fund (58.3%) General Fund (41.7%)	Aviation Fund	General Fund
Fiscal Year End	6/30/2022	258,348	489,840	750,734	111,343	706,444
	6/30/2023	247,075	490,281	721,986	108,950	699,794
	6/30/2024	235,803	489,480	693,395	106,556	690,928
	6/30/2025	94,924	489,461	664,349	104,163	682,062
	6/30/2026		490,200	635,738	101,770	673,196
	6/30/2027		489,673	606,989	99,377	664,330
	6/30/2028		489,904	292,744	96,983	655,464
	6/30/2029		489,869		94,590	646,598
	6/30/2030		489,568		92,197	637,732
	6/30/2031					628,866

Other Outstanding Debt by Series including Interest

	Series Name	2012 Revenue Bonds Refunding	2014 A - Limited Obligation Bonds	2016 Revenue Bonds Refunding	2019 Revenue Bonds Refunding
	Supporting Funds	Water Fund (79%) Electric Fund (21%)	General Fund (77.92%) Internal Service Fund (22.08%)	Electric Fund (36.67%) Water Fund (47.4%) Sewer Fund (14.93%)	Water Fund (23.38%) Sewer Fund (45.19%) General Fund (6.65%) Electric Fund (24.78%)
Fiscal Year End	6/30/2022	1,401,956	2,358,781	1,632,500	2,246,486
	6/30/2023	1,402,581	2,329,031	1,635,375	2,245,595
	6/30/2024	1,406,306	2,302,031	1,631,125	
	6/30/2025	1,403,606	2,267,532	1,629,750	
	6/30/2026	1,410,331	2,235,781	1,631,100	
	6/30/2027	1,411,781	2,206,531	1,630,200	
	6/30/2028	1,411,191	2,179,331	1,626,950	
	6/30/2029	1,412,588	2,151,381	1,626,900	
	6/30/2030		2,120,444	1,629,225	
	6/30/2031		1,529,694	1,632,850	
	6/30/2032		1,533,944	1,633,225	
	6/30/2033		1,537,200	1,625,475	
	6/30/2034		1,536,975	1,629,350	
	6/30/2035			1,628,425	
	6/30/2036			1,632,000	

Capital Improvement Plan (CIP) Process

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, 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.

Purpose and Definitions

The purpose of the capital improvement plan (CIP) is to forecast and match major capital needs with projected revenues over a five (5)-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the City.

The City defines a CIP project as an 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. Projects included in the CIP are those which involve:

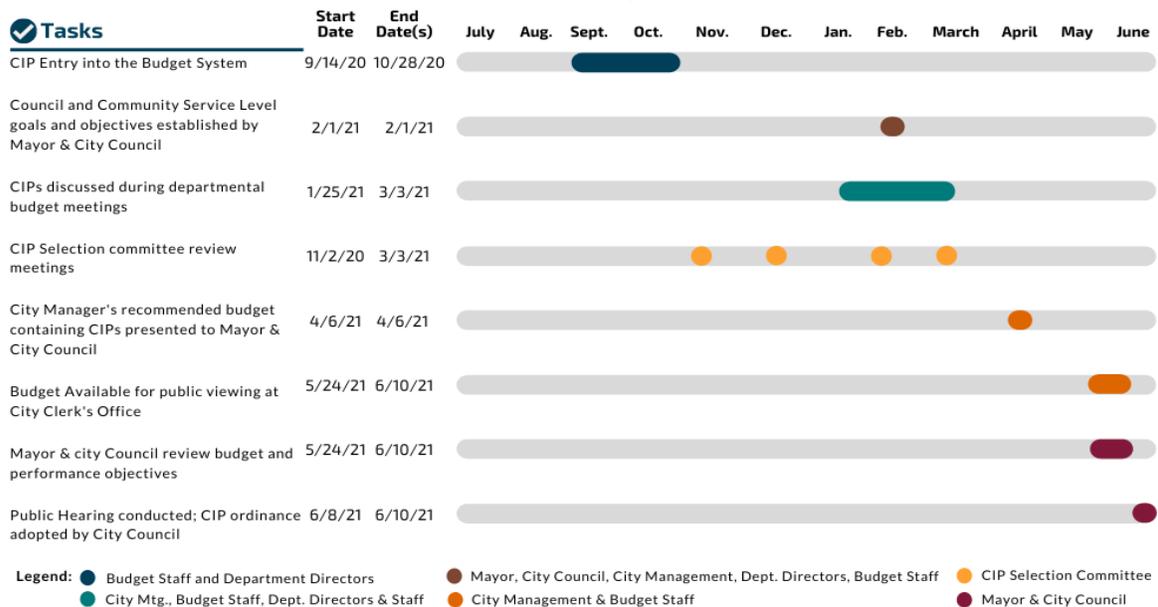
- acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicle or equipment purchases,
- any land purchases not associated with another CIP project, or
- capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects

Development of the CIP

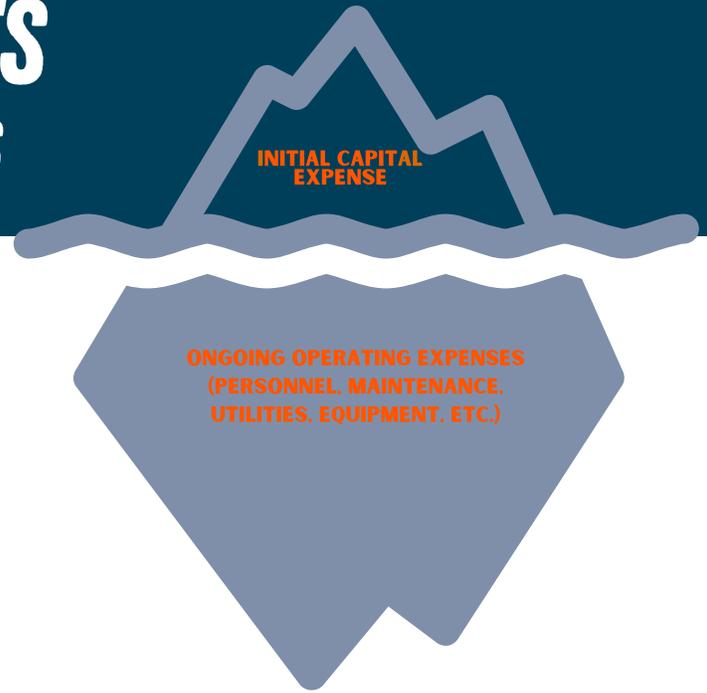
The CIP is updated annually as part of the budget process. After departments submit their CIP requests to the Budget team, the City’s capital project review committee evaluates the proposed projects based on Strategic Plan alignment, infrastructure needs, financial capacity, and potential impact on operating budgets.

Next, the committee recommends the selection and timing of capital projects in future fiscal years to the City Manager. 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.

FY2022-26 CIP Development Calendar



OPERATING IMPACTS RELATED TO CAPITAL PROJECTS



GENERAL IMPACTS EXPECTED WITH PROJECT TYPES



Transportation Projects:
Little to No Operating Impacts



Infrastructure Projects:
Annual Maintenance
Revenue Possibilities



Parks Projects:
Annual Maintenance
New Personnel
Utilities
Equipment



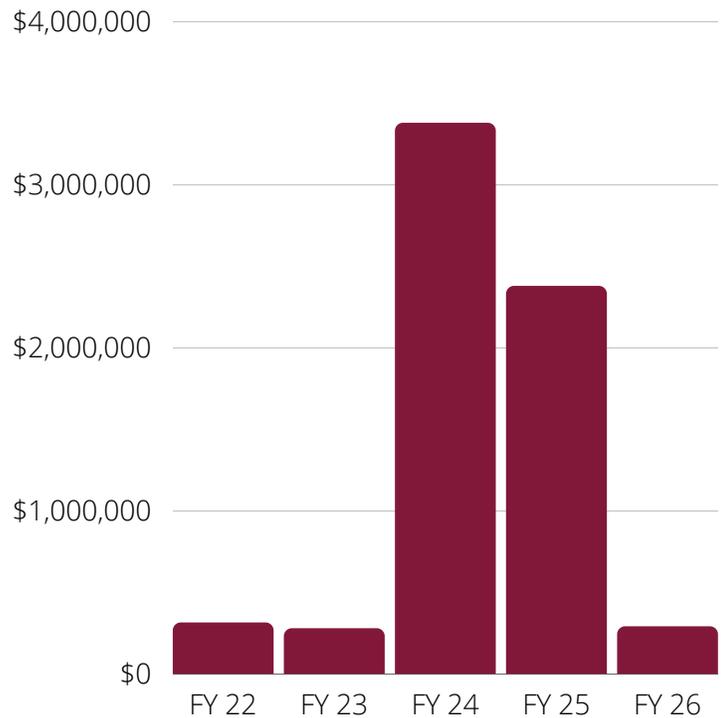
Building Projects:
Annual Maintenance
New Personnel
Utilities
Equipment



Capital Projects are significant, non-recurring, multi-year projects with an overall cost greater than \$100,000. These projects may come with ongoing operating costs for their maintenance or to keep them running (examples left).

Similar to an iceberg, Capital Projects may have additional expenses are not easily seen - similar to the underside of an iceberg. Within the CIP, staff tries to anticipate and estimate operating impacts of Capital projects so they do not come as a surprise when they are needed.

FY 22-26 KNOWN OPERATING IMPACTS



*Bars depict at what level a project has operating impacts 215

Operating Impacts of 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 21-22 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:

General Fund:	\$ 192,300
Stormwater Fund:	\$ 2,587,000
Electric Fund:	\$ 4,996,500
Water Fund:	\$ 650,000
Wastewater Fund:	\$ 1,600,000

Additional Operating Impacts for First Year CIPs

Parks & Recreation:

Northwest/West Park Development: The Development of a Northwest Park will come with many operational costs once construction is completed in future years. Some of the anticipated operational impacts are increased staffing to accommodate a recreation center and an active park space (expected to be one supervisor and nine part-time recreation leaders); increased utilities costs associated with the facilities that will significantly impact the Parks & Recreation budget; and equipment costs that cannot be capitalized with the construction of the building such as athletic equipment or office supplies. These operational impacts should not be actualized until FY 24 or FY 25. (FY 24: \$195,000; FY 25: \$195,977)

Caldwell Park Improvements: The renovation of Caldwell Park includes the addition of amenities, including a splash pad (anticipated costs \$1,000-\$3,000 annually). If this vision is realized, maintenance costs and utility costs are anticipated to increase. Other operational impacts are expected for Buildings & Grounds.

WW Flowe Park Phase One Improvements & Phase Two Expansion: This project comes in two phases, each with its own anticipated operating impacts. Phase one includes renovations to the existing park through either replacements or the addition of amenities identified in the master planning process. Renovations could lead to reduced maintenance costs for playground equipment but could increase for additional amenities such as bathrooms.

Phase two includes increasing the overall park size by 73.58 acres. This increase could include athletic fields, a splash pad, and other amenities pending the results of the master planning process. If a less developed design is approved, most of the operational costs will be related to grounds maintenance, but if a more developed design is chosen (such as a placement of a recreation center), operational costs will include building maintenance, equipment, and utilities as well. There are also anticipated personnel costs related to anticipated need to program this park. *(FY 30 impact: \$410,403)*

Develop property at David Phillips Activity Center: Developing this property may lead to increased utilities and maintenance costs with the anticipated addition of a playground, outdoor classroom space, and trails. These amenities may require annual maintenance due to normal wear, or they may require power sources for lighting or other devices when actively programming this park, which would increase departmental utilities.

Buildings & Grounds:

Northwest/West Park Development: First year funding allocations for this project are for the design of the Northwest Park. However, in preparation of the coming construction of a new park, Buildings & Grounds will be adding a crew of 4 FTEs (1 crew supervisor and 3 grounds maintenance workers) for \$312,816, their vehicle, and related equipment. These new personnel will be responsible for maintaining the NW park property as well as the athletic fields in the Cox Mill area of the City, previously maintained by the County. *(FY 22 impact: \$312,816, Future impact beginning FY 24: \$125,024)*

Various Projects: As Parks and Recreation projects expand the overall acreage and mileage of parks and greenways, Buildings and Grounds must increase personnel to maintain those properties. In this budget year, monies are appropriated for design purposes and some construction, but as these projects progress, so too will the need for additional personnel.

- *Clark Creek Greenway Development, Cox Mill Loop: 2 B&G Staff in FY 24*
 - *(impact of \$141,772)*
- *WW Flowe Park Phase 1 Improvements & Phase 2 Expansion: 2 PT B&G Staff FY 30*
 - *(impact of \$96,648)*
- *Develop property at David Phillips Activity Center: 1 B&G Staff in FY 28*
 - *(impact of \$43,136)*

Water:

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.

GAC Contactors at Coddle Creek WTP: Granular Activated Carbon (GAC) Contactors being added to the Coddle Creek Water Treatment Plant will reduce the amount of disinfection by-products resulting during the treatment process. Reducing these by-products will also reduce the need to manually do this, in turn, potentially reducing operational costs of chemicals or other materials needed in this process. However, installing GAC contactors should come with routine maintenance that may slightly increase operational budgets.

Hillgrove WTP Settling Basin Improvements: With new setting basin tubes, maintenance costs are expected to reduce.

Fleet:

Fleet Services Facility: The size of the City's fleet continues to grow as services expand. Due to this growth, the fleet has exceeded the capacity of the current building. In creating a new space that accommodates more and larger vehicles, there will be associated utility and maintenance costs in the Fleet budget. To properly service vehicles and keep up with demand, fleet plans to hire two more maintenance mechanics. Associated costs with personnel are uniforms and a vehicle. In addition to maintenance workers, fleet plans to add a Service Writer to reduce wait times and the potential for non-fleet personnel in service areas. It is also reasonable to expect an increase in equipment, small tools, and departmental supplies as there will be more vehicle bays to service vehicles. *(FY 23 impact: \$216,390; FY 24 impact: \$58,168)*

Police:

Police Substation David District: Located on the Northwest Park land, this project is to build a new substation for Police to move from their current rented space to a City-owned facility. With the construction of this building, there may be a slight increase in utilities depending on the footprint. Anticipated operational impacts also include furniture and equipment that cannot be capitalized with the project. *(FY 24 impact: \$165,000)*

Cemeteries:

West Concord Master Plan – 6.3 Acres: Though this first year of funding is for the cost of a Master Plan, there will be operating impacts in the future that will correspond with the realization of the plan. An addition of 6,000 graves to the West Concord Cemetery will increase demand on maintenance and equipment and in return, operational costs.

Electric:

Construction of New Substation N in Copperfield Blvd Location: The Northeastern region of the City is growing, and the Electric Department needs a new substation to meet expected demand. Being able to reach new customers and service will potentially increase revenues for the Electric department. This expansion of infrastructure will also come with the routine maintenance that all electric infrastructure has, therefore increasing operational costs marginally.

Construction of New Electric Operations Center: The creation of this building will come with increased utility costs and maintenance costs. Maintenance costs are anticipated to increase as the building begins to age. However, this does not mean they will be completely absent after construction is completed. Lastly, as the Electric department moves from their space in the Alfred Brown Operational Complex, they will no longer be able to share an administrative assistant with Buildings and Grounds. The plan is to hire a new administrative assistant for Electric Operations, and the current administrative assistant will stay with Buildings and Grounds. *(FY 23 impacts: \$61,067)*

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	FY 2025 Budget	Impact on FY 2025 Operating Budget	FY 2026 Budget	Impact on FY 2026 Operating Budget	Future (remainder of project)	Total Budget Impact
Parks & Recreation Capital Projects Fund - 420															
P&R - Capital Projects 8300	Northwest/West Park Development	Bond Proceeds, General Capital Reserve	2,360,183	2,137,404	312,816			36,020,040	287,888		228,113				38,986,261
	Caldwell Park Improvements	Bond Proceeds, LWCF (Land and Water Conservation Fund) Grant, PARTF (Parks and Recreation Trust Fund) Grant, General Capital Reserve	500,000	1,205,000			5,153,960		863,636						7,222,596
	WW Flowe Park Phase One Improvements & Phase Two Expansion	General Capital Reserve, Transfer from General Fund, P&R Capital Reserve		460,000		52,000		170,000		1,700,000				33,507,051	35,889,051
	Development of McEachern Greenway - Hospital Phase, Parking Lot & Wilson Street Park	General Capital Reserve	787,200			382,800		1,200,000		1,600,000		93,636		2,300,000	5,576,436
	Clarke Creek Greenway Development, Cox Mill Loop	General Capital Reserve, P&R Capital Reserve		323,520		2,696,000		581,400	141,772	4,845,000		404,880		3,447,920	12,440,492
	Northwest Park Development #2	Bond Proceeds, General Capital Reserve				315,300		3,153,000				144,284			3,612,584
	Develop Coddle Creek Greenway	General Capital Reserve	679,800			895,000			43,136			3,780,000		4,995,000	9,713,136
	Development Academy Recreation Center / Gibson Village Complex Development	General Capital Reserve	47,000			203,487		930,325		1,184,875		900,000		9,693,136	12,911,823
	Develop Hector Henry Greenway, Cannon Crossing Phase	General Capital Reserve	60,000			511,800		60,000		3,425,000		600,000	50,648	840,000	5,487,448
	Dorton Park Improvements	Bond Proceeds, General Capital Reserve	521,640							243,200		351,876		3,416,542	4,011,618
	Irish Buffalo Creek Greenway	General Capital Reserve				33,600		280,000		300,000		2,725,600		5,728,000	9,067,200
	Develop Property at David Phillips Activity Center	General Capital Reserve, Transfer from General Fund		250,000		250,000						132,694		1,370,076	2,002,770
	Development of a North/Central Neighborhood Park	General Capital Reserve										600,000		5,193,636	5,793,636
	Hartsell Park Improvements	General Capital Reserve	85,000							1,100,000					1,100,000
	Development of Recreation Center or Park, Central Area	General Capital Reserve										500,000		49,653,278	50,153,278
	HH Greenway, Cox Mill Phase	General Capital Reserve												8,286,244	8,286,244
	Les Myers Park Improvements	General Capital Reserve												6,449,388	6,449,388
	Gibson Village Pump Track Park	General Capital Reserve												534,800	534,800
	Develop HH Greenway, Golf Course/Speedway Phase - Cross Charlotte Development	Transfer from General Fund												5,515,500	5,515,500
	Hector H. Henry II Greenway 8311	Hector Henry Greenway, Riverwalk, Riverwalk Park & Nature Preserve	General Capital Reserve	2,839,507							40,000		228,000		5,232,402
Parks & Recreation Capital Projects Fund CIP Total - Expense			7,880,330	4,375,924	312,816	5,339,987		47,548,725	472,796	15,301,711	372,397	10,223,050	144,284	146,162,973	230,254,663
Parks & Recreation Capital Projects Fund - Revenue Sources & Totals															
Bond Proceeds								43,828,040						3,416,542	47,244,582
Grant Proceeds				495,000				498,960							993,960
P&R Capital Reserve				408,520											408,520
Transfer From General Fund						302,000		170,000		1,700,000		132,694		39,842,440	42,147,134
Operating Revenue					312,816				472,796		372,397		144,284	1,536,683	2,838,976
General Capital Reserve				3,472,404		5,037,987		3,051,725		13,601,711		10,090,356		101,367,308	136,621,491
Parks & Recreation Capital Projects Fund CIP Total - Revenue				4,375,924	312,816	5,339,987		47,548,725	472,796	15,301,711	372,397	10,223,050	144,284	146,162,973	230,254,663
Wastewater Capital Projects Fund - 421															
Wastewater Projects 8402	Cold Water Creek Tributary Outfall to NC Highway 49	Bond Proceeds	1,783,000	6,951,000											6,951,000
	Coddle Creek Tributary Outfall from Weyburn Drive to Sunberry Lane	Transfer from Sewer	798,000	1,600,000		1,600,000									3,200,000
	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
	Rocky River Tributary Outfall to near John Q. Hammonds Drive	Transfer from Sewer								1,554,000					1,554,000

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	FY 2025 Budget	Impact on FY 2025 Operating Budget	FY 2026 Budget	Impact on FY 2026 Operating Budget	Future (remainder of project)	Total Budget Impact
	Coddle Creek Tributary Outfall near Concord Parkway S.	Transfer from Sewer										4,746,000			4,746,000
Wastewater Capital Projects Fund CIP Total - Expense			2,581,000	8,551,000		2,018,000		1,322,000		1,554,000		4,746,000			18,191,000
Wastewater Capital Projects Fund - Revenue Sources & Totals															
Bond Proceeds				6,951,000											6,951,000
Transfer From Sewer				1,600,000		2,018,000		1,322,000		1,554,000		4,746,000			11,240,000
Wastewater Capital Projects Fund CIP Total - Revenue				8,551,000		2,018,000		1,322,000		1,554,000		4,746,000			18,191,000
Transportation Capital Projects Fund - 423															
Street Projects 8600	Poplar Tent at Harris Intersection Improvements	NCDOT Share, Grant Proceeds, Transfer from General Fund	275,000	1,445,000		1,500,000		11,870,000							14,815,000
	Infrastructure Projects - Pedestrian Improvement Sidewalks	\$5 Vehicle Fees, 2.5¢ Allocation from General Fund	500,000	500,000		500,000		500,000		500,000		500,000		500,000	3,000,000
	Lincoln St. Bridge Replacement	2.5¢ Allocation from General Fund		475,000		2,000,000									2,475,000
	US 601 at Flows Store Road Improvements	2.5¢ Allocation from General Fund, CMAQ Grant	2,361,469	1,718,404											1,718,404
	Concord Farms Realignment	2.5¢ Allocation from General Fund										4,000,000			4,000,000
	Dorland Ave Realignment Phase II	2.5¢ Allocation from General Fund	200,000									775,000			775,000
Transportation Capital Projects Fund CIP Total - Expense			3,336,469	4,138,404		4,000,000		12,370,000		500,000		5,275,000		500,000	26,783,404
Transportation Capital Projects Fund - Revenue Sources & Totals															
Grant Proceeds				343,000		1,200,000		10,521,000							12,064,000
NCDOT Share				750,000											750,000
2.5¢ Allocation From General Fund				1,288,682		2,410,000		1,459,000		110,000		4,885,000		110,000	10,262,682
\$5 Vehicle License Fees				390,000		390,000		390,000		390,000		390,000		390,000	2,340,000
CMAQ Grant				1,366,722											1,366,722
Transportation Capital Projects Fund CIP Total - Revenue				4,138,404		4,000,000		12,370,000		500,000		5,275,000		500,000	26,783,404
Fire Station Projects Fund - 426															
Fire Station Projects 8670	Fire Station 13 (Flows Store Rd.)	General Capital Reserve								300,000	899,500	5,550,000	145,000		6,894,500
	Training Facility	Financing Proceeds	1,050,000			19,750,000		2,923,000	1,089,785						23,762,785
	Fire Station 6	General Capital Reserve	300,000			400,000		5,710,000	1,440,636		1,104,164				8,654,800
Fire Station Projects Fund CIP Total - Expense			1,350,000			20,150,000		8,633,000	2,530,421	300,000	2,003,664	5,550,000	145,000		39,312,085
Fire Station Projects Fund - Revenue Sources & Totals															
General Capital Reserve						400,000		5,710,000		300,000		5,550,000			11,960,000
Financing Proceeds						19,750,000		2,923,000							22,673,000
Operating Revenue									2,530,421		1,104,164		145,000		3,634,585
Fire Station Projects Fund CIP Total - Revenue						20,150,000		8,633,000	2,530,421	300,000	2,003,664	5,550,000	145,000		38,267,585
Water Capital Projects Fund - 429															
Water Projects 8700	General Services Drive 12" Parallel Water Line	Future Projects Reserves	64,000	476,000											476,000
	Zion Church Road 12" Parallel Water Line	System Development Fees	100,000			1,097,000									1,097,000
	Coddle Creek WTP Dewatering Process Improvements	Transfer from Water	100,000	200,000		700,000		6,000,000							6,900,000
	Poplar Tent Road Widening - East of I-85 to George Liles Boulevard	Transfer from Water	200,000					1,001,500		1,001,500					2,003,000
	NC Highway 73 Widening - Poplar Tent Road to US Highway 29	Transfer from Water	400,000											4,000,000	4,000,000
	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
	NC Highway 49 24" Water Line Extension - Stough Road to General Services Drive	Bond Proceeds	900,000	7,697,250											7,697,250
	5 MGD Water Booster Pump Station Expansion	Transfer from Water		450,000		2,877,000									3,327,000

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	FY 2025 Budget	Impact on FY 2025 Operating Budget	FY 2026 Budget	Impact on FY 2026 Operating Budget	Future (remainder of project)	Total Budget Impact
	GAC Contactors at Coddle Creek WTP	Transfer from Water				1,500,000		4,000,000		4,000,000					9,500,000
	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												3,450,000	3,450,000
	Poplar Tent Road Widening - Derita Road to NC Highway 73	Transfer from Water						300,000		3,000,000					3,300,000
	US Highway 601 24" Water Line Extension - Zion Church Road to Miami Church Road	Transfer from Water								703,000		3,480,000			4,183,000
	NC Highway 3 Widening - Dale Earnhardt Boulevard to US Highway 601	Transfer from Water								100,000		1,000,000			1,100,000
	US Highway 601 Control Vault	Transfer from Water										300,000			300,000
	Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road	Transfer from Water												1,376,000	1,376,000
	Miami Church Road 12"/24" Parallel Water Line Extension - US Highway 601 to Cold Springs Road	Transfer from Water												2,078,000	2,078,000
Cold Springs Road 12" Water Line Extension - Miami Church Road to NC Highway 49	Transfer from Water												3,311,000	3,311,000	
Water Capital Projects Fund CIP Total - Expense			2,889,000	17,573,250		6,674,000		11,601,500		8,804,500		4,780,000		14,215,000	63,648,250
Water Capital Projects Fund - Revenue Sources & Totals															
	Future Project Reserves			476,000											476,000
	System Development Fees					1,097,000									1,097,000
	Transfer From Water			650,000		5,577,000		11,601,500		8,804,500		4,780,000		14,215,000	45,628,000
	Bond Proceeds			16,447,250											16,447,250
Water Capital Projects Fund CIP Total - Revenue				17,573,250		6,674,000		11,601,500		8,804,500		4,780,000		14,215,000	63,648,250
General Capital Projects Fund - 430															
BOC Admin Projects 8800	Fleet Services Facility	Financing Proceeds		810,100		11,075,000	216,390		58,168						12,159,658
	Equipment Shed	General Capital Reserve				2,394,000									2,394,000
	Automated Wash Equipment	General Capital Reserve				375,000									375,000
General Projects 8804	Police Substation David District	General Capital Reserve		250,000				2,500,000	165,000						2,915,000
	Union StreetScape	Transfer from Sewer, Transfer from Stormwater, Utility Capital Reserve, Transfer from Water	7,877,481	2,896,861											2,896,861
	Rutherford Expansion - 10.6 Acres Outside the Fence	General Capital Reserve	78,640										700,000		700,000
	West Concord Master Plan - 6.3 Acres	General Capital Reserve	40,000	50,000									900,000		950,000
	Renovate Charlie District Police Substation	General Capital Reserve						162,944	149,413						312,357
	Fiber Network	Transfer from Aviation, Transfer from Electric, Transfer from General Fund, Transfer from Sewer, Transfer from Stormwater, Transfer from Water		250,000		250,000		250,000		250,000		250,000			1,250,000
General Capital Projects Fund CIP Total - Expense			7,996,121	4,256,961		14,094,000	216,390	2,912,944	372,581	250,000		250,000		1,600,000	23,952,876
General Capital Projects Fund - Revenue Sources & Totals															
	Financing Proceeds			810,100		11,075,000									11,885,100
	Operating Revenue						216,390		372,581						423,971
	Transfer From Stormwater			471,646		5,200		5,200		5,200		5,200			492,446
	Transfer From Sewer			178,130		7,025		7,025		7,025		7,025			206,230
	Utility Capital Reserve			1,167,776											1,167,776
	Transfer From Water			1,106,859		15,325		15,325		15,325		15,325			1,168,159

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	FY 2025 Budget	Impact on FY 2025 Operating Budget	FY 2026 Budget	Impact on FY 2026 Operating Budget	Future (remainder of project)	Total Budget Impact
		General Capital Reserve		300,000		2,769,000		2,662,944						1,600,000	7,331,944
		Transfer From Aviation		10,650		10,650		10,650		10,650		10,650			53,250
		Transfer From Electric		19,500		19,500		19,500		19,500		19,500			97,500
		Transfer From General Fund		192,300		192,300		192,300		192,300		192,300			961,500
General Capital Projects Fund CIP Total - Revenue				4,256,961		14,094,000	216,390	2,912,944	372,581	250,000		250,000		1,600,000	23,787,876
Airport Capital Projects Fund - 451															
Airport Projects 6300	Aviation Fiber	Transfer from Aviation				91,550		237,050		172,501					501,101
	Airport Hangar Taxilane Rehabilitation & Taxilane Strengthening	Federal Grant, State Grant, Transfer from Aviation				2,700,000									2,700,000
	SDA Commercial Passenger Terminal Building Phase 2	Federal Grant, State Grant, Transfer from Aviation				7,300,000		8,000,000							15,300,000
	South Development Apron Expansion Phase 2	Federal Grant, State Grant, Transfer from Aviation				4,740,589		250,000		5,914,000					10,904,589
	North Apron Expansion Phase 3	Federal Grant, State Grant, Transfer from Aviation				250,000		1,750,000							2,000,000
	Corporate Hangar Development	Federal Grant, Transfer from Aviation						3,500,000							3,500,000
	Commercial Passenger Terminal Parking Phase 2	Transfer from Aviation						6,000,000							6,000,000
	Runway Widening	Federal Grant, Transfer from Aviation						6,000,000		4,000,000					10,000,000
	Airport Fire Station and Security Center	Federal Grant, State Grant, Transfer from Aviation						100,000		1,643,000					1,743,000
	Airport Fuel Farm Addition	Transfer from Aviation								443,000					443,000
	Myint Lane Airport Access Road	Transfer from Aviation										700,000			700,000
	Myint Lane Airport Apron Development	Federal Grant, State Grant, Transfer from Aviation								150,000		1,200,000			1,350,000
	North Internal Service Road	Federal Grant, State Grant, Transfer from Aviation										2,149,300			2,149,300
	Runway 20 EMAS	Federal Grant, State Grant, Transfer from Aviation								938,676		3,754,700			4,693,376
	New Relocated Airport Control Tower	Federal Grant, State Grant, Transfer from Aviation								3,500,000					3,500,000
	FBO Terminal Building Rehabilitation	Capital Reserve, Public-Private Partnership						580,000		12,800,000					13,380,000
	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
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, Operating Revenue, State Grant, Transfer from Aviation											600,000		40,000,000	40,600,000
Airport Capital Projects Fund CIP Total - Expense						15,082,139		26,417,050		29,561,177		16,894,000		40,410,000	128,364,366
Airport Capital Projects Fund - Revenue Sources & Totals															
		Transfer From Aviation				1,286,858		8,033,300		1,433,860		1,226,718		1,510,250	13,490,986
		Federal & State Grant Proceeds				13,795,281		17,803,750		15,327,317		15,667,282		9,899,750	72,493,380
		Public-Private Partnership								6,400,000					6,400,000
		Capital Reserve						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 Fund CIP Total - Revenue						15,082,139		26,417,050		29,561,177		16,894,000		40,410,000	128,364,366
Electric Capital Projects Fund - 473															
Electric Projects 6949	Construction of New Electric Substation N in Copperfield Blvd Location	Transfer from Electric	850,000	4,996,500											4,996,500
	Construction of New Electric Operations Center	Utility Capital Reserve	1,500,000	17,912,500			61,067								17,973,567
	100 kV Interconnect Between Delivery #4 and Sub E	Transfer from Electric	1,000,000			3,658,000									3,658,000

Capital Improvement Plan Listing (CIP)

Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	FY 2022 Budget	Impact on FY 2022 Operating Budget	FY 2023 Budget	Impact on FY 2023 Operating Budget	FY 2024 Budget	Impact on FY 2024 Operating Budget	FY 2025 Budget	Impact on FY 2025 Operating Budget	FY 2026 Budget	Impact on FY 2026 Operating Budget	Future (remainder of project)	Total Budget Impact
	Delivery #1 Replacement	Transfer From Electric	700,000			2,125,000									2,125,000
	Construction of New Electric Substation S on US Highway 601S	Utility Capital Reserve				5,210,000									5,210,000
	100 kV Tie Line-Liles Blvd to Sub O	Transfer From Electric	1,000,000					3,564,000							3,564,000
	Construction of New Electric Substation R on Poplar Tent Road	Transfer from Electric	1,000,000					4,845,000							4,845,000
	Construction of New Electric Substation V near Weddington Road Ext South West of Concord	Utility Capital Reserve	1,000,000					5,405,000							5,405,000
	Construction of New Electric Substation U near Cabarrus Arena	Transfer from Electric	1,000,000							5,405,000					5,405,000
Electric Capital Projects Fund CIP Total - Expense			8,050,000	22,909,000		10,993,000	61,067	13,814,000		5,405,000					53,182,067
Electric Capital Projects Fund - Revenue Sources & Totals															
		Transfer From Electric		4,996,500		5,783,000		8,409,000		5,405,000					24,593,500
		Operating Revenue					61,067								61,067
		Utility Capital Reserve		17,912,500		5,210,000		5,405,000							28,527,500
Electric Capital Projects Fund CIP Total - Revenue				22,909,000		10,993,000	61,067	13,814,000		5,405,000					53,182,067
Stormwater Capital Projects Fund - 474															
Stormwater Projects 7103	Dylan Place Culvert Replacement Upper & Lower	Transfer from Stormwater	130,000	1,800,000											1,800,000
	Brookwood Avenue Roadway Improvements	Transfer from Stormwater		480,000											480,000
	Farmwood Boulevard Culvert Replacement	Transfer from Stormwater		171,000		1,076,000									1,247,000
	Mall North Culvert Replacement	Transfer from Stormwater		136,000		822,000									958,000
	Kerr Street Culvert Replacement	Transfer from Stormwater						1,138,000							1,138,000
	Bridlewood Drive Culvert Replacement	Transfer from Stormwater						251,000		1,532,000					1,783,000
	Miramar Culvert Replacements - Palaside Drive & Grandview Drive	Transfer from Stormwater								277,000		1,686,000			1,963,000
	Morris Glen Drive Culvert Replacement	Transfer from Stormwater								101,000		608,000			709,000
	Yvonne Drive Culvert Replacements	Transfer from Stormwater										275,000		1,667,000	1,942,000
	Spring Street Culvert Replacement	Transfer from Stormwater												718,000	718,000
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 Fund CIP Total - Expense			130,000	2,587,000		1,898,000		1,389,000		1,910,000		2,569,000		3,928,000	14,281,000
Stormwater Capital Projects Fund - Revenue Sources & Totals															
		Transfer From Stormwater		2,587,000		1,898,000		1,389,000		1,910,000		2,569,000		3,928,000	14,281,000
Stormwater Capital Projects Fund CIP Total - Revenue				2,587,000		1,898,000		1,389,000		1,910,000		2,569,000		3,928,000	14,281,000
Rocky River Golf Course Projects Fund - 475															
Golf Projects 7550	Golf Course Club House Renovations	General Capital Reserve		940,000											940,000
Rocky River Golf Course Projects Fund CIP Total - Expense				940,000											940,000
Rocky River Golf Course Projects Fund - Revenue Sources & Totals															
		General Capital Reserve		940,000											940,000
Rocky River Golf Course Projects Fund CIP Total - Revenue				940,000											940,000
CITY OF CONCORD CIP PROJECT TOTAL			108,975,265	65,331,539	312,816	80,249,126	277,457	126,008,219	3,540,798	63,586,388	3,275,561	50,287,050	434,284	206,815,973	598,909,711

First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2022, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2022-2026 Capital Improvement Plan.

How To Read Example:

Department:		FY22 Cost	
Project Title:			
Project Description	Total Capital Cost:	Total Cost of Capital Project	
	Total Operating Cost:	Total Impact on Operating Budget	
	Funding Source(s):	Project's Funding Source	

Parks & Recreation Capital Projects:

Northwest/West Park Development \$ 2,450,220

<p>This project consists of park development on 28.6 acres in the Northwest to serve the recreation needs of the City. The park site will include playgrounds, trails, open space, and B&G storage maintenance building. Possible amenities could include sports fields, a recreation center, a dog park, playgrounds, disc golf, splash pad, tennis/pickle ball courts, shelters, and other needs based on the results of the public survey.</p> <p>The Comprehensive Master Plan identifies athletic needs in the NW as five (5) additional multi-purpose fields and four (4) diamond fields, which will definitely require additional acquisition and partnerships. This site is located at 1252 Cox Mill Road. The Plan should be completed early 2021, with potential Council approval by mid-2021, and design to begin in late 2021. This project may happen in multiple phases over multiple years. P&R will also continue to look for additional acquisition opportunities in the Northwest, and/or for additional park land.</p>	Total Capital Cost:	\$38,157,444	
	Total Operating Cost:	\$828,817	
	Funding Source(s):	Bond Proceeds, Transfer from General Capital Reserve	

Caldwell Park Improvements \$ 1,205,000

<p>This project consists of the renovation of Caldwell Park. The approved master plan provided recommendations for renovation, improvements and additional amenities, including a splash pad. The project also includes a multi-use path along Irish Buffalo Creek. The first part of the Irish Buffalo Creek Greenway development will be within the park near Melrose Drive to Rutherford Street (.60) miles, a cost of \$1.7 million per mile as identified in the Open Space Connectivity Analysis. The project will be phased according to LWCF grant considerations. The grant application was submitted to NC Park Authority, decision late fall 2021.</p>	Total Capital Cost:	\$7,222,596	
	Total Operating Cost:	\$0	
	Funding Source(s):	Bond Proceeds, LWCF Grant (Land and Water Conservation Fund), PARTF (Parks and Recreation Trust Fund Grant), Transfer from General Capital Reserve	

WW Flowe Park Phase One Improvements & Phase Two Expansion \$ 460,000

<p>This project includes improvements to existing WW Flowe and the development of Phase Two located across from the existing park on Central Heights Drive.</p> <p>Phase One This project consists of master planning, design and renovations to the existing WW Flowe Park. The project will also provide connectivity to neighborhoods along Central Heights and connectivity to Central Cabarrus High School.</p> <p>Phase Two This phase includes the master planning, design and construction of the approximately 73.58 acres of land on Central Heights Drive across from the existing park. The findings from the master plan and/or a Recreation Center Study could be used to determine the needs, size, space, and amenities.</p>	Total Capital Cost:	\$35,382,000	
	Total Operating Cost:	\$507,051	
	Funding Source(s):	Transfer from General Capital Reserve, Transfer from General Fund, Transfer from P&R Capital Reserve	

Clarke Creek Greenway Development, Cox Mill Loop \$ 323,520

<p>Phase 1 (Clarke Creek): Aragorn Lane to Clarke Creek Parkway (Highland Creek) + Bridge Connection to Cox Mill Fields and Northwest Park = 1.64 total miles. (Cost \$1.4 per mile/\$400,000 bridge crossing)</p> <p>Phase 2 (Clarke Creek): Extends Phase 1 south from Highland Creek to Christenbury, and ends with trailhead parking at Cox Mill Road. This phase will also include a natural surface trail on the west side of the creek through the Cabarrus Soil and Water Conservation Property. Total 2 miles (Cost \$1.8 million per mile)</p> <p>Phase 3 (Clarke Creek and Duke Energy): This phase extends from Winding Walk to the Carolina International School to Poplar Tent Road (0.83 miles). It will terminate at Poplar Tent across from the Cliff Cox Property, adjacent to the HH Greenway, Cannon Crossing. (Cost \$1.5 million per mile / Bridge Crossing)</p> <p>Phase 4 (Clarke Creek and HH (Rocky River) Greenway): This phase will extend greenway from the east side of Cox Mill Road along Clarke Creek behind Christenbury, and along the Rocky River to Cox Mill High School near the tennis courts (1.43 miles). The City will work with the County to determine the best location for the trail on the High School Property. (Cost \$1.8 per mile / 2 Bridge Crossings)</p> <p>Phase 5 (Clarke Creek East side): This phase will include a trail connection to the Granary Oaks neighborhood and connect on the back side of the existing Cox Mill fields, then to the NWPark near the bridge (0.7 miles). The City would work with Granary Oaks to establish the trail within the easement established when the neighborhood was platted. (Cost \$20 per liner foot)</p>	Total Capital Cost:	\$12,298,720	
	Total Operating Cost:	\$141,772	
	Funding Source(s):	Transfer from General Capital Reserve, Transfer from P&R Capital Reserve	

Develop property at David Phillips Activity Center		\$ 250,000
This project is to develop 10 acres located at the David Phillips Activity Center (946 Burrage Road) into a park. Phase 1, the development of terraced garden path and storm water conveyance channels. This will provide a safe path for pedestrians to the Outdoor Learning Center and ADA accessibility. Phase 2 will be development of park based on master plan.	<i>Total Capital Cost:</i>	\$1,959,634
	<i>Total Operating Cost:</i>	\$43,136
	<i>Funding Source(s):</i>	Transfer from General Capital Reserve, Transfer from General Fund
Wastewater Capital Projects:		
Cold Water Creek Tributary Outfall To NC Highway 49		\$ 6,951,000
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.	<i>Total Capital Cost:</i>	\$6,951,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Bond Proceeds
Coddle Creek Tributary Outfall From Weyburn Drive To Sunberry Lane		\$ 1,600,000
This project will include the installation of approximately 2,500' of 15" diameter gravity sewer line that will be tributary to Coddle Creek and will extend to Weyburn Drive (Province Green) in order to abandon the existing Province Green Pump Station. This project will include the installation of approximately 2,400' of 15" diameter gravity sewer line that will be tributary to Coddle Creek and will extend from Weyburn Drive (Province Green) to Sunberry Lane (Laurel Park) in order to abandon the existing Laurel Park Pump Station.	<i>Total Capital Cost:</i>	\$3,200,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Sewer
Transportation Capital Projects:		
Poplar Tent at Harris Intersection Improvements		\$ 1,445,000
This project consists of a Reduced Conflict Intersection (RCI) along with accommodations to help improve traffic safety and congestion. This project has been scored and approved by the CRMPO to be funded with STBGP-DA funds together with 20% local match. Local match approximately \$3,016,000.	<i>Total Capital Cost:</i>	\$14,815,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	NCDOT Share, STBG-DA, Transfer from General Fund
Infrastructure Projects - Pedestrian Improvement Sidewalks		\$ 500,000
This project consists of constructing new City sidewalks and associated infrastructure to expand the existing pedestrian system. Staff have performed an inventory of gaps and areas without sidewalk and have developed a scoring system to prioritize all of these sections throughout the City. Projects will be identified as future stand alone sidewalk projects, segments that will be completed with ongoing and future street projects, and segments that can be completed by in-house crews. Funding will be applied based on the priority score, however, sidewalks identified as part of a City funded or funding participation with an NCDOT project may be assigned funding earlier based on the schedule of the associated project and availability of funds.	<i>Total Capital Cost:</i>	Ongoing
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	\$5 Vehicle Fees, 2.5¢ Allocation from General Fund
Lincoln St. Bridge Replacement		\$ 475,000
Replace existing Lincoln Street Bridge due to poor conditions in order to provide safer travel and pedestrian improvement.	<i>Total Capital Cost:</i>	\$2,475,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	2.5¢ Allocation from General Fund
US 601 at Flowes Store Road Improvements		\$ 1,718,404
This project consists of constructing an additional lane and sidewalk along US 601, traveling from the intersection at Flowes Store Rd./Miami Church Rd. to east of the intersection at Zion Church Rd., E/NC 49 Interchange.	<i>Total Capital Cost:</i>	\$1,718,404
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	2.5¢ Allocation from General Fund, CMAQ
Water Capital Projects:		
General Services Drive 12" Parallel Water Line		\$ 476,000
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.	<i>Total Capital Cost:</i>	\$476,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Future Projects Reserves
Coddle Creek WTP Dewatering Process Improvements		\$ 200,000
This project is to evaluate, design, and install the best option for the dewatering and solids handling process at Coddle Creek WTP.	<i>Total Capital Cost:</i>	\$6,900,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Water
GAC Contactors at Hillgrove WTP		\$ 5,000,000
This project consists of designing and constructing Granular Activated Carbon (GAC) contactors at Hillgrove WTP.	<i>Total Capital Cost:</i>	\$5,000,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Bond Proceeds
Hillgrove WTP Settling Basin Improvements		\$ 3,750,000
This project is to replace failing tube settlers at Hillgrove WTP.	<i>Total Capital Cost:</i>	\$3,750,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Bond Proceeds

NC Highway 49 24" Water Line Extension - Stough Road to General Services Drive		\$ 7,697,250
This project consists of providing a new 24" water line along NC Highway 49 from Stough Road to General Services Drive as part of a water system improvement.	<i>Total Capital Cost:</i>	\$7,697,250
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Bond Proceeds
5 MGD Water Booster Pump Station Expansion		\$ 450,000
This project includes the expansion of the existing Rock Hill Church Road Booster Pump Station facility to a rating of 5 MGD, which will entail replacing the existing pumps and corresponding motors with new ones. It will also include the addition of variable frequency drives for all newly installed pumps/motors and the installation of a new water line (suction side) from the existing Rock Hill Church Road Elevated Tank to this newly expanded booster pump station facility.	<i>Total Capital Cost:</i>	\$3,327,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Water
General Capital Projects:		
Fleet Services Facility		\$ 810,100
This project consists of replacing the existing Fleet Facility with a larger facility built on part of the 33 acre expansion area at the BOC. Identified as a priority in the BOC Space Needs Study, the larger facility will have to be sufficient for future growth and will incorporate fire apparatus. This project also includes a fuel facility (gas and diesel), relocating the current Solid Waste debris site, and constructing the appropriate access road to handle the heavy duty vehicular traffic.	<i>Total Capital Cost:</i>	\$11,885,100
	<i>Total Operating Cost:</i>	\$274,558
	<i>Funding Source(s):</i>	Financing Proceeds
Police Substation David District		\$ 250,000
This project consists of the development of a David District police substation in the Northwest. The substation will be approximately 5600 square feet located on city property at 1252 Cox Mill Road. The site offers convenient access to area schools, Concord Padgett Regional Airport, neighborhoods, and businesses.	<i>Total Capital Cost:</i>	\$2,750,000
	<i>Total Operating Cost:</i>	\$165,000
	<i>Funding Source(s):</i>	Transfer from General Capital Reserve
Union StreetScape		\$ 2,896,861
Funding for the Union StreetScape project was included in the 2019 CIP using the best cost estimate available at the time. With design work beginning on the project, additional funding is needed for the following purposes: to abandon and reroute the existing stormwater piping under 40 Union Street, South; for necessary boring on Killarney Ave for the 400 AMP electrical service required for for downtown festivals and events; remove existing water pipes and abate asbestos; and remove abandoned sewer pipes.	<i>Total Capital Cost:</i>	\$2,896,861
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Sewer, Transfer from Stormwater, Transfer from Utility Capital Reserve, Transfer from Water
West Concord Master Plan - 6.3 Acres		\$ 50,000
West Concord Cemetery to be master-planned in order to develop remaining 6.3 acres which will yield another 6,000 grave sites.	<i>Total Capital Cost:</i>	\$950,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from General Capital Reserve
Fiber Network		\$ 250,000
This project consists of a fiber network extension to provide high bandwidth connectivity for data, video, telephone, and SCADA needs for City departments.	<i>Total Capital Cost:</i>	ongoing
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Aviation, Transfer from Electric, Transfer from General Fund, Transfer from Sewer, Transfer from Stormwater, Transfer from Water
Electric Capital Projects:		
Construction of New Electric Substation N in Copperfield Blvd Location		\$ 4,996,500
This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's Northeast service area and enhance the integrity of the current and future electric service to our customers.	<i>Total Capital Cost:</i>	\$4,996,500
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Electric
Construction of New Electric Operations Center		\$ 17,912,500
This project will provide a new state-of-the-art Operations Center.	<i>Total Capital Cost:</i>	\$17,912,500
	<i>Total Operating Cost:</i>	\$61,067
	<i>Funding Source(s):</i>	Transfer from Utility Capital Reserve
Stormwater Capital Projects:		
Dylan Place Culvert Replacement Upper & Lower		\$ 1,800,000
These culvert replacements and upsizings under Dylan Place are in two locations to reduce flooding risk to neighborhood homes and replace aging infrastructure.	<i>Total Capital Cost:</i>	\$1,800,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Stormwater

Brookwood Avenue Roadway Improvements		\$ 480,000
This culvert replacement and upsizing under Brookwood Avenue at Hillandale Street is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	<i>Total Capital Cost:</i>	\$480,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Stormwater
Farmwood Boulevard Culvert Replacement		\$ 171,000
This culvert replacement and upsizing under Farmwood Boulevard is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	<i>Total Capital Cost:</i>	\$1,247,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Stormwater
Mall North Culvert Replacement		\$ 136,000
This culvert replacement and upsizing under Le Phillip Court is to reduce flooding risk to neighborhood businesses and replace aging infrastructure.	<i>Total Capital Cost:</i>	\$958,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from Stormwater
Rocky River Golf Course Capital Projects:		
Golf Course Club House Renovations		\$ 940,000
Renovation of Rocky River Golf Club clubhouse and maintenance building.	<i>Total Capital Cost:</i>	\$940,000
	<i>Total Operating Cost:</i>	\$0
	<i>Funding Source(s):</i>	Transfer from General Capital Reserve

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, considering 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 issuances 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 regard 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 regard 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 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.

Financial Policy - Reserve Funds

Purpose:

Reserve funds will be established and maintained to ensure the continued delivery of City services. The City desires to maintain a prudent level of financial reserves to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. The reserves have been accumulated to provide stability and flexibility, to respond to unexpected adversity and/or opportunities, and to stabilize fluctuations in operations' cash flows and rates. Capital Reserve Funds are used to accumulate funds over time that will be used to complete capital projects, acquire major capital assets and support economic development projects.

General Fund Reserves:

Based upon GASB Statement 54, there may be up to five separate categories of fund balance, based on the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent: *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*. The total of the last three categories, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government itself, is termed *unrestricted fund balance*.

The City will maintain adequate reserves of General Fund balance to:

- Insulate General Fund programs and current service levels from large and unanticipated one-time expenditure requirements, revenue reductions due to a change in state or federal legislation, adverse litigation or any similar unforeseen action.
- Temporarily insulate General Fund programs and current service levels from slower revenue growth that typically occurs during an economic recession.
- Maintain stable tax rates.
- Aid in long term financial and capital planning.
- Support economic development opportunities.
- Ensure creditworthiness or positive economic conditions to ensure the City maintains a high favorable bond rating.

The City recommends the following General Fund balance levels:

- The City will maintain an *unassigned* General Fund balance minimum between 30% and 35% of General Fund expenditures, which includes transfers.
- Unrestricted fund balance in the General Fund should be at a minimum no less than 3 months of regular general fund operating expenditures. Operating expenditures would not include capital outlay or transfers.
- The City will maintain a five year forecast to monitor projected fund balance levels.
- Per the North Carolina Local Government Commission's recommendations, the City will compare their unassigned General Fund Balance to the average unassigned General Fund Balance numbers for electric cities with our population average. This amount can be found on the annual Cash, Taxes and Fund Balance Available statistical reports published by the Department of State Treasurer's office. The benchmark will be to not fall below 40% of our city group average.

The City recommends the following uses of General Fund balance reserves:

- Any amount greater than the unassigned General Fund balance target is deemed available for transfer to the capital reserve account for future projects listed in the City's Capital Improvement Plan, acquisition of major capital assets or to support future economic development projects. The City will evaluate each year to determine the amount available for transfer to the capital reserve fund. The City is not required to transfer the entire amount to the reserve fund. Staff will evaluate current economic conditions, the City's forecast for the operating fund, the Capital Improvement Plan and any other relevant factors to determine an acceptable amount to be transferred. The City may elect to transfer no funds to the reserve. Any transfer to the capital reserve will be approved by City Council. The transfer will be determined after the previous year audit is complete and final numbers are available for review.
- Reserves should only be used for specific circumstances: responding to extreme events or emergencies, unanticipated one time expenditure requirements, to offset unanticipated revenue fluctuations occurring within a fiscal year, and one time outlays that the City Manager may recommend to City Council.
- All fund balance appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City's plan to replenish fund balance levels that fall below the policy guidelines:

- The City will strive to replenish fund balance levels within 3 years.
- The following will be used to replenish reserve levels when available: non-recurring revenues, surplus of year-end revenues that exceed year-end expenditures, and departmental expenditure budget cuts.

Enterprise Fund Reserves – Electric, Water, Wastewater, Stormwater and Airport:

Enterprise funds distinguish between current and non-current assets and liabilities. The measure of working capital (i.e., current assets less current liabilities) indicates the relatively liquid portion of total enterprise fund capital, which constitutes a margin for meeting obligations. Working capital is a measure of available margin or buffer in enterprise funds. Enterprise funds should strive to maintain working capital equal to no less than 90 days of operating expenses.

The measure of liquidity helps to assess the ability of the City to sustain a strong financial position. The ratio of unrestricted cash and short term investments to current liabilities will be used to calculate the liquidity position in Enterprise Funds.

The City will maintain adequate reserves in Enterprise Funds to:

- Ensure stable services and fees.
- Aid in long term financial and capital planning.
- Ensure creditworthiness or positive economic conditions to ensure the City maintains a high favorable bond rating.
- Insulate Enterprise Fund operations and current service levels from large and unanticipated one-time expenditure requirements, a revenue reduction due to a change in state or federal legislation, adverse litigation or any similar unforeseen action.
- Temporarily insulate the Enterprise Fund operations and current service levels from slower revenue growth that typically occurs during an economic recession.

The City recommends the following Enterprise Fund reserve levels:

- The City will maintain a liquidity ratio of more than one to one.
- The City will maintain 90-days' worth of annual operating expenses.

- The City will maintain rate models to adequately forecast financial condition.

The City recommends the following uses of Enterprise Funds reserves:

- Any amount greater than the working capital target is deemed available for transfer to the capital reserve account for future projects listed in the City's Capital Improvement Plan, large capital asset purchases and economic development projects. The City will evaluate each year to determine the amount for transfer to the capital reserve fund. Staff will evaluate current economic conditions, the City's forecast and any other relevant factor to determine an acceptable amount to be transferred. The City may elect to transfer no funds to the reserve. Any transfer to the capital reserve will be approved by City Council. The transfer will be determined after the previous year audit is complete and final numbers are available for review.
- Reserves should only be used for specific circumstances: responding to extreme events or emergencies, unanticipated one time expenditure requirements, to offset unanticipated revenue fluctuations occurring within a fiscal year, and one time outlays that the City Manager may recommend to City Council.
- Funds will not be available for reserve transfers if working capital targets are not met in the operating fund.
- All retained earnings appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City's plan to replenish reserve levels that fall below the policy guidelines:

- The City will strive to replenish reserve levels within 3 years.
- The following will be used to replenish reserve levels when available: non-recurring revenues, surplus of year-end revenues that exceed year-end expenditures, rate adjustments, and departmental expenditure budget cuts.

Capital Project Reserves:

The capital project reserve fund shall be established to maintain and accumulate funds from transfers from the projects related operating fund. This fund shall be maintained to protect the existing assets of the City and ensure public access to City facilities and information while promoting community wide economic development. This fund shall only be used to pay for non-routine and one-time expenditures/expenses, such as land, buildings, construction, large capital outlay, technology improvements, etc. Normally, the following guidelines may be applied to determine if an expenditure/expense is classified as a capital reserve item.

- Construction & Maintenance – 10 year life
- Capital Asset or Vehicle – 10 year life
- Technology Improvements – 5 year life.

The City will maintain adequate capital project reserves to:

- Accumulate funds to acquire large capital assets and to fund various capital projects.
- Allows continued capital improvements during an economic recession or periods of revenue declines.
- Allow for funding of preliminary activities associated with large projects, such as engineering/planning activities.
- Aid in long term capital planning.
- Fund economic development opportunities.

The City recommends the following capital project reserve levels:

- If a Capital Reserve Fund is funded, the City will set a goal to maintain capital reserves of at least 5% of

the operating revenue in each operating fund that is associated with the capital project reserve fund. This will be calculated by using the most recent audited financial report.

- The City will maintain a five year operating forecast/rate models to monitor projected reserve levels and to project future capital project funding needs.
- Reserve levels may fall below the recommended target with City Manager recommendation. This situation could arise if the City has an unexpected project that will benefit the community. The project would require City Council approval.

The City recommends the following uses of capital project reserves:

- Acquisition of a major capital asset that recurs irregularly with an estimated useful life of greater than one year. Normally, a major value is defined as greater than \$100,000.
- Major improvement that increases the value of a capital asset \$100,000, excluding reoccurring or routine maintenance projects.
- Funding for large infrastructure projects that exceed \$100,000.
- Economic development activities.
- Funding capital projects that will require longer than one year to complete. (Projects are approved by City Council.)
- The City Manager may recommend an item to City Council that may be classified as a project and funded from these reserves upon Council approval.
- All reserve appropriations will be approved by City Council.
- These policies will be evaluated each year during the budget process to determine if amendments to the policy are needed.

The City's plan to replenish capital project reserve levels that fall below the policy guidelines:

- The City will strive to replenish capital reserve levels within 3 years.
- Capital reserves are funded by transfers from their related operating funds. Surpluses above the reserve targets in each fund will be used to replenish reserve levels in the capital reserve fund.

Policy approved 6/17/2014 by City Manager and submitted to City Council for approval on 9/11/2014. In the future the policy will be reviewed and approved as part of the City's budget document each year.

Authorized Positions

Key for Reading	
	New FY 22 positions with details marked in bold
	New FY 22 changes or adjustments with details marked in bold
	Function Subtotal
	Fund Subtotal

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended 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	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		1		1.00	1		1.00		1	
<i>(City Manager's Office*)</i>										
City Manager	S	1		1	1		1		1	
Assistant City Manager	IV	1		1	2		2		2	
Public Affairs & Project Manager	112	1		1	1		1		1	
Diversity, Equity, and Inclusion Coordinator	110	-		-	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		1		1	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		7		7.00	9		9.00		9	
<i>*Note, the Mayor, Mayor Pro-tem & 6 City Council Members are not considered Authorized FTE in this table</i>										
<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	6		6	6		6		6	
Safety, Health & Risk Coordinator	210	2		2	2		2		2	
HR Technician	210	-		-	1		1		1	
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	-		-		-	
		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	
Budget & Performance Manager	113	1		1	1		1		1	
Accounting Operations Manager	112	-		-	1		1		1	
Finance Manager	112	1		1	-		-		-	
Grants Program Administrator	111	1		1	-		-		-	
Senior Budget Analyst	110	-		-	-		-		2	
Budget Analyst (2 FTEs reclassified to Senior Budget Analysts)	210	2		2	2		2		-	
Senior Accountant	210	1		1	1		1		1	
Accountant	209	-		-	1		1		1	
Senior Payroll Technician	209	-		-	-		-		1	
Grants Specialist (beginning in FY 21, additional FTE supervised by Finance, paid by Transit & Airport)	208	-		-	1		1		1	
Accounting Technician II	207	1		1	3		3		1	
Accounts Payable Technician	207	3		3	2		2		3	
Payroll Technician (1 FTE reclassified to Senior Payroll Technician)	207	<u>2</u>		<u>2</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		14		14.00	15		15.00		15	
<i>(Tax)</i>										
Revenue Manager (split with Collections, Billing)	112	1		0.25	1		0.5		1	
Accounting Technician II (Split with Collections)	207	<u>1</u>		<u>0.5</u>	<u>1</u>		<u>0.5</u>		<u>1</u>	
		2		0.75	2		1		2	
<i>(Legal)</i>										
City Attorney	S	1		1	1		1		1	
Deputy City Attorney	114	1		1	1		1		1	
Assistant City Attorney	112	1		1	1		1		1	
Paralegal	210	2		2	2		2		2	
Legal Assistant	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		6		6.00	6		6.00		6	
General Government Sub-total		43.0	0.0	41.8	46.0	0.0	45.0		46.0	0.0
										45.0

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Public Safety (Police*)										
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 Captain	P5	7		7	7		7		7	
Police Lieutenant	P4	4		4	5		5		5	
Police Sergeant	P3	29		29	29		29		29	
Master Police Officer (Includes SRO positions) (Addition of Court Liaison Position)	P2	66		66	62		62		68	
Police Officer (includes SRO positions) (Addition of 8 Police Officers)	P1	78		78	89		89		92	
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)	209	1		1	1		1		1	
Senior Customer Service Representative (non-sworn)	207	2		2	2		2		2	
Senior Administrative Assistant (non-sworn)	206	3		3	3		3		3	
Administrative Assistant (non-sworn)	205	2		2	2		2		2	
Customer Service Representative (non-sworn)	204	9		9	9		9		9	
Parking Enforcement Technician (non-sworn)	203	1		1	1		1		1	
		209		209.00	217		217.00		226	
<i>*Note: School Crossing Guards are not included in this count. Guards are classified as seasonal PT.</i>										
(Code Enforcement)										
Code Enforcement Manager	110	1		1	1		1		1	
Code Enforcement Supervisor	210	1		1	1		1		1	
Senior Code Enforcement Officer	209	2		2	2		2		3	
Code Enforcement Officer	207	5		5	5		5		4	
		9		9.00	9		9.00		9	
(Emergency Communications)										
Communications Director (split with Radio Shop)	I	1		0.5	1		0.5		1	
Communications Center Manager	112	-		-	-		-		1	
911 Telecommunications Center Manager (reclassified to Communications Center Manager)	111	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
(Radio Shop)										
Communications Director (split with Communications)	I	-		0.5	-		0.5		-	
Communications Shop Manager	111	1		1	1		1		1	
Senior Communications Technician	209	2		2	2		2		2	
Communications Technician (Addition of 1 Communications Technician)	206	1		1	1		1		2	
		4		4.50	4		4.50		5	
(Fire)										
Fire Chief	III	1		1	1		1		1	
Deputy Fire Chief	F9	2		2	2		2		2	
Division Chief	F8	-		-	3		3		3	
Battalion Chief	F7	6		6	9		9		9	
Fire Captain	F6	46		46	49		49		47	
Fire Lieutenant	F4	46		46	49		49		48	
Logistics Officer II	F4	1		1	1		1		1	
Senior Firefighter	F3	4		4	4		4		1	
Logistics Officer I (Addition of 1 FTE - New Position Type)	F2	-		-	-		-		1	
Fire Engineer	F2	35		35	38		38		42	
Firefighter	F1	73		73	79		79		81	
GIS Coordinator (moved from Data Services, split with Solid Waste & Cemeteries)	109	-		-	-		-		1	0.8
Fire Administrative Manager	109	-		-	1		1		1	
Senior Executive Assistant	209	1		1	-		-		-	
Administrative Assistant	205	2		2	2		2		2	
		217		217	238		238		240	239.8
(Fire - Prevention)										
Division Chief	F8	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
(Fire - Training)										
Division Chief	F8	1		1	1		1		1	
Fire Captain (Addition of 1 Fire Training Captain)	F6	3		3	3		3		4	
		4		4.00	4		4.00		5	5.00

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<i>(Emergency Mgt. - reports to City Manager's Office)</i>										
Emergency Management Coordinator	113	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	<u>1</u> 1.00	
Public Safety Sub-total		478.0	7.0	480.2	507.0	7.0	509.2	520.0	7.0	522.0
Public Works <i>(Streets & Traffic)</i>										
Transportation Director	III	1	1	1	1	1	1	1	1	
Deputy Transportation Director	114	1	1	1	1	1	1	1	1	
Project Engineer	112	1	1	1	1	1	1	1	1	
Streets Superintendent	110	1	1	1	1	1	1	1	1	
Assistant Streets Superintendent	109	1	1	1	1	1	1	1	1	
Staff Engineer	109	1	1	1	1	1	1	1	1	
GIS Coordinator	109	1	1	1	1	1	1	1	1	
Streets Crew Supervisor	210	5	5	5	5	5	5	5	5	
Construction Inspector	208	1	1	1	1	1	1	1	1	
CAD Technician	208	1	1	1	1	1	1	1	1	
Executive Assistant	208	-	0.5	1	1	1	1	1	1	
Senior Equipment Operator	207	8	8	8	8	8	8	8	8	
Equipment Operator	205	6	6	6	6	6	6	6	6	
Streets Maintenance Worker	204	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	
		35	35.50	36	36.00	36	36.00	36	36.00	
<i>(Traffic Signals)</i>										
Traffic Engineer	112	1	1	1	1	1	1	1	1	
Staff Engineer	109	1	1	1	1	1	1	1	1	
Traffic Signal Supervisor	211	1	1	1	1	1	1	1	1	
Traffic Management Center Operator	210	1	1	1	1	1	1	1	1	
Signal Technician II (reclass 2 Signal Technicians to Signal Technician IIs)	TBD	-	-	-	-	-	2	2	2	
Signal Technician I	209	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>2</u>	
		7	7.00	8	8.00	8	8	8.00	8.00	
<i>(Traffic Services)</i>										
Transportation Coordinator	109	1	1	1	1	1	1	1	1	
Sign Technician II	208	2	2	2	2	2	2	2	2	
Sign Technician I	206	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
		5	5.00	5	5.00	5	5	5.00	5.00	
<i>(Solid Waste & Recycling)</i>										
Solid Waste Services Director	I	1	1	1	1	1	1	1	1	
Deputy Solid Waste Services Director	114	1	1	1	1	1	1	1	1	
GIS Coordinator (moved from Data Services, split with Fire & Cemeteries)	109	-	-	-	-	-	-	-	0.1	
Solid Waste Project Manager	109	-	-	-	-	-	-	-	-	
Solid Waste Superintendent	109	1	1	1	1	1	1	1	1	
Solid Waste Crew Supervisor	210	2	2	3	3	3	3	3	3	
Environmental Education Specialist (split with Water & Stormwater)	209	1	0.5	1	0.5	1	0.5	1	0.5	
Executive Assistant	208	1	0.5	1	1	1	1	1	1	
Senior Customer Service Specialist	208	1	1	1	1	1	1	1	1	
Senior Equipment Operator (Addition of 2 FTEs)	207	8	8	8	8	8	10	10	10	
Solid Waste Compliance Inspector	205	2	2	2	2	2	2	2	2	
Equipment Operator	205	10	10	10	10	10	10	10	10	
Solid Waste Worker (Addition of 2 FTEs)	204	<u>9</u>	<u>9</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>10</u>	<u>10</u>	<u>10</u>	
		37	36.00	37	36.50	41	40.60	41	40.60	
<i>(Cemeteries - Buildings & Grounds)</i>										
Cemetery Maintenance Manager	109	1	1	1	1	1	1	1	1	
GIS Coordinator (moved from Data Services, split with Solid Waste & Fire)	109	-	-	-	-	-	-	-	0.1	
Cemetery Crew Supervisor	208	2	2	2	2	2	2	2	2	
Cemetery Maintenance Worker	203	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	
		9	9.00	9	9.00	9	9	9.10	9.10	
<i>(Fleet Services)</i>										
Fleet Services Director	I	1	1	1	1	1	1	1	1	
Fleet Services Manager	210	1	1	1	1	1	1	1	1	
Fleet Services Supervisor	210	1	1	1	1	1	1	1	1	
Master Mechanic	209	3	3	3	3	3	3	3	3	
Automotive Parts Supervisor	208	1	1	1	1	1	1	1	1	
Executive Assistant	208	1	1	1	1	1	1	1	1	
Fleet Mechanic	207	5	5	5	5	5	5	5	5	
Automotive Parts Clerk	204	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
		14	14.00	14	14.00	14	14	14.00	14.00	

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Public Works Sub-total		107.0	0.0	106.5	109.0	0.0	108.5	113.0	0.0	112.7
Economic Development										
<i>(Planning & Neighborhood Development)</i>										
Planning & Neighborhood Development Director	II	1		1	1		1	1		1
Deputy Director of Planning & Neighborhood Development	114	1		1	1		1	1		1
Development Review Manager	112	1		1	1		1	1		1
Planning & Development Manager	112	1		1	1		1	1		1
Community Development Manager	112	1		1	1		1	1		1
Design Manager	112	-		-	1		1	1		1
GIS Administrator	110	1		1	1		1	1		1
Senior Planner	110	5		5	4		4	4		4
Clearwater Artist Studio Coordinator	109	1		1	1		1	1		1
Planner	209	2		2	2		2	2		2
Urban Planner	209	-		-	1		1	1		1
Senior Executive Assistant	209	1		1	1		1	1		1
Community Development Technician	207	1		1	1		1	1		1
Development Services Technician	206	2		2	2		2	2		2
		18		18.00	19		19.00	19		19.00
<i>(Economic Development)</i>										
Economic Development Manager	112	-		-	-		-	1		1
Economic Development Coordinator	111	1		1	1		1	-		-
		1		1.00	1		1.00	1		1.00
Economic Development Sub-total		19.0	0.0	19.0	20.0	0.0	20.0	20.0	0.0	20.0
Parks & Recreation										
Parks & Recreation Director	II	1		1	1		1	1		1
Deputy Parks & Recreation Director	114	1		1	1		1	1		1
Facilities Manager	111	1		1	1		1	1		1
Senior Planner	110	1		1	1		1	1		1
Parks & Recreation Coordinator	109	3		3	3		3	3		3
Parks & Recreation Supervisor	209	5		5	6		6	6		6
Senior Executive Assistant	209	1		1	1		1	1		1
Parks & Recreation Assistant Supervisor	208	2		2	2		2	2		2
Parks & Recreation Specialist	207	3		3	3		3	3		3
Senior Administrative Assistant	206	2		2	2		2	2		2
Fitness Instructor/Event Assistant	206	-	1	0.5	-	1	0.5	-	1	0.5
Administrative Assistant	205	1		1	1		1	1		1
Programmer	205	-	2	1	-	2	1	-	2	1
Part-Time Rec Center Leader (Addition of 1 PT Rec Center Leader)	202	-	25	12.5	-	25	12.5	-	26	13
		21	28	35.00	22	28	36.00	22	29	36.50
Parks & Recreation Sub-total		21.0	28.0	35.0	22.0	28.0	36.0	22.0	29.0	36.5
General Fund Sub-Total		668.0	35.0	682.5	704.0	35.0	718.7	721.0	36.0	736.2
Community Development Block Grant										
Federal Program Coordinator	110	-		0.2	-		-	-		0.3
Construction Coordinator	109	1		1	1		1	1		1
		1		1.20	1		1.00	1		1.30
CDBG Sub-total		1.0	0.0	1.2	1.0	0.0	1.0	1.0	0.0	1.3
Home Consortium										
Federal Program Coordinator	110	1		0.8	1		1.0	1		0.7
		1		0.80	1		1.00	1		0.70
Home Consortium Sub-total		1.0	0.0	0.8	1.0	0.0	1.0	1.0	0.0	0.7
Municipal Service District										
Downtown Development Manager	112	-		-	1		1	1		1
Downtown Development Specialist	208	-		-	1		1	1		1
		0		0	2		2	2		2
Municipal Service District Sub-total		0.0	0.0	0.0	2.0	0.0	2.0	2.0	0.0	2.0

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Electric Systems										
<i>(Electric Administration)</i>										
Electric Systems Director	III	1		1	1		1		1	
Deputy Electric Systems Director	114	1		1	1		1		1	
Electric Operations Manager (New Position added)	TBD	-	-	-	-	-	1		1	
Executive Assistant	208	1		1	1		1		1	
		3		3	3		4		4	
<i>(Powerline Maintenance)</i>										
Electric Systems Coordinator II	112	2		2	2		2		2	
Electric Systems Coordinator I	111	3		3	3		3		3	
Electric Systems Technician II	210	6		6	5		5		5	
Electric Systems Analyst	210	1		1	1		1		1	
Electric Systems Line Technician I	208	-		-	1		1		1	
Electric Systems Technician I	208	6		6	6		6		6	
		18		18.00	18		18.00		18	
<i>(Tree Trimming)</i>										
Electric Tree Trimming Supervisor	212	1		1	1		1		1	
Electric Tree Trimming Crew Leader	209	2		2	3		3		3	
Electric Tree Trimmer II	208	2		2	3		3		3	
Electric Tree Trimmer I	207	3		3	3		3		3	
		8		8.00	10		10.00		10	
<i>(Electric Construction)</i>										
Electric Systems Coordinator II	112	2		2	2		2		2	
Electric Systems Coordinator I	111	2		2	2		2		2	
Electric Construction Supervisor	212	7		7	7		7		7	
Electric Safety Coordinator	211	1		1	1		1		1	
Electric Systems Line Technician III	211	12		12	12		12		13	
Electric Systems Line Technician II	210	5		5	5		5		5	
Electric Systems Line Technician I	208	8		8	8		7		7	
		37		37.00	37		37.00		37	
<i>(Electric Engineering)</i>										
Electrical Engineer	113	1		1	1		1		1	
Project Engineer (Addition of 1 Project Engineer)	112	1		1	1		2		2	
GIS Supervisor	110	1		1	1		1		1	
GIS Analyst	211	2		2	2		2		2	
Electric Engineering Technician	210	3		3	3		3		3	
		8		8.00	8		8.00		9	
<i>(Utility Locate Services)</i>										
Electric Utility Locator Supervisor	211	1		1	1		1		1	
Utility Locator	207	4		4	4		4		4	
		5		5.00	5		5.00		5	
Electric System Sub-total		79.0	0.0	79.0	81.0	0.0	81.0	83.0	0.0	83.0
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	
Staff Engineer (split with Water & Wastewater)	109	1		0.33	1		0.34	1		0.34
Water Crew Supervisor	210	4		4	4		4		4	
Water Safety Coordinator	209	1		0.33	-		-	-		0.33
Environmental Education Specialist (split with Solid Waste & Water)	209	-		0.25	-		0.25	-		0.25
Technical Equipment Operator	208	3		3	3		3		3	
Senior Equipment Operator	207	5		5	5		5		5	
Equipment Operator (Addition of 1 Equipment Operator)	205	2		2	2		2		3	
Utility Services Worker	204	3		3	3		3		3	
		22		20.58	21		20.26	22		21.59
Stormwater Sub-total		22.0	0.0	20.6	21.0	0.0	20.3	22.0	0.0	21.6
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 Systems Supervisor	211	-		-	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

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Utility Systems Technician	207	2		2	2		2		2	
Custodian	202	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		15		14.50	16		15.50		16	
<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	
Water Systems Supervisor	211	1		1	1		1		1	
Water/Wastewater Systems Technician	208	3		3	2		2		2	
Water Treatment Plant Operator	208	8		8	8		8		8	
Utility Systems Technician	207	2		2	2		2		2	
Custodian	202	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>		<u>1</u>	
		16		16.50	15		15.50		15	
<i>(Waterlines Operations & Maintenance)</i>										
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.34	1		0.34		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		0.34	
Water Operations Manager	112	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	
Senior GIS Coordinator (split with Stormwater & Wastewater)	110	1		0.34	1		0.34		0.34	
System Protection Superintendent (split with Wastewater)	110	1		0.5	1		0.5		0.5	
Water Resources Project Manager	109	1		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	
Water Crew Supervisor	210	5		5	5		5		5	
Water Safety Coordinator	209	-		0.33	1		1		0.34	
Environmental Education Specialist (split with Solid Waste & Stormwater)	209	-		0.25	-		0.25		0.25	
System Protection Inspector	208	1		1	1		1		1	
Executive Assistant	208	1		1	1		1		1	
Senior Customer Service Specialist	208	1		1	1		1		1	
GIS Technician	207	1		1	1		1		1	
Senior Equipment Operator	207	4		4	4		4		4	
Utility Systems Technician (addition of 1 Utility Systems Technician)	207	<u>3</u>		<u>3</u>	<u>4</u>		<u>4</u>		<u>5</u>	
Administrative Assistant	205	1		1	1		1		1	
Equipment Operator	205	4		4	4		4		4	
Utility Service Worker	204	<u>7</u>		<u>7</u>	<u>7</u>		<u>7</u>		<u>7</u>	
		37		36.09	39		37.76		40	
Water Resources Sub-total		68.0	0.0	67.1	70.0	0.0	68.8	71.0	0.0	69.1
Public Transit										
Transit Director	I	1		1	1		1		1	
Transit Manager	113	1		1	1		1		1	
Transit ADA Coordinator	109	1		1	1		1		1	
Transit Grants Compliance Coordinator	109	1		1	1		1		1	
Grants Specialist (split with Aviation, supervised by Finance)	208	-		-	-		0.5		0.5	
Accounting Technician II	207	-		0.5	-		-		-	
Senior Customer Service Representative	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>	
		6		6.50	6		6.50		6	
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	
Project Engineer (split with Water & Stormwater)	111	-		0.33	-		0.33		0.33	
Senior GIS Coordinator (split with Water & Stormwater)	110	-		0.33	-		0.33		0.33	
System Protection Superintendent (split with Water)	110	-		0.5	-		0.5		0.5	
Water Resources Superintendent	110	1		1	1		1		1	
Staff Engineer (split with Stormwater & Water)	109	-		0.34	-		0.33		0.33	
Water Safety Coordinator	107	-		0.34	-		-		-	
W/WW Systems Supervisor	211	1		1	1		1		1	
Water Systems Supervisor	211	1		1	1		1		1	
Water Crew Supervisor	210	6		6	6		6		6	
Water Safety Coordinator	209	-		0.33	-		-		0.33	
System Protection Inspector	208	1		1	1		1		1	

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
		W/WW Systems Technician	208	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		32.16	29		31.48	29		31.81
Wastewater Resources Sub-total		29.0	0.0	32.2	29.0	0.0	31.5	29.0	0.0	31.8
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	
Customer Service Manager	112	-		-	1		1		1	
Aviation Coordinator	210	2		2	2		2		2	
Building Maintenance Supervisor	210	1		1	1		1		1	
Customer Service Supervisor	210	1		1	1		1		1	
Aviation Supervisor	208	4		4	4		4		4	
Executive Assistant	208	1		1	1		1		1	
Airport Electrician	208	1		1	1		1		1	
Grants Specialist (split with Transit, supervised by Finance)	208	-		-	1		0.5		0.5	
Accounting Technician II	207	1		0.5	-		-		-	
Airport Maintenance Mechanic	206	2		2	2		2		2	
Aviation Service Worker	205	18		18	17		17		17	
Administrative Assistant (Addition of 1 Admin Assistant)	205	1		1	1		1		2	
Customer Service Representative	204	9		9	9		9		9	
Aviation Maintenance Worker (New Position)	TBD	-		-	-		-		1	
Custodian	202	2		2	2		2		2	
		46	0.0	45.50	46	0.0	45.50	48	0.0	47.50
Aviation Sub-total		46.0	0.0	45.5	46.0	0.0	45.5	48.0	0.0	47.5
Housing Department (HUD Funded) <i>(Public Housing, Section 8 Vouchers, & FSS Grant)</i>										
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	209	1		1	-		-		-	
Senior Executive Assistant	209	1		1	1		1		1	
Building Maintenance Mechanic II	208	3		3	1		1		1	
Building Maintenance Mechanic I	206	-		-	2		2		2	
Family Self-Sufficiency Specialist	205	1		1	1		1		1	
Housing Specialist	205	3		3	3		3		3	
Resident Service Coordinator	204	1		1	1		1		1	
Customer Service Representative	204	1		1	1		1		1	
		14	0.0	14.00	13	0.0	13.00	13	0.0	13.00
Housing Department Sub-total		14.0	0.0	14.0	13.0	0.0	13.0	13.0	0.0	13.0
Internal Services <i>(Utilities Collections)</i>										
Revenue Manager (split with Tax & Billing)	112	-		0.5	-		0.25		0.25	
Accounting Technician II (1 FTE split with Tax)	207	1		1.5	1		1.5		1.5	
Accounting Technician I	206	3		3	2		2		2	
		4	0.0	5.00	3	0.0	3.75	3	0.0	3.75
<i>(Data Services)</i>										
GIS Coordinator (moved to be split between Fire, Solid Waste & Cemeteries)	109	1		1	1		1		-	
		1	0.0	1.00	1	0.0	1.00	0	0.00	
<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	
AMI Monitoring Lead	210	1		1	1		1		1	
Senior Meter Technician	209	1		1	1		1		1	
Meter Technician	206	8		8	8		8		8	
Utility Billing Specialist	206	5		5	5		5		5	
		16	0.0	16.25	16	0.0	16.25	16	0.0	16.25

Position	Salary Grade	FY 2019-2020 Budget			FY 2020-2021 Budget			FY 2021-2022 Recommended Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
<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	<u>18</u>		<u>18</u>	<u>18</u>		<u>18</u>		<u>18</u>	
		25		25.00	25		25.00		25	
<i>(Engineering)</i>										
Engineering Director	III	1		1	1	1	1		1	
Deputy City Engineer	114	1		1	1	1	1		1	
Engineering Manager	113	1		1	1	1	1		1	
Project Engineer	112	2		2	2	2	2		2	
Engineering Construction Manager	111	1		1	1	1	1		1	
Surveyor / Real Estate Manager	111	1		1	1	1	1		1	
Engineer Coordinator	109	1		1	1	1	1		1	
Right of Way Agent	212	1		1	1	1	1		1	
Assistant Surveyor Supervisor	210	1		1	1	1	1		1	
Senior Engineering Technician	209	3		3	3	3	3		3	
Engineering Construction Supervisor	209	1		1	1	1	1		1	
Building Construction Specialist	209	1		1	1	1	1		1	
Construction Inspector	208	6		6	6	6	6		6	
Executive Assistant	208	1		1	1	1	1		1	
CAD Technician	208	2		2	2	2	2		2	
Survey Technician II	207	2		2	2	2	2		2	
Senior Administrative Assistant	206	-		-	-	-	-		-	
		26		26.00	26		26.00		26	
<i>(Purchasing)</i>										
Purchasing Manager	111	1		1	1	1	1		1	
Warehouse Supervisor	210	1		1	1	1	1		1	
Purchasing Technician	207	2		2	2	2	2		2	
Warehouse Clerk & Safety Representative	205	1		1	1	1	1		1	
Warehouse Clerk	203	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>		<u>2</u>	
		7		7.00	7		7.00		7	
<i>(Buildings & Grounds Maintenance)</i>										
Buildings and Grounds Director	I	1		1	1	1	1		1	
Deputy Buildings and Grounds Director	114	1		1	1	1	1		1	
Building Maintenance Manager	109	1		1	1	1	1		1	
Grounds Maintenance Manager	109	1		1	1	1	1		1	
Urban Forester	109	1		1	1	1	1		1	
Building Maintenance Supervisor	210	3		3	3	3	3		3	
Custodian Supervisor	209	1		1	1	1	1		1	
Grounds Crew Supervisor (Addition of 1 Grounds Crew Supervisor)	208	4		4	6	6	7		7	
Maintenance Mechanic II (Addition of 1 Building Maintenance Mechanic - HVAC)	208	3		3	3	3	4		4	
Maintenance Mechanic I	206	1		1	1	1	1		1	
Grounds Maintenance Worker (Addition of 3 Grounds Maintenance Workers)	203	19		19	18	18	21		21	
Custodian	202	<u>10</u>	<u>7</u>	<u>13.5</u>	<u>13</u>	<u>5</u>	<u>15.5</u>	<u>13</u>	<u>5</u>	<u>15.5</u>
		46	7	49.50	50	5	52.50	55	5	57.50
Internal Services Sub-total		125.0	7.0	129.8	128.0	5.0	131.5	132.0	5.0	135.5
TOTAL FULL-TIME EMPLOYEES		<u>1059</u>			<u>1102</u>			<u>1129</u>		
TOTAL PERM. PART-TIME EMPLOYEES			<u>42</u>			<u>40</u>			<u>41</u>	
TOTAL FTE				<u>1,079.0</u>			<u>1,120.7</u>			<u>1,148.2</u>

City of Concord, NC
COMPENSATION PLAN GRADE ASSIGNMENTS - 7/01/2021

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
202	33,100.08	43,692.11	54,615.13	1,273.08	1,680.47	2,100.58	15.91	21.01	26.26
203	34,093.08	45,002.87	56,253.58	1,311.27	1,730.88	2,163.60	16.39	21.64	27.04
204	35,115.87	46,352.96	57,941.19	1,350.61	1,782.81	2,228.51	16.88	22.29	27.86
205	36,169.35	47,743.55	59,679.43	1,391.13	1,836.29	2,295.36	17.39	22.95	28.69
206	37,254.43	49,175.86	61,469.81	1,432.86	1,891.38	2,364.22	17.91	23.64	29.55
207	38,590.40	51,132.31	63,674.19	1,484.25	1,966.63	2,449.01	18.55	24.58	30.61
208	42,063.55	55,734.19	69,404.87	1,617.83	2,143.62	2,669.42	20.22	26.80	33.37
209	45,849.28	60,750.29	75,651.31	1,763.43	2,336.55	2,909.67	22.04	29.21	36.37
210	49,975.70	66,217.81	82,459.93	1,922.14	2,546.84	3,171.54	24.03	31.84	39.64
211	54,473.53	72,177.41	89,881.29	2,095.14	2,776.05	3,456.97	26.19	34.70	43.21
212	59,376.14	78,673.39	97,970.63	2,283.70	3,025.90	3,768.10	28.55	37.82	47.10
109	53,894.27	71,409.92	88,925.59	2,072.86	2,746.54	3,420.22	25.91	34.33	42.75
110	58,744.76	77,836.82	96,928.88	2,259.41	2,993.72	3,728.03	28.24	37.42	46.60
111	64,031.80	84,842.14	105,652.49	2,462.76	3,263.16	4,063.56	30.78	40.79	50.79
112	70,434.99	93,326.34	116,217.71	2,709.04	3,589.47	4,469.91	33.86	44.87	55.87
113	77,478.48	102,659.00	127,839.49	2,979.94	3,948.42	4,916.90	37.25	49.36	61.46
114	85,226.32	112,924.89	140,623.44	3,277.94	4,343.27	5,408.59	40.97	54.29	67.61
I	86,564.97	114,698.58	142,832.19	3,329.42	4,411.48	5,493.55	41.62	55.14	68.67
II	92,454.94	122,502.80	152,550.67	3,555.96	4,711.65	5,867.33	44.45	58.90	73.34
III	103,549.55	137,203.15	170,856.75	3,982.68	5,277.04	6,571.41	49.78	65.96	82.14
IV	115,975.49	153,667.53	191,359.55	4,460.60	5,910.29	7,359.98	55.76	73.88	92.00
V	124,093.78	164,424.25	204,754.74	4,772.84	6,324.01	7,875.18	59.66	79.05	98.44
F1	37,543.80	48,806.94	60,070.08	1,443.99	1,877.19	2,310.39	12.85	16.71	20.57
F2	43,315.17	55,226.84	67,285.70	1,665.97	2,124.11	2,587.91	14.83	18.91	23.04
F4	46,697.96	60,137.78	73,577.60	1,796.07	2,312.99	2,829.91	22.45	28.91	35.37
F5	51,457.20	66,840.96	82,224.71	1,979.12	2,570.81	3,162.49	24.74	32.14	39.53
F6	57,662.74	76,511.17	95,359.60	2,217.80	2,942.74	3,667.68	27.72	36.78	45.85
F7	66,762.59	86,791.37	110,158.27	2,567.79	3,338.13	4,236.86	32.10	41.73	52.96
F8	74,039.71	97,732.42	122,165.52	2,847.68	3,758.94	4,698.67	35.60	46.99	58.73
F9	77,741.70	102,619.04	128,273.81	2,990.07	3,946.89	4,933.61	37.38	49.34	61.67
P1	41,368.43	55,433.22	69,498.02	1,591.09	2,132.05	2,673.00	18.55	24.86	31.17
P2	47,155.26	60,204.88	73,254.50	1,813.66	2,315.57	2,817.48	21.15	27.00	32.85
P3	55,608.56	75,484.09	95,359.60	2,138.79	2,903.23	3,667.68	24.94	33.85	42.77
P4	58,744.76	80,186.60	101,040.98	2,259.41	3,084.10	3,886.19	28.24	38.55	48.58
P5	60,349.17	83,216.30	106,083.43	2,321.12	3,200.63	4,080.13	29.01	40.01	51.00
P6	74,013.31	95,410.63	116,807.95	2,846.67	3,669.64	4,492.61	35.58	45.87	56.16
P7	77,440.90	106,183.85	134,926.84	2,978.50	4,083.99	5,189.49	37.23	51.05	64.87

Glossary

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 better 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 City's leader.

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. Measurable expenditures are recognized in the period the fund liability is incurred, 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

AMI = Advanced Metering Infrastructure

ADA = Americans with Disabilities Act

AVL = Automatic Vehicle Locator

CALEA = Commission on Accreditation for Law Enforcement Agencies

CTS = Cabarrus County Transportation Services

CDBG = Community Development Block Grant

CDO = Concord Development Ordinance

CFEA = Concord Family Enrichment Association

CHDO = Community Housing Development Organization

CIP = Capital Improvement Plan

CTP = Comprehensive Transportation Plan

COPS = Community Oriented Policing

FTE = Full-time Equivalent

FOG = Fats, Oils, & Grease

FY = Fiscal Year

GAAP = Generally Accepted Accounting Principles

GAC = Granular Activated Carbon

GASB = Governmental Accounting Standards Board

GFOA = Government Finance Officers Association

GIS = Geographical Information System

GO Bonds = General Obligation Bonds

HCV = Housing Choice Vouchers

HRIS = Human Resources Information System

IS-BAH = International Standard for Business Aircraft Handling

LMI = Low and Moderate Income as defined by HUD

MGD = Millions of Gallons per Day

MWBE = Minority/Women-owned Business Enterprise

MPO = Metropolitan Planning Organization

NCGS = North Carolina General Statute

NGO = Non-Governmental Organization

PILOT = Payment In Lieu Of Taxes

PIP = Pedestrian Improvement Plan

PM = Performance Measurement

RFP = Request for Proposals

ROW = Right-of-Way

SCADA = Supervisory Control And Data Acquisition

UAS = Unmanned Aircraft Systems

UDO = Unified Development Ordinance

WSACC = Water & Sewer Authority of Cabarrus County

WTP = Water Treatment Plant