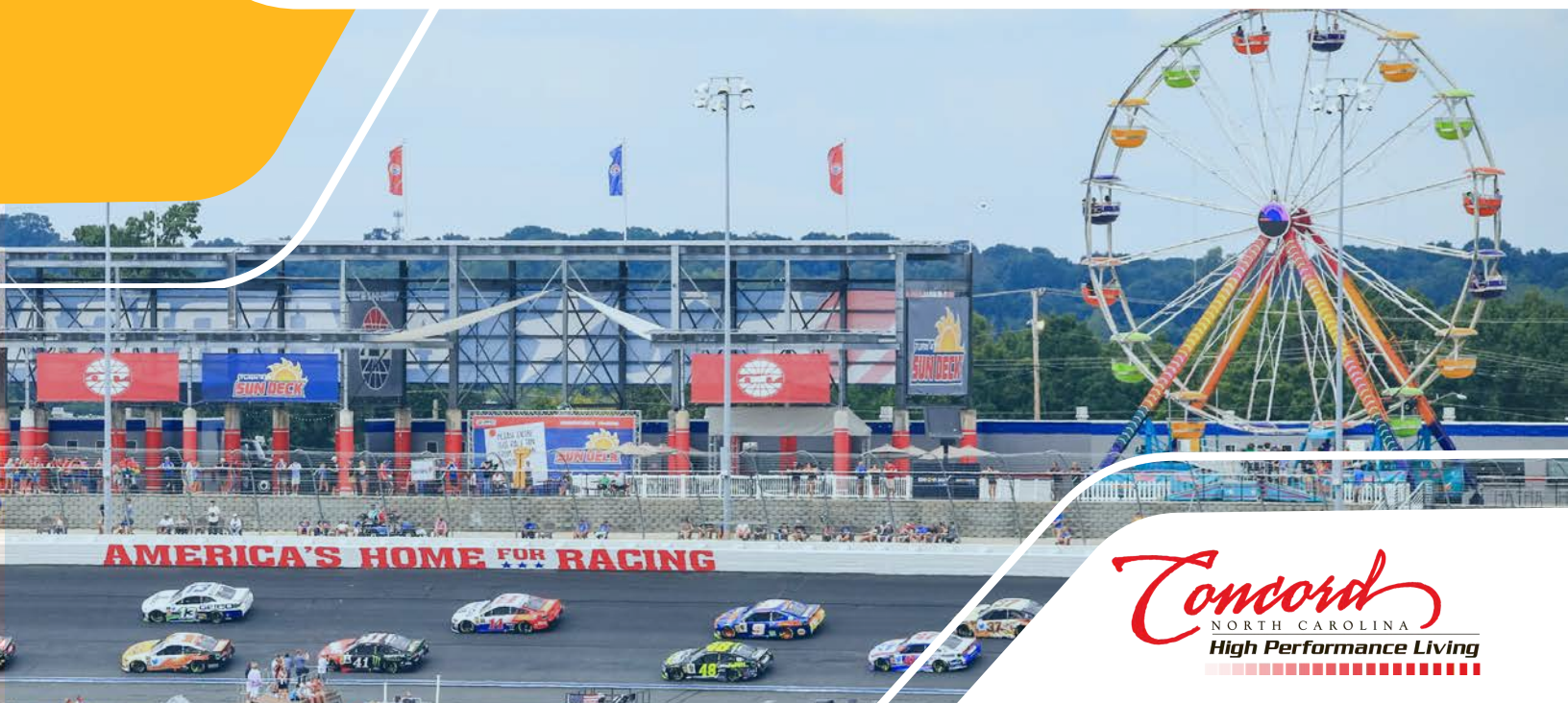




FY 2023 -2024 ANNUAL BUDGET & CAPITAL IMPROVEMENT PLAN



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.



Concord
NORTH CAROLINA



PRINCIPLES OF EXCELLENT SERVICE

Teamwork

Taking Ownership

Fair & Equitable Service

Timeliness

Professional Service

Effective Communications

Customer Focus

Great Service Recovery

Concern for the Individual



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Concord
North Carolina**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

Table of Contents

Introduction	Page
City Organizational Chart/City Council	1
City Manager's Budget Message	2
Budget Document Information	8
Strategic Plan Update	17
2023-2024 Budget Ordinance	18
Budget Summary	
Fund Matrix & Budget Unit Structure	23
Major Revenue Sources & City Debt	25
Financial Forecast	31
City-wide Revenues & Expenditures	33
Fund Balances & Net Position	37
Personnel Summary	38
CSAT & Performance Measurement Effort	40
External Agency Funding Summary	42
General Fund	
General Government Summary	46
Governing Body	47
Public Service Administration	48
City Manager's Office	50
Human Resources	53
Wellness Center	56
Finance	58
Tax	60
Legal	61
Information Technology	63
Non-Departmental	65
Public Safety Summary	66
Police	67
Code Enforcement	69
Emergency Communications	71
Fiber Network Management	73
Radio Shop	75
Fire	77
Fire Prevention	79
Fire Training	82
Emergency Management	84
Public Works Summary	86
Streets	87
Powell Bill	89
Traffic Signals	91
Traffic Services	93
Solid Waste & Recycling	95
Cemeteries	98
Fleet	100
Economic Development Summary	102
Planning & Neighborhood Development	103
Transportation Planning	106
Economic Development	108

Culture & Recreation Summary	110
Parks & Recreation / Aquatics	111
Special Revenue Funds	
Municipal Service District Fund	117
Housing Choice Vouchers Fund	120
Community Development Block Grant Fund (CDBG)	123
Home Consortium Fund	126
Market Rate Units Fund	129
Affordable Housing Revolving Fund	131
Enterprise Funds	
Stormwater Fund	134
Electric Fund	138
Administration	140
Purchased Power	142
Maintenance Powerlines	143
Tree Trimming	145
Electric Construction	146
Electric Engineering Services	148
Utility Locator Services	150
Water Resources Fund	152
Hillgrove Water Treatment Plant	154
Coddle Creek Water Treatment Plant	156
Waterlines Operations & Maintenance	157
Transit Fund	160
Wastewater Resources Fund	165
Golf Course Fund	170
Aviation Fund	174
Public Housing Fund	178
Internal Services Fund	
Utilities Collections	185
Billing	186
Customer Care	188
Engineering	190
Purchasing	192
Buildings & Grounds	194
Capital Improvement Fund	
Capital Improvement Plan (CIP)	197
Supplemental Information	
Debt Management Policy	330
Financial Policy – Reserve Funds	334
Capital Improvement Plan Policy	337
Authorized Position Detail	339
Glossary	350

Budget Summary



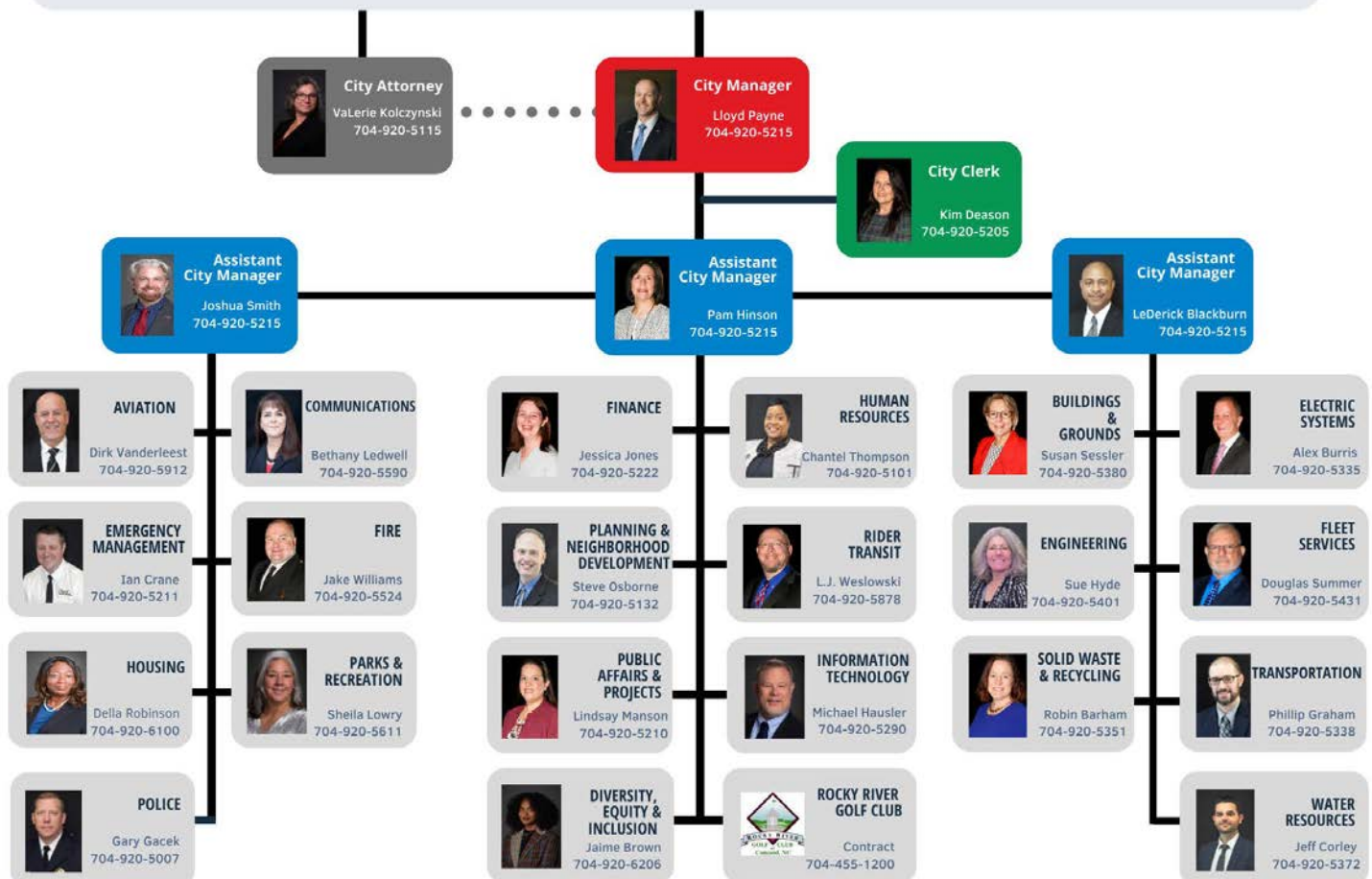
City Organizational Chart

The Mayor and City Council serve part-time and are elected at-large on a non-partisan basis to four-year terms. Under the council-manager form of government, City Council acts as the legislative body in establishing policy and drives the City's Mission. The Mayor serves as the presiding officer at City Council meetings and is the official head of the City for ceremonial purposes. City Council appoints the City Attorney and a professional City Manager who serves as the Council's chief advisor, handles day-to-day City operations, and is responsible for all City personnel, except for the City Attorney. The City Manager provides functional supervision of the Legal Department.

Citizens of Concord Represented by Mayor & City Council



Pictured left to right: Andy Langford, District 1; W. Brian King, District 2; Betty Stocks District 3; Mayor William "Bill" Dusch; JC McKenzie, District 4; Terry Crawford, District 5; Jennifer Hubbard, District 6; John Sweat, Jr., District 7



Budget Message

May 26, 2023

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 the Fiscal Year (FY) 2023-2024 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 have worked hard to align your goals with the recommended projects and operational items. Budgetary decisions were made with continuous improvement at the forefront of our 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 FY 2024. I want to offer a special thanks to our Assistant City Managers, Finance Director, Budget & Performance Manager, Senior Budget Analysts, and Department Directors for their commitment to developing a budget that provides excellent service to our citizens.

Per the Cabarrus County tax collector's office, the City's updated assessed property values are \$15,841,192,649, which is a 3.8% increase over the previous year. One cent of the property tax rate equates to \$1,584,000 after the City's collection rate of 99% is applied.

The City-wide budget totals \$324,562,193 for all funds, including utilities and special revenue funds. This is an overall budget increase of 7.18% over the FY 2023 adopted budget. The recommended General Fund budget for FY 2024 is \$126,885,078 and maintains the tax rate at 48¢ per \$100 of valuation, which is the same tax rate since 2013. This budget continues setting aside the equivalent of 2.5¢ of the tax rate for use in the Transportation Improvement Fund, 1¢ for Parks & Recreation Projects, and 1¢ designated for Affordable Housing as mandated by City Council.

I am recommending the use of \$8,020,076 from the City's General Capital Reserve Fund toward construction of a new, larger Fleet Facility to accommodate the additional vehicle/equipment maintenance needs associated with our growing fleet. The anticipated General Fund Balance will continue to meet Council's goal of maintaining a Fund Balance target between 30% and 35% of expenditures. I am not recommending any use of Fund Balance in the FY 2024 budget.

No residential or commercial base rate increases are anticipated for Water, Stormwater or Wastewater funds, despite a 7.9% increase in our wastewater treatment rates from the Water and Sewer Authority of Cabarrus County (WSACC). State law requires the City to evaluate the system development fees charged for new water and sewer connections every 5 years. Per Council's direction, I am recommending adoption of the rates as determined for FY 2024 based on the results of the most recent evaluation to be included in the City's Fees & Charges Schedule. In this fiscal year, the City will also pursue \$21 million in revenue bonds for major capital improvements at Hillgrove Water Treatment Plant.

Concord Electric recently completed a rates and charges analysis. Consultants were brought in to examine the current rate structure and determine if it met the ongoing needs within Electric. Through this study, rates and charges have been adjusted to better match rates with the cost of providing service. These changes will work together with a reduced purchase power adjustment (PPA) to create a rate structure that can handle both the consistent and volatile needs within the Electric industry.

When residential customers receive their Electric bill, there are three different charges: the base rate, the unit rate, and the PPA. All three charges will be adjusted, but on average, residential customers should see a small reduction in their overall bill in the coming year. Over the past five years, we have invested more than \$68 million in system improvements and operational upgrades. This will continue in FY 2024, with Electric funding the construction of Exits for Substation T. Investments in our utility systems will allow us to provide more reliable service now and into the future.

Per Council's direction, the FY 2024 budget continues our focus on providing essential services, funding critical infrastructure projects, and providing the quality of life for which our community is renowned. My recommended budget was developed with this in mind. What follows is a discussion of important considerations in the budget development process.

Economic Challenges & Local Governments

Budget development for FY 2024 was driven by staffing needs associated with our continued growth, changes in service provision, inflationary cost pressures, and general uncertainty about the direction of the economy. Economic changes, like higher interest rates, supply chain issues, and increased costs for goods, have impacted all levels of our community. Local governments are facing fiscal pressures to afford their current needs and services in an environment where prices seem to continually increase. As of this writing, economic growth appears to have slowed to [1.1% for the first quarter of 2023](#) with the potential for a mild recession on the horizon. The US inflation rate, however, remains high at [4.9% in April 2023](#).

As a result, residents and local governments alike are having to pay much more for goods and services than before. Vehicle prices are an illustrative example of this issue. In FY 2023, the City's average cost for an F-150 was \$28,000. The cost of the same truck for FY 2024 has increased, requiring us to budget a minimum of \$42,000 for the same exact vehicle. Not only are prices increasing, but wait times are also being extended. Items our organization used to get in 18 months now have 3- year wait times. The City has had to learn to create a budgetary environment that allows departments to plan orders years in advance of receiving their equipment while also meeting current needs in the interim.

Like last year, local governments across the state are still experiencing higher than normal sales tax revenues. No one is sure if this change is sustainable, but our organization is monitoring sales tax revenues to ensure our projections are reliable. For now, staff will continue to project with conservative optimism.

A Growing Community

Our community continues to grow, both in population and as a corporate destination. In 2022, Concord was the [6th fastest growing city in North Carolina](#) with more than 108,000 residents. Approval has been issued for thousands more single-family homes to be constructed over the next few years. Eli Lilly broke ground on their new \$2 billion state of the art manufacturing campus in June 2022 and construction continues at record speed. Hendricks Motorsports plans to build two new advanced manufacturing projects in Concord – an investment of nearly \$24 million. As the city continues to grow, we remain committed to keeping our community affordable with a well-maintained infrastructure network.

Furthering our Commitment to Affordable Housing

Inflation was a serious factor in our budget development, and we understand that governments are not the only ones feeling the pressure of rising costs. Home prices have skyrocketed in recent years, making it increasingly challenging for residents to purchase homes in our community. In March 2023, Cabarrus County's median home sales price was \$355,500 – up \$100,000 from pre-pandemic levels. The [median single-family home sales](#) price was \$255,000 in March 2020. These price increases are mimicked in [rent prices](#) as well.

The gap in housing affordability is growing, but the City continues to prioritize the creation of affordable housing options. FY 2024's budget will continue to dedicate 1¢ of the tax rate for affordable housing and partner with WeBuild Concord and other private organizations. We also continue to explore innovative projects that will allow for our coworkers to live in the same city where they work. Concord Fire is an example of this initiative – the department partnered with the Joe Cannon Trust and the Housing department to manage an affordable home within city limits. Each year, Fire employees are eligible to apply for an affordable housing program which will allow the selected firefighter to rent the home at or below market rate for 1 year. A portion of each month's rent will be set aside in an escrow account that will later be used as a down payment on a future home. During the year, the firefighter will complete a financial literacy course and undergo homebuyer counseling.

Revitalizing our Downtown

If you have walked or driven through downtown recently, it is no surprise that there is a lot happening! With the sounds of construction ringing through the air and the sight of construction workers and machinery hard at work, it can be hard to find respite from the development. Central to the construction is the Downtown Streetscape project, which was approved in 2019 and will provide opportunities for outdoor dining, more spaces for public art, places for citizens to gather, and wider sidewalks for pedestrians. The new Streetscape will enliven downtown, making it a destination for festivals, parades, and new events. Downtown businesses remain open as the construction progresses. Staff are working tirelessly to make sure this process is as painless for them as possible. A series of programming is in the works to encourage visitors to come downtown and our Planning department provides City Council with monthly progress updates. This budget also includes \$50,000 for façade grants to aid downtown business owners with making updates to their buildings.

Park Expansion & Redevelopment

In November 2022, Concord residents voted to approve a \$60 million general obligation bond for Parks & Recreation. The bond package includes funding for 4 brand new parks and renovations to 5 existing parks. Park designs and plans were developed through an extensive community input process, which included thousands of comments from residents. Bond projects will be developed in two phases, with debt issuance and groundbreaking for the estimated \$41.5 million phase beginning later this year. Phase I estimates may end up higher or lower due to changing economic conditions.

In the coming year, staff will focus on the initial phase of bond projects including:

- Caldwell Park: expanded parking, an inclusive playground, field renovations, and greenway within the park
- J.E. "Jim" Ramseur Park: playgrounds, pickleball courts, open/event space, dog park, and park shelters
- Dorton Park: improvements to the Yorke side of the park
- Poplar Tent Trailhead Park: trailhead parking lot, park, and restrooms
- Academy Recreation Center/Gibson Village Complex: pump track, skate park, open art event space, and restrooms
- David Phillips Activity Center Park: park development of the 10 acres surrounding the Center

While work on the initial phase of bond projects is underway, we will continue to maintain our current recreation facilities by dedicating funds to boardwalk and building maintenance in this budget. The Ceramics Center at ClearWater Arts Center and Studios opened in October 2022, providing a new amenity in the Gibson Mill neighborhood. Parks & Recreation will add a part-time position and begin programming the Center in the coming fiscal year.

Greenway expansion and neighborhood connectivity continues to be driven by the Adopted Comprehensive Master Plan and Open Space Connectivity Plan. Parks & Recreation receives 1¢ of dedicated property tax revenues which help to accelerate site control and increase connectivity. The City's goal is to have 30 miles of greenways in place by 2030.

Maintaining our Water Infrastructure

Funding is proposed in our CIP to continue implementing our utilities' Master Plans. The City will use a mix of funding sources to pay for these projects – including reserves, operating revenues, and revenue bonds. After reviewing Water and Sewer data from the last few years, new system development rates are being implemented. These rates will keep us in compliance with system development fee legislation and ensure that our rates are up to date with our current water and sewer capacity. There are no other proposed changes to water, stormwater, and sewer rates. Below is a list of anticipated capital projects for Water, Wastewater, and Stormwater.

Water Projects

- Construction for:
 - GAC Contractors at Hillgrove Water Treatment Plant and Zion Church Road 12" Parallel Water Line
- Settling Basin Improvements at Hillgrove Water Treatment Plant
- Design for:
 - Cross Country 16" Water Line Extension and Rocky River Road 16" Water Line

Wastewater Projects

- Design and right-of-way acquisition for the Cold Water Creek Tributary Outfall to NC Highway 49
- Construction of Coddle Creek Tributary Outfall Weyburn Drive to Sunberry Lane

Stormwater Projects

- Farmwood Boulevard Culvert Replacement

Sewer availability continues to be a hot topic due to limited capacity within the Water & Sewer Authority of Cabarrus County's (WSACC) Rocky River Wastewater Treatment Plant. The Plant is in the process of being expanded, but until that expansion is completed, the remaining sewer capacity has been allocated to its four member jurisdictions. WSACC's plant expansion has two anticipated project phases, one occurring in 2024 and another in 2027. The City will continue to monitor each part of WSACC's plant expansion and review our Sewer Allocation Policy to ensure responsible allocation of available sewer flow.

Addressing Transportation and Transit Needs

The City is listening to citizen feedback about transportation needs and making improvements where we can. This budget maintains an allocation equal to the value of 2.5¢ of the City's ad valorem tax collections for the Transportation Improvement

Fund. The primary focus of these dedicated monies is to fund roadway projects and will be supplemented by dollars generated from local vehicle license fees. The proposed budget includes \$2,024,551 million for street resurfacing.

Staff works closely with the North Carolina Department of Transportation to reduce traffic and congestion concerns. The City maintains approximately 300 miles of sidewalk and 758 lane miles of roads. There are still areas throughout the City where sidewalks are needed to enhance the connectivity and walkability. The FY 2024 budget includes funding for sidewalk extensions near Roberta Road Middle School.

Our current motor vehicle tax is \$30, and State Statutes dictate how the revenue generated must be used. The \$30 tax is broken up as follows: \$5 to Transit, \$5 for sidewalk extensions, and \$20 to supplement the cost of road resurfacing. Major projects in this proposal include:

- Funding toward the Spring Street concrete street replacement
- Construction of intersection improvements at Poplar Tent Road/Harris Road
- Funding for a state-mandated Traffic Signal Central System Replacement

The Concord-Kannapolis Rider Transit System is primarily funded with federal dollars. As the lead agency, Concord is the responsible party for federal transit funds in Cabarrus County, Rowan County, and Salisbury. City staff will continue discussions with partner agencies in Kannapolis and Cabarrus County on a future consolidation of the City and Cabarrus County's transit systems.

Committed to Excellent Service

Communicating with all Citizens

As our city continues to grow and become more diverse, it is important that we continue to broaden our efforts to reach our community members where they are. Concord is committed to improving and increasing access to our programs for those with a dominant and/or primary language that is not English. In January 2023, the City was accepted into the Institute for the Study of Americas' Local Government Language Access Collaborative through the University of North Carolina at Chapel Hill. Our team of 7, including coworkers and representatives from El Puente Hispano, will learn promising practices, assess our current offerings and opportunities, and create a language access plan. We are tracking our progress at www.concordnc.gov/languageaccess.

Bringing Solid Waste Services In-House

After years of preparation, Concord will have all solid waste services in-house starting in July. Collection routes will be updated to reflect a four-day schedule and customers will receive their updated collection day soon. We anticipate this change will create a more prompt and reliable service, reducing both costs and customer complaints. Solid Waste & Recycling staff have worked hard over the last two years to ensure personnel would be trained and equipment would be ready for this transition. New for FY 2024 are some operational changes surrounding vehicle maintenance, fuel, and reduced contract reliance. The City is committed to ensuring a smooth transition and will be reporting any route or service changes online and through the CARTology app. CARTology is an app that provides detail on recyclable items, personalized collections schedules, and push notifications for any service changes or updates. Growth within the city requires an additional yard waste/limbs crew. A small increase to the solid waste fee has been proposed to help cover this increased service cost.

Leveraging Technology

Technology has become more than a convenience; it is a necessity for service provision across all sectors of local government. The COVID-19 pandemic exacerbated the need for such tools by showing us the gaps in our current technology. In the FY 2024 budget, I am addressing the gaps in a way that will position us to be more proactive in the future. We will conduct an audit of our fiber system to map and better understand our current network. In tandem with this project, aging network switches will be replaced to allow for growth and longevity of our system. In the coming year, we will transition to Microsoft 365 to encourage more collaboration between departments. As the landscape continues to shift more to the virtual world, we see a shift to more bad actors using those avenues to take advantage of anyone they can. The City continues to be aware of Cyber Security threats, and we are continuing to budget for cyber security services that help keep us out of harm's way. These technological advancements and services will allow us to meet our citizens' expectations of what excellent customer service is. IT projects include:

- Network Switch Transition
- Fiber Network Expansion
- Finance/HR ERP System Replacement

To keep us proactive in the world's changing technological landscape, Concord will bring information technology (IT) services in-house. Since the 1990s, the City contracted with Technologies Edge, Inc. to provide these services. While this has been a successful partnership over the past decades, the time has come to transition to internal IT staff. This change allows us to have a more customized level of services that matches our growing organization. Concord hired its first IT Director in April 2023 and will add 16 new city IT employees in FY 2024.

Keeping our Community Safe

Concord places high priority on the safety of our citizens. In FY 2024, our public safety departments will strengthen their partnerships internally and externally through a series of co-locations. This is exemplified through the partnership of Concord Police, Fire, and Aviation to construct the new Fire Station 6 located at Concord-Pagett Regional Airport. It will still respond to emergencies at the airport and will now cover development in the Cox Mill/Christenbury Parkway area, helping us maintain our ISO 1 rating and keep insurance rates for citizens and businesses lower. The new Station 6 will replace an outgrown, existing facility and will share space with the Police Department's new David District. Concord Fire will work with Rowan-Cabarrus Community College to secure equipment for Aircraft Rescue & Fire Fighting (ARFF) training at the Airport. This partnership increases opportunities for firefighter recruitment and will reduce the impact of travel costs and time as coworkers will no longer need to leave city limits for ARFF training. The budget also includes funds to purchase deployable vehicle barriers. These barriers increase safety at public events and are easily deployable in the event of an emergency. Other public safety-related projects in this budget are:

- Fire Station 3 Expansion
- Renovations to Charlie District Police Substation
- New Emergency Communications Facility at Fire Station 3

Giving Back: External Agency Funding

Non-profits play an important role in ensuring a high quality of life in our community and often provide a safety net for those in need during difficult times. Funding provided to these agencies through tax dollars, utility revenues, or Community Development Block Grant funds (CDBG) allows us to focus on our core mission of providing municipal services. CDBG funds can be used for human services and housing, but they are limited to a certain percentage of the grant amount. Requests for general and utility fund grants must meet a municipal public purpose to be considered for the award. All non-profits receiving funds from the City must sign an agreement and are accountable for how they spend these public monies. To comply with regulations provided by the state in N.C.G.S. § 14-234.3, the City updated the budget adoption process for external agencies. Grant funds comprising \$97,750 from the General Fund with \$36,000 being adopted separately for the Cabarrus Arts Council, are recommended by City Council. CDBG monies totaling \$84,500, and \$35,000 from utility funds are also included in this budget.

Team Concord

The job market continues to be historically strong, with unemployment levels in [Cabarrus County at 3.4%](#). Employment rates for the Charlotte metro area [were 14.1% higher in February 2023 than in January 2020](#). In this ultracompetitive job market, we must compete with regional governments of all sizes for our Team Members. In the coming year, HR will conduct a compensation study that will cover all positions. This study will be completed within calendar year 2023, keeping Concord competitive with the various studies that have been/are being conducted by local governments in our region.

To keep our talented coworkers and recruit new ones, the City continues to look for ways to ensure Concord is a place where our employees are excited about coming to work each day while upholding the excellent service that Team Concord is known for. Increased flexibility is rapidly moving from an employment "perk" to an expected job component. Our remote work policy became effective in January 2023, permitting coworkers with applicable roles to work from home up to 2 days per week. This past Spring, City Council adopted a Parental Bonding Leave Policy, which will provide 6 weeks of paid parental leave beginning on July 1, 2023.

Employee feedback is a valuable resource and in FY 2024, the City will conduct an employee engagement survey to learn more about how to keep Concord a premier employer. The previous employee engagement survey was in 2017 and many aspects of employee feedback have been incorporated in our benefits package. My goal is to attract and retain the very best employees possible for a workforce that resembles the community we serve. Our ability to do this is vital to the City's success in achieving the high level of customer service we are committed to providing for our citizens.

A 3% cost of living adjustment will be provided to all employees effective July 10, 2023. In addition, I am proposing merit increases to range from 1% to 4%, depending upon performance. The career development program will continue to provide staff with an opportunity to enhance their skill sets in the coming year – benefiting themselves and the City. As employees complete their career development, I am proposing they receive a 1.5% salary increase.

Concord is self-insured for the medical insurance available to employees and their dependents. Coworkers can select from three health insurance plans and for the third year in a row, no premium increases are recommended for employees. Wellness efforts are a priority, both for the benefit of our coworkers and as a cost reduction measure. Employees can receive a reduction in insurance premiums if they visit their dentist for an annual cleaning appointment, complete a Health Risk Assessment, and certify they do not use tobacco or attend a tobacco cessation program. The City offers a Wellness Center for basic, routine medical services for those enrolled in a City insurance plan. It provides a convenient, no-cost access point for basic medical care. In addition, coworkers can select from multiple health/wellness-oriented training courses each month.

The City's required contribution levels to the North Carolina Local Government Employees Retirement System will increase again in FY 2024. The contribution rate for general employees is now 12.88%, while the rate for law enforcement officers is 14.04%. By State mandate, the City contributes 5% to 401(k) accounts for sworn law enforcement officers. This year, the City will increase its contribution for non-sworn coworkers from 4% to 4.5%. By FY 2025, 401(k) contributions will be 5% for all.

This budget includes funding for 1 additional part-time and 39 additional full-time staff positions for FY 2024. Start dates are noted below.

General Fund (37 full-time, 1 part-time)

- IT: IT Director (April 2023), Software Development & GIS Manager, Senior Software Developer, Infrastructure & Network Manager, Network & Cyber Security Engineer, Senior Network Engineer, Senior Network Engineer-Servers, Business System Administrator – Applications, Business Systems Administrator – GIS, Client Services Manager, Senior Technical Specialist, 4 Technical Specialists, Senior Support & Procurement Specialist (July 2023)
- Emergency Communications: Administrative Assistant (October 2023)
- Fire: 6 Firefighters, 3 Engineers, 3 Lieutenants, 3 Captains for Engine 6 (April 2024)
- Fire Prevention: 2 Assistant Fire Marshals (October 2023)
- Solid Waste: Solid Waste Worker and Senior Equipment Operator (February 2024)
- Parks & Recreation: PT Ceramic Center Leader (July 2023)

Other Funds (2)

- Wastewater Resources: Utility Locate Supervisor (October 2023)
- Housing Choice Vouchers: Section 8 Specialist (October 2023)

Reclasses & Moves

- Transportation: Reclass of CAD Technician to GIS Analyst and reclass of GIS Coordinator to Senior GIS Coordinator
- Aviation: Reclass of Customer Service Manager to FBO Manager
- Rider Transit: Reclass of Transit Manager to Deputy Director and reclass of ADA Coordinator to Transit Manager

A total of 1,218 full-time and 42 part-time positions, or 1,237.7 full-time equivalent positions, are recommended for funding.

Conclusion

As we continue to welcome new residents and businesses, Concord will look towards the future while preserving what makes us unique. In the coming year, City Council will update our Strategic Plan, providing guidance for Concord's future. My proposed budget meets the needs of our departments, ensures the continuation of excellent service for our citizens, and builds upon the exceptional quality of life in our City. Staff worked closely with me to develop a budget that meets these goals. My aim is to ensure we are correctly positioned and have the resources available to handle our growth responsibly. It takes all of us working together to meet this goal, and Team Concord strives to do this each day for our citizens.

Respectfully submitted,



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

What is New or Changed?

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

City Council Changes to the City Manager's Recommended Budget

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

New Funds and/or Budget Units

Budget Unit 4160, Information Technology, was added to the General Fund to track expenditures related to managing the City's IT services. This work had previously been completed through a contracted service and was paid for through a budget unit within the internal service fund.

Planning Year Budgets

The City continues to include a second-year budget to assist departments with forecasting expenditures and assessing future demands on their revenue. Planning year budgets have been tentatively balanced across all funds.

Personnel Changes

A total of 1 part-time and 39 full-time positions were added in the FY 2023-24 budget. All new positions are funded assuming October 1st start dates unless specifically noted otherwise.

Information Technology: For FY 2024, the City moved all information technology services in-house, using City staff. The department will add 1 Software Development & GIS Manager, 1 Senior Software Developer, 1 Infrastructure & Network Manager, 1 Network & Cyber Security Engineer, 1 Senior Network Engineer, 1 Senior Network Engineer-Servers, 1 Business System Administrator – Applications, 1 Business Systems Administrator – GIS, 1 Client Services Manager, 1 Senior Technical Specialist, 4 Technical Specialists, and 1 Senior Support & Procurement Specialist in July 2023. The City's salary and benefits cost for starting up this department are \$2,077,050.

Emergency Communications: Communications will add an Administrative Assistant to help with warehouse inventory management, requisitions, database management, scheduling, and vendor relations. Salary, benefits, and supplies for this position are \$57,738.

Fire: Fire will add 17 new positions. Six Firefighters, 3 Fire Engineers, 3 Fire Lieutenants, and 3 Fire Captains will be hired in April 2024 to staff the new Engine #6 crew. Two additional Fire Marshals will also be added to assist with the workload associated with new building standards. Salaries, gear, uniforms, and radios for these positions will be \$695,614.

Transportation: The Signals division is responsible for locating fiber optic assets to conform to NCDOT regulations. These locates had previously been handled by staff within the division, but the workload has increased enough to require a dedicated Utility Locator. Salary, benefits, supplies & equipment costs will be \$125,448.

Solid Waste: Solid Waste continues to gradually hire staff to meet the needs of our growing population. One Solid Waste Worker and 1 Senior Equipment Operator will be hired in February 2024 to staff an additional yard waste and leaf route. The partial year cost of salary/benefits, supplies, and a knuckleboom truck for these positions will be \$275,325.

Parks & Recreation: One new part-time Ceramic Center Leader will be added to assist with the pottery center at ClearWater Artist Studios. This new position will be added at a first-year cost of \$22,252.

Wastewater: One new Utility Locate Supervisor will be added to manage the Utility Locators in Water/Wastewater. Salary, benefits, and related equipment will be \$126,372.

Housing Choice Vouchers: One new Section 8 Specialist will aid with processing vouchers. The cost of this position with benefits is \$55,165.

Reclassifications/Moves: The City continues to adjust personnel to meet the evolving needs of the organization. This budget includes funding to reclassify positions in Transportation, Aviation, and Rider Transit. The estimated cost for these changes is budgeted at \$52,220.

Reclassifications:

Budget Unit	Previous Position	New Position	Estimated Cost
Transportation	CAD Technician	GIS Analyst	\$7,471
Transportation	GIS Coordinator	Senior GIS Coordinator	\$7,650
Aviation	Customer Service Manager	FBO Manager	\$8,160
Rider Transit	ADA Coordinator	Transit Manager	\$22,942
Rider Transit	Transit Manager	Deputy Director	\$5,997

The City will also add 2 new intern positions for FY 2023-2024.

Interns:

Budget Unit	Estimated Cost
Solid Waste & Recycling	\$3,440
Finance	\$3,940

Changes to the Budget Document:

The FY 2023-24 Budget Document continues to build on the improvements made in prior years to enhance its user-friendliness. New for this fiscal year, the adopted budget book also includes the FY2024-2028 Capital Improvement Plan. Informational pages are re-worked to include additional illustrative graphics. Redesigned departmental pages and performance measurement charts. For the online version of the book, Return to Index 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 fiscal year (July 1 to 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 updates, 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 Recreation & Culture), 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 Concord, Special Revenue Funds include:

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

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

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

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

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.

Capital Improvement Plan (CIP): The CIP section provides a brief summary of the City's capital improvement projects approved in the budget process, all listed projects by fund, a summary of first-year projects, and operating impacts.

Supplemental Information: This section contains supplemental information regarding the City's Debt Management & Reserve policies, the types of debt financing used by the City of Concord, a summary of the City's current debt structure, a listing of Authorized Positions, salary grades, 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.

	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 100							
Ad Valorem Taxes	69,201,973	71,576,480	72,702,504	72,350,586	76,857,459	60.57%	84,471,466
Sales Taxes	22,777,368	26,899,548	24,548,679	17,397,555	29,552,587	23.29%	30,412,079
Licenses	2,566,877	2,555,467	2,232,500	1,844,684	2,376,379	1.87%	2,375,611
Unrestricted Intergovernmental Revenue	5,785,031	6,335,593	6,047,257	3,576,531	6,458,495	5.09%	6,467,703
Restricted Intergovernmental Revenue	5,260,366	5,869,085	5,219,715	4,807,395	5,373,769	4.24%	5,373,769
Operating Revenues	943,058	1,245,256	1,410,341	1,126,408	1,577,716	1.24%	1,607,142
Other General Revenue	4,003,517	5,314,284	20,029,270	3,260,146	3,688,673	2.91%	3,688,673
Investment Earnings	144,361	(3,113,952)	-	585,803	1,000,000	0.79%	1,000,000
Transfers	4,626,893	3,196,922	14,280,700	14,280,700	-	0.00%	-
Total Revenues	\$ 115,309,446	\$ 119,878,681	\$ 146,470,966	\$ 119,229,806	\$ 126,885,077	100.0%	\$ 135,396,443
* as amended **as of 5/2/2023							

Revenue Sources

Recently ended fiscal year budget with amendments.

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

Council adopted budget for the upcoming year.

Prior year actual data from audit.

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

Planned revenues 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 Unit #: 6120	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,701,588	1,986,890	2,806,506	1,711,866	2,816,851	2,851,232
Operations	1,689,139	2,915,541	3,667,167	2,616,787	2,858,622	3,065,309
Capital Outlay	82,456	-	20,000	17,820	120,000	-
Debt Service	175,760	-	-	-	-	-
Cost Allocations	2,701,028	2,556,851	2,803,036	2,335,863	3,593,845	3,430,332
Transfers	1,351,664	1,414,018	1,442,298	1,442,298	1,584,000	1,762,229
Total Expenditures	\$ 7,701,636	\$ 8,873,301	\$ 10,739,007	\$ 8,124,634	\$ 10,973,318	\$ 11,109,102
* as amended **as of 5/2/2023						

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.

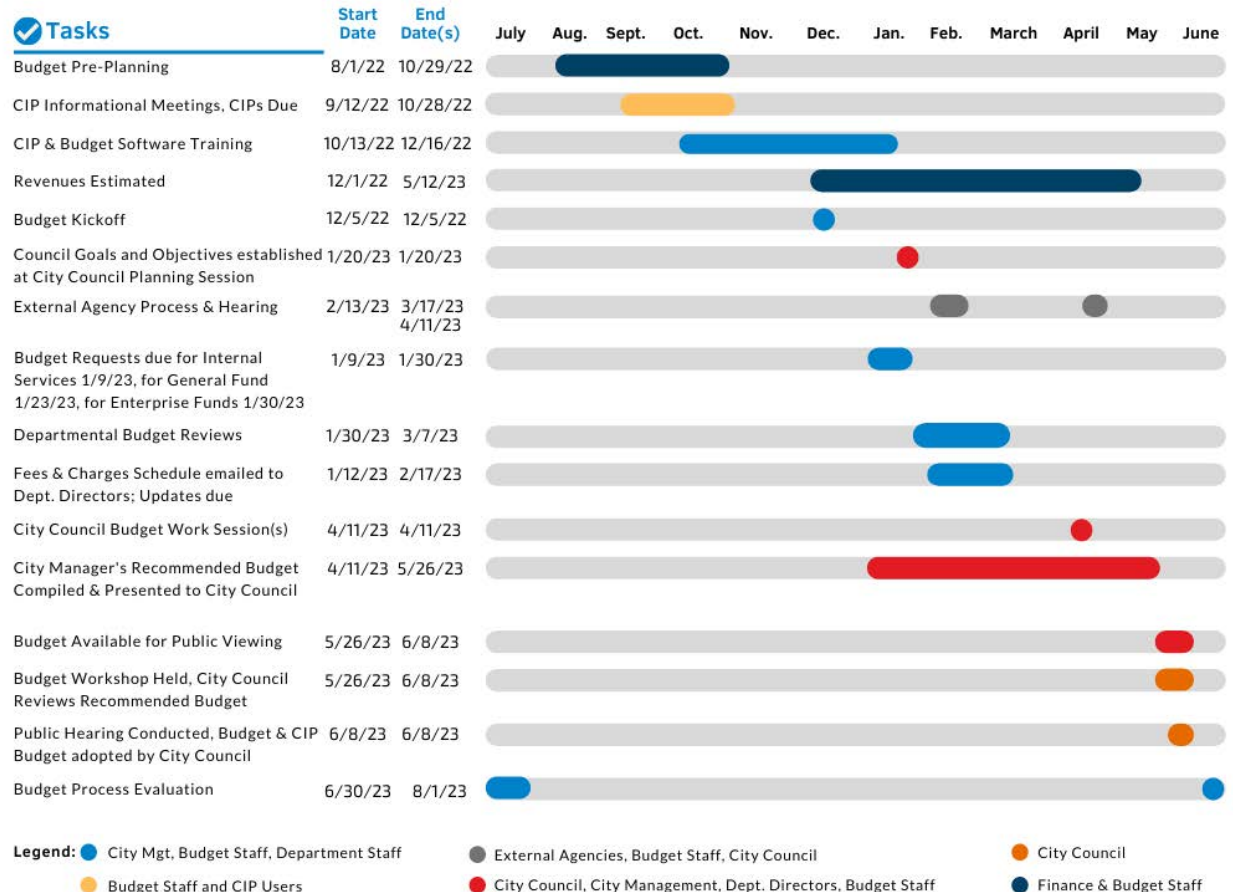
The City operates under an annual budget ordinance adopted by the City Council in accordance with the provisions of N.C.G.S. 159 – known as the Local Government Budget and Fiscal Control Act. The City Manager is required to submit a balanced budget by June 1, and the Council must adopt the budget by 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 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 City Council and Citizens of Concord. The service needs of the community are determined by public hearings and feedback through the Mayor and City Council. The Assistant City Managers and Budget Staff then conduct a comprehensive review of service needs versus departmental budget requests. After final service priorities are established and decided upon, a balanced funding plan is formulated with the City Manager. 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 at the April City Council work session.

The Mayor and City Council review the proposed budget, including departmental performance objectives, thoroughly with the City Manager and Budget Staff. A copy of the proposed budget with recommended changes is filed with the City Clerk for public inspection in May. A public hearing is scheduled prior to the formal adoption of the budget in June. 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.

FY 2023-24 Operating/CIP Budget & Performance Plan Development Calendar



Budget Transfers & Amendments: The budget begins July 1, but changes to revenues and expenditures can occur throughout the fiscal year. Using a budget transfer, monies are transferred within the departmental budget, from one line-item revenue or expenditure to another line-item. This process requires the approval of the City Manager (or his/her designee if sum is under \$10,000). The City Manager may authorize any amount of money to be shifted within a budget unit. The City Manager is also authorized to effect interdepartmental transfers within the same fund, not to exceed 10% of the appropriated monies for the department whose allocation is reduced.

A budget amendment usually involves larger sums of money and results in a significant change to the department's overall revenue and/or expenditure level. Budget amendments require City Council approval. Budget transfers and amendments must adhere to balanced budget requirements and impose no additional tax levy liability on citizens. Below is a chart that walks through the different levels of control in changing the budget throughout the year.

Type of Budget Change	Who has legal level of control?
Departmental changes for various expenditures less than \$10,000. May include changes between line-items within a departmental budget.	Approval from the City Manager or approved designee.
Departmental changes for various expenditures above \$10,000. May include changes between line-items within a departmental budget.	Approval from the City Manager.
Interdepartmental transfers within the same fund (moving monies from one department to another) less than 10% of appropriated monies from the transferring department.	Approval from the City Manager.
Interdepartmental transfers within the same fund above 10% of appropriated monies from the transferring department.	Approval from City Council.
Contingency Funds Transfer	The City Manager can appropriate and/or transfer up to \$50,000 in contingency funds. The transfer must be recorded by a budget amendment at the next regularly scheduled City Council meeting.
All Other Transfers	Approval from City Council.

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 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 Annual Comprehensive Financial Report (ACFR) is prepared using Generally Accepted Accounting Principles, or GAAP.

All governmental funds are reported using the modified accrual basis of accounting. Although the ACFR 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.



CITY PROFILE

As of June 30, 2023 unless otherwise noted

Whether you want to attend one of NASCAR's biggest events, go on a shopping spree, or take in the beauty of the Historic District, Concord has something for everyone. Beyond its exceptional quality of life, the city offers an accessible public infrastructure that links businesses and residents alike to all of North Carolina, and the rest of the world. Concord is part of the Charlotte-Gastonia-Concord Metropolitan Statistical Area ("MSA"), which has a 2022 population of 2,756,068. Concord was the 6th fastest growing city in North Carolina in 2022.

OVERVIEW

Population: 109,896

City Land Area: 63.874 square miles

Date of Incorporation: 1796

DEMOGRAPHICS

Population by Race

- ◊ White: 56.2% Black: 21.9% Hispanic: 13.9%
- ◊ Asian, AIAN, NHPI, Other, 2 or more Races: 10.4%

Age

- ◊ (Birth-17): 25.3%
- ◊ (18+): 62.4%
- ◊ (65+): 12.3%
- ◊ Median Age: 37.7

Median Household Income: \$78,775

Per Capita Income: \$36,972

Number of Households

- ◊ 2000: 22,485
- ◊ 2010: 32,130
- ◊ 2021: 35,546

Homeownership Rate: 70.6%

Poverty Rate: 8.3%

Educational Attainment:

- ◊ High School or higher: 90.0%
- ◊ Bachelor's Degree or higher: 40.1%

Average Commute Time: 28.5 minutes

Information from the U.S. Census

EDUCATION

Public Schools in City Limits: 20

Exceptional Children's Preschool: 1

Higher Education

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

HOUSING

Median Home Sales Price April 2023: \$345,000

Fair Market Rent (FMR) of 1BR Apartment: \$1,030

FMR of 2BR Apartment: \$1,165

FMR of 3BR Apartment: \$1,480

Public Housing Units: 174

Housing Choice Voucher Units: 550

LABOR MARKET (APRIL 2023)

Civilian Labor Force: 52,869

Employed Residents: 51,234

Unemployed Residents: 1,635

Unemployment Rate: 3.1%

TAX RATES

Property Tax Rate per \$100 Valuation: 48¢

Cabarrus Co. Property Tax Rate per \$100: 74¢

Sales Tax: 7.0%

BOND RATINGS

Fitch IBCA: AAA/AA+

Standard and Poor: AAA/A+

Moody's: Aa1/Aa2

SOCIAL MEDIA



ConcordNCgov



concordncgov



City of Concord Government



City of Concord



ConcordNCgov



City of Concord

WANT TO LEARN MORE ABOUT CONCORD? Resource Guide: concordnc.gov/Services/Getting-Involved/Community-Resource-Guide

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".

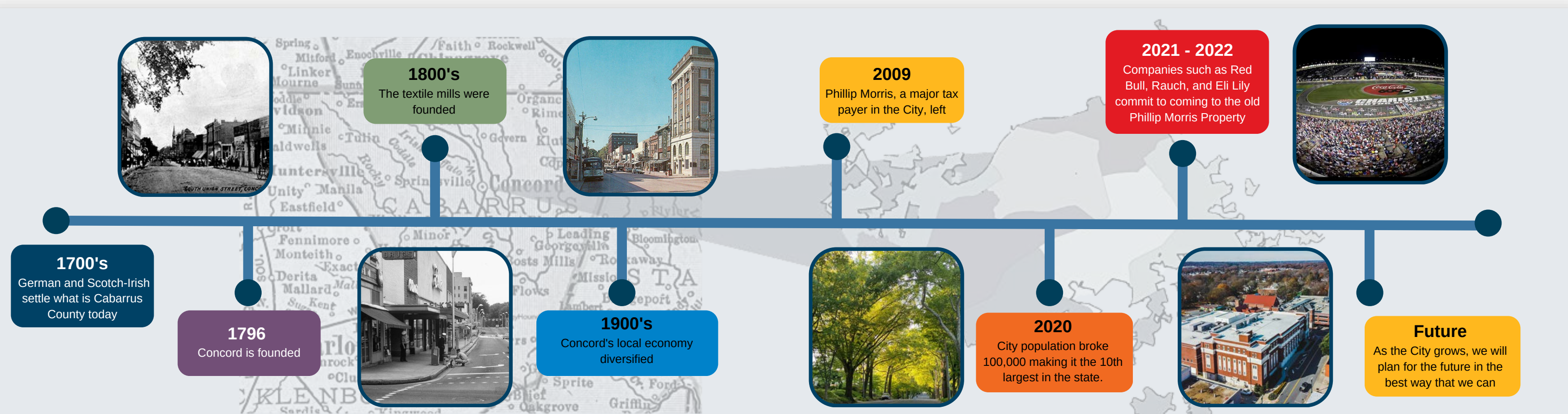
Concord emerged as a major textile center for the county in the late 1800's when John Odell, James Cannon, and Warren Coleman established mills. Although much of the City's heritage centers on the textile industry, recent decades have witnessed an entrepreneurial spirit that has flourished the current 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 109,896 in 2022) 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."





CITY OF CONCORD

STRATEGIC PLAN

UNDER CONSTRUCTION

The City is currently undergoing a strategic planning process to set the Vision for Concord's future and City Council's goals and priorities.

TIMELINE



To learn more, visit:
concordnc.gov/strategicplan

2023 - 2024 BUDGET ORDINANCE

BE IT ORDAINED by the City Council of the City of Concord, North Carolina, meeting in open session this 8th day of June 2023 that the following fund revenues and departmental expenditures, together with certain restrictions and authorizations are adopted.

SECTION I. GENERAL FUND:

Revenues totaling \$126,885,078 are hereby approved from the following sources:

Ad Valorem Taxes	\$ 76,857,459
Sales Taxes	29,552,587
Unrestricted Intergovernmental Revenue	6,458,495
Restricted Intergovernmental Revenue	5,373,769
Licenses, Permits and Fees	2,376,379
Sales & Services Revenue	1,577,716
Other Revenues	3,688,673
Investment Earnings	1,000,000
Transfer from Capital Reserves	0
TOTAL	\$ 126,885,078

A total of \$126,885,078 is hereby authorized to be expended from the departmental accounts of the General Fund as follows:

Governing Body	\$ 338,368
Public Services – Admin.	211,516
City Manager's Office	1,167,525
Human Resources	1,560,246
Wellness Center	311,399
Finance	987,051
Tax	436,973
Legal	568,972
Information Technology	3,049,571
Non-Departmental	8,462,334
Police	28,176,197
Code Enforcement	1,207,543
Communications	2,631,955
Fiber Network Management	514,943
Radio Shop	496,992
Fire	35,186,069
Fire – Prevention	1,257,834
Fire – Training	1,195,776
Emergency Management	333,346
Streets	9,723,341
Powell Bill	1,999,551
Traffic Signals	1,676,697
Traffic Services	912,419
Solid Waste & Recycling	8,451,428
Cemeteries	1,078,393
Fleet Services (costs are direct billed)	0
Planning & Neighborhood Development	2,551,616
Transportation Planning	493,389
Economic Development	732,347
Parks & Recreation	10,973,318
Parks & Recreation - Aquatics	197,969
TOTAL	\$ 126,885,078

SECTION II. SPECIAL REVENUE FUNDS:

Revenues totaling \$9,834,213 are hereby approved comprising Municipal Service District Tax Revenues, Housing Assistance Voucher Program, Community Development Block Grant Fund, H.O.M.E. Consortium Fund, Market Rate Units Fund, and Affordable Housing Revolving Fund.

A total of \$9,834,213 is hereby authorized to be expended from Special Revenue Funds as follows:

Municipal Service District Fund	\$ 236,445
Housing Assistance Voucher Program Fund	5,808,447
Community Development Block Grant Fund	605,948
H.O.M.E. Consortium Fund	1,446,529
Market Rate Units Fund	152,844
Affordable Housing Revolving Fund	1,584,000
TOTAL	\$ 9,834,213

SECTION III. STORMWATER FUND:

Revenues are hereby approved comprised of \$5,673,049 in operating revenue. A total of \$5,673,049 is hereby authorized to be expended from the Stormwater Fund as follows:

Stormwater Operations & Maintenance	\$ 5,673,049
-------------------------------------	--------------

SECTION IV. ELECTRIC FUND:

Revenues are hereby approved comprised of \$105,414,000 in operating revenues. A total of \$105,414,000 is hereby authorized to be expended from the Electric Fund as follows:

Electric Administration	\$ 10,203,711
Purchased Power	71,549,349
Maintenance - Power Lines	3,378,372
Tree Trimming	2,810,004
Electric Construction	15,465,386
Electric Engineering	1,195,103
Utility Locate Services	812,075
TOTAL	\$ 105,414,000

SECTION V. WATER FUND:

Revenues are hereby approved comprised of \$28,437,724 in operating revenue and non-operating revenue of \$50,000. A total of \$28,487,724 is hereby authorized to be expended from the Water Fund as follows:

Hillgrove Water Plant	\$ 4,294,411
Coddle Creek Water Plant	10,164,141
Waterlines - Operation & Maintenance	14,029,172
TOTAL	\$ 28,487,724

SECTION VI. TRANSIT FUND:

Revenues are hereby approved comprised of \$264,208 in operating revenues, \$425,000 in licenses/permits/fees revenues, restricted intergovernmental revenue of \$4,752,701, and a transfer of \$1,508,051 from the General Fund. A total of \$6,949,960 is hereby authorized to be expended from the Transit Fund as follows:

Transit Farebox/Local Expense	\$ 2,153,471
Transit Grant Expense	4,796,489
TOTAL	\$ 6,949,960

SECTION VII. WASTEWATER FUND:

Revenues are hereby approved comprised of operating revenues of \$19,379,116. A total of \$19,379,116 is hereby authorized to be expended from the Wastewater Fund as follows:

Wastewater Operations & Maintenance	\$ 19,379,116
-------------------------------------	---------------

SECTION VIII. GOLF COURSE FUND:

Revenues are hereby approved comprised of \$2,479,349 in operating revenues. A total of \$2,479,349 is hereby authorized to be expended from the Golf Course Fund as follows:

Golf Course Operating \$ 2,479,349

SECTION IX. AVIATION FUND:

Revenues are hereby approved comprised of \$15,711,106 in operating revenue, \$115,000 in licenses/permits/ fees, and transfers of \$1,664,120. A total of \$17,490,226 is hereby authorized to be expended from the Aviation Fund as follows:

Aviation Operating \$ 17,490,226

SECTION X. PUBLIC HOUSING FUND:

Revenues are hereby approved comprised of \$490,000 in operating revenues, \$75,000 in other revenue, a Transfer from Market Rate Fund of \$39,167, a Transfer from the General Fund of \$361,446, and HUD contributions of \$1,003,865. A total of \$1,969,478 is hereby authorized to be expended from the Public Housing as follows:

Public Housing Operations \$ 1,969,478

SECTION XI. DEBT SERVICE (FIRST CONCORD):

Revenues are hereby approved comprised of transfers from operating funds in the amount of \$2,302,031. A total of \$2,302,031 is hereby authorized to be expended from First Concord for debt service payments as follows:

2014 LOBS \$ 2,302,031

SECTION XII. ENCUMBRANCES AS OF JUNE 30, 2023

Funds appropriated in the 2022-2023 budget and encumbered at June 30, 2023, shall be authorized as part of the 2023-2024 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 4.5% 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 3.0% market adjustment to all employees effective July 10, 2023, as well as merit increase opportunities for co-workers. An overall average merit increase range of 1-4% of salaries depending on performance is authorized in each fund for FY 24.

SECTION XIV. TAX RATE ESTABLISHED:

An Ad Valorem Tax rate of \$0.48 per \$100 property valuation is hereby established as the official tax rate for the City of Concord for the fiscal year 2023-2024. The adopted tax rate is based on an estimated valuation of \$15,259,110,068 (including motor vehicles) and an estimated 99% collection rate.

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 \$57,965,040 with an estimated 99% percent collection rate.

Allocation of the 2023-2024 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 2023-2024 Annual Operating Budget document, which is on file with the City Clerk and adopted as a part of this Ordinance is incorporated by reference as if fully re-stated herein. The 2023-2024 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 2023- 2024 fiscal year. The City Manager shall administer the budget and 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, the Ordinance, and the appropriate statutes of the State of North Carolina.

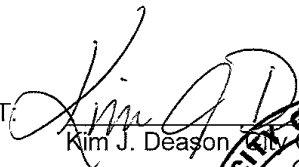
This ordinance is approved and adopted this 8th day of June 2023.

CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA




William C. Dusch, Mayor

ATTEST:



Kim J. Deason, City Clerk





Jerie Kolczynski, City Attorney

AN ORDINANCE TO AMEND FY 2022-2023 BUDGET ORDINANCE

WHEREAS, the City Council of the City of Concord, North Carolina did on the 9th day of June, 2022, adopt a City budget for the fiscal year beginning July 1, 2022 and ending on June 30, 2023, as amended; and

WHEREAS, it is appropriate to amend the expense/expenditures and the revenue accounts in the funds listed for the reason stated;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Concord that in accordance with the authority contained in G.S. 159-15, the following accounts are hereby amended as follows:

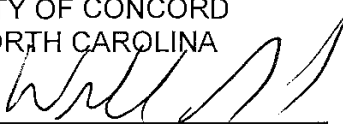
Account	Title	<u>Revenues</u>		(Decrease) Increase
		Current Budget	Amended Budget	
100-4370000	Fund Balance Approp	16,140,193	16,142,193	2,000
Total				<u>2,000</u>

Account	Title	<u>Expenses/Expenditures</u>		(Decrease) Increase
		Current Budget	Amended Budget	
4190-5470043	Golf Tournaments	6,820	8,820	2,000
Total				<u>2,000</u>

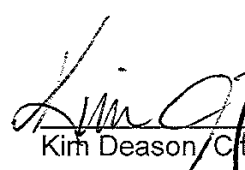
Reason: To appropriate Mayor Golf Tournament reserves for a donation to Cabarrus Arts Council to fund their Art on the Go initiative.

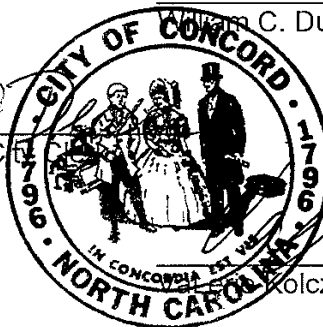
Adopted this 11th day of May, 2023.


CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA


William C. Dusch, Mayor

ATTEST:


Kim Deason, City Clerk




Adam Kolczynski, City Attorney

Fund & Budget Unit Structure (FY 2023-2024)

Below is the organizational structure the City uses to account for revenues and expenditures of City operations. Revenues are accounted at the fund level with a three-digit code (100: General Fund). Expenditures are accounted at the budget unit level with a four-digit code (e.g. Tax – 4140, Aquatics – 6121, Engineering – 4230, etc.).

100: General Fund

- Governing Body – 4110
- Public Services Admin. – 4115
- City Manager's Office – 4120
- Human Resources – 4125
- Wellness Center – 4126
- Finance – 4130
- Tax – 4140
- Legal – 4150
- Information Technology - 4160
- Non-Departmental – 4190
- Police – 4310
- Code Enforcement – 4312
- Emergency Communications – 4315
- Fiber Network Management – 4320
- Radio Shop – 4330
- Fire Operations – 4340
- Fire Prevention – 4341
- Fire Training – 4342
- Emergency Management – 4343
- Streets & Traffic – 4510
- Powell Bill – 4511
- Traffic Signals – 4513
- Traffic Services – 4514
- Solid Waste & Recycling – 4520
- Cemeteries – 4540
- Fleet Services – 4550
- Planning & Neighborhood Development – 4910
- Transportation Planning – 4915
- Economic Development – 4920
- Parks & Recreation – 6120
- Aquatics – 6121

Special Revenue Funds

201: Municipal Service District – 5000

210: Section 8 Voucher Program
Admin. – 1500
Housing Assistance Payments – 1501

310: Community Development Block Grant
Admin. – 3120
Projects – 3121

320: Home Consortium
Admin. – 3217
Projects – 3218

350: Market Rate Units – 3500

370: Revolving Housing – 3700

First Concord/Debt Service Funds

552: 2014 LOBS – 6990

Enterprise Funds

600: Stormwater – 7100

610: Electric Systems
Electric Administration – 7200
Purchased Power – 7210
Powerlines Maintenance – 7220
Tree Trimming – 7230
Electric Construction – 7240
Electric Engineering Services – 7250
Utility Locate Services – 7260

620: Water Resources
Hillgrove Water Treatment Plant – 7330
Coddle Creek Water Treatment Plant – 7331
Waterlines Operations & Maintenance – 7340

630: Public Transit
Rider Transit Farebox/Local Expense – 7650
Transit Grant Expense – 7690

640: Wastewater Resources – 7420

650: Golf Course – 7501

680: Aviation – 4530

690: Public Housing – 1000

800: Internal Services Fund

- Utilities Collections – 4200
- Billing – 4215
- Customer Care – 4220
- Engineering – 4230
- Purchasing – 4250
- Buildings & Grounds – 4270

Capital Project Funds

420: Parks & Recreation – 8300 P&R Project

421: Wastewater – 8402

423: Transportation – 8600

426: Fire – 8670

429: Water – 8700

430: General
BOC Admin. – 8800
General Projects - 8804

451: Airport – 6300

473: Electric – 6949

474: Stormwater – 7103

475: Rocky River Golf Course – 7550

Capital Reserve Funds

280: Parks & Recreation – 8100

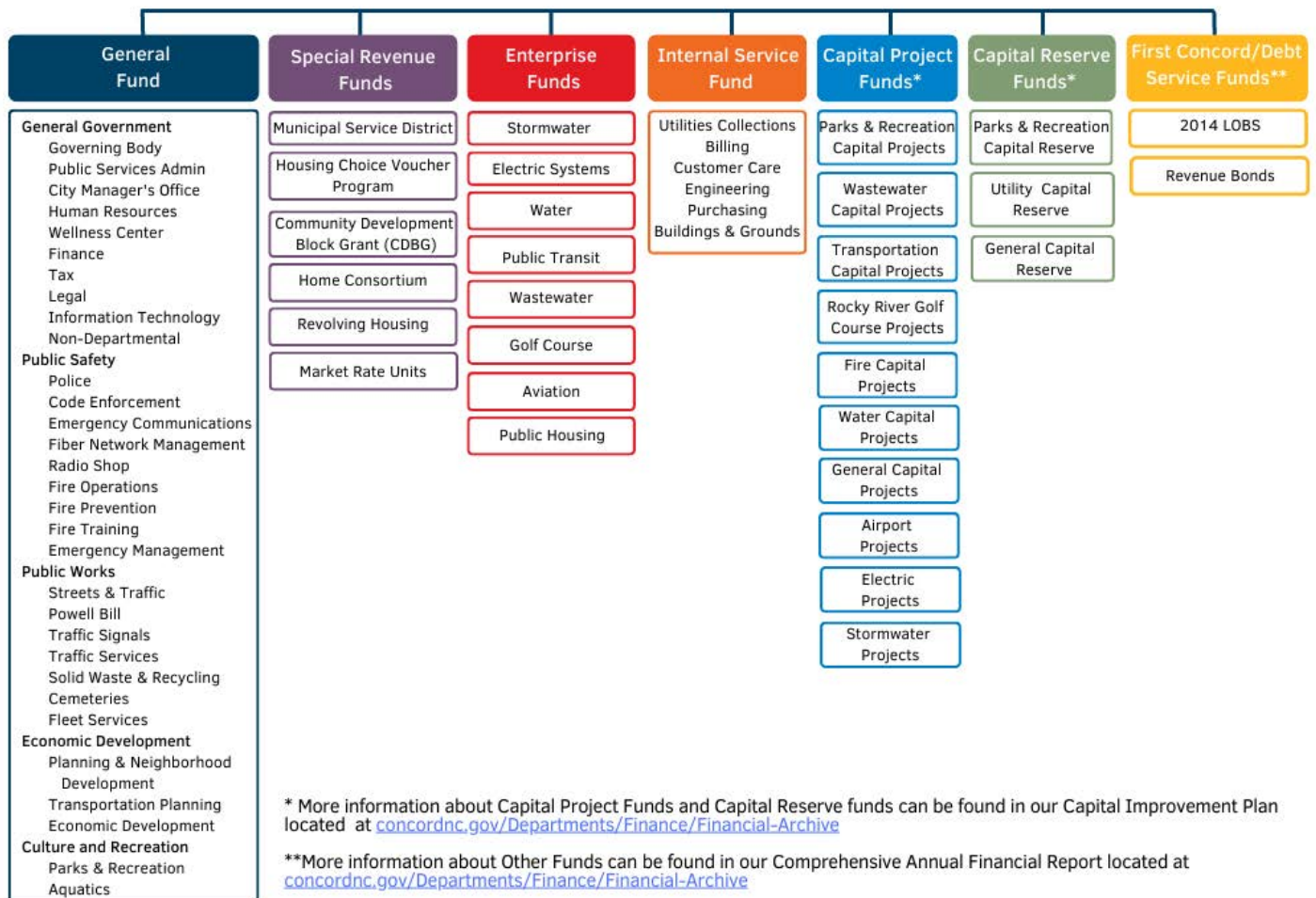
282: Utility – 8120

285: General Projects – 8150

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. For more information about different fund types, please visit the City's Financial Archive: concordnc.gov/Departments/Finance/Financial-Archive



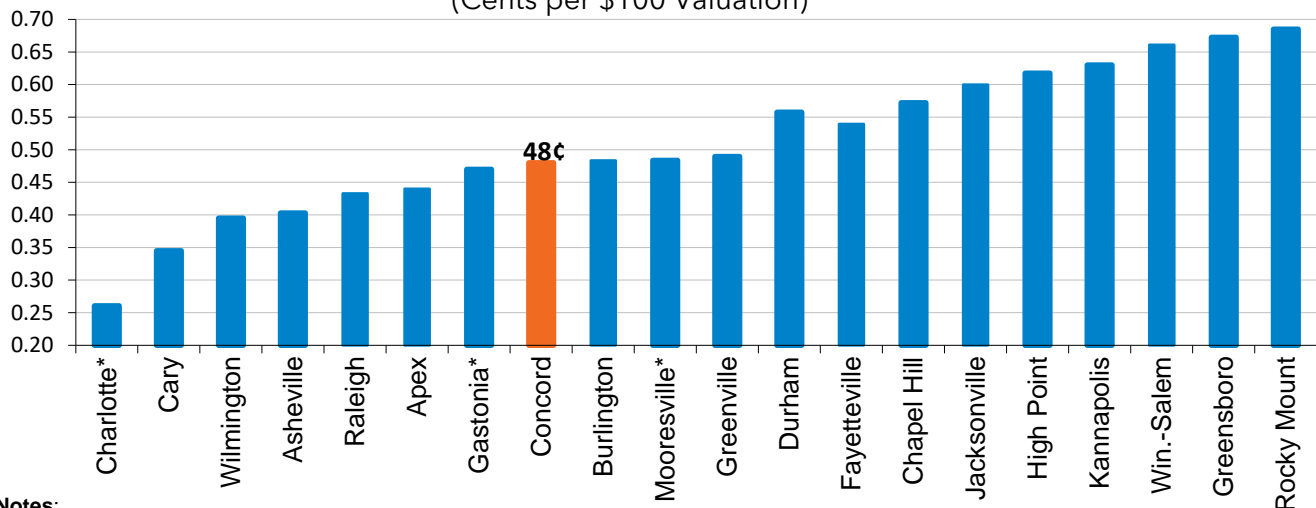
Major Revenue Sources

General Fund

The current General Fund budget for the 2024 fiscal year totals \$126,885,078 compared to the original adopted budget of \$118,600,024 for FY 2023. Factoring out transfers, financing proceeds, and appropriations from fund balance (non-operating revenue); there is a revenue increase of \$8,285,054 (6.9%) 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 during the pandemic. The City's current tax rate of 48¢ per \$100 will not change in this budget proposal. This rate should produce approximately \$76.9 million in ad valorem revenue. The 2024 budget includes an increase in expected revenue from the Local Option sales tax source in the amount of \$6.3 million or 27.2% when compared to current year budgeted collections. North Carolina has experienced three years of unprecedented growth in sales tax revenues during the COVID-19 pandemic. Accordingly, the FY 2024 budget includes a 5% increase over projected actual collections for FY 2023. The City continues to estimate all other revenue sources conservatively for FY 2024. 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 its State shared revenues in the upcoming fiscal year.

Property Taxes: The budget is balanced with a property tax rate of 48¢ per \$100 valuation. This rate will yield \$76,857,459 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 \$4.15 million in budgeted property tax revenue. The City's updated assessed value used in this budget preparation represents a 4.8% increase in property values for a total valuation of \$15,841,192,649 (including motor vehicles). One cent on the City's tax rate produces \$1,584,000 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 50,000 Population
(Cents per \$100 Valuation)



Notes:

*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¢ tax that was first levied in 1971, a ½¢ tax levied in 1983, a ¼¢ tax levied in 1986 and a ½¢ that was levied in 2003. In 2009, the State also took control of the ½¢ of the Article 44 local option sales tax and now reimburses the City through hold-harmless payments.

Local option sales taxes, telecommunications sales taxes and video programming sales taxes are estimated to be \$29,552,587 for fiscal year 2024. 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 27.2% when compared to the current year's budgeted collections. Sales tax distribution growth has remained strong throughout the COVID-19 pandemic and are coming in higher than the original budgeted amount for the current year. It is anticipated that sales tax distributions will begin to level out in the proposed budget year 2023-24.

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 projected budget for the telecommunications sales tax included in FY 2024 is \$192,903 which represents a 39.7% decrease when compared to FY 2023 estimated collections.

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 2024 budget proposal is \$557,480 which represents 3.4% increase in this revenue source when compared to FY 2023 estimated collections.

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 2024 to be \$4.8 million which is 1.9% higher when compared to estimated collections in FY 2023.

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. Like 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 2024 proposed budget of \$460,388 is an 84.2% increase when compared to estimated collections for FY 2023.

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 \$2,979,783 for FY 2024, which represents a 2.8% increase 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 \$62,388,124 as of June 30, 2022. It is anticipated that the City will meet our target goal of a 30-35% minimum General Fund unassigned fund balance at June 30, 2023. 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 2024 does not include an appropriation from fund balance.

The City maintains a General Fund Reserve prepare for future projects. Each year, the City follows the 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.

The recommended budget appropriates \$8,020,076 from the General Capital Reserve fund balance for one-time capital projects. Although these reserves (approximately \$21 million at June 30, 2023) 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, and the Section 8 Housing Vouchers program. The special revenue funds total is \$9,834,213.

Enterprise Funds

Stormwater, Electric, Water, and Wastewater will generate \$148,381,306 in revenues. Projections for FY 2024 were based on final collection estimates for FY 2023 and anticipated growth in the customer base.

Stormwater: The Stormwater Fund is comprised of \$5,673,049 in operating revenues. No fee increases are proposed for the Stormwater program. Rate revenue for FY 2024 is expected to increase 1.4% when compared to FY 2023 year-end estimates. Increases in rate revenue correlate with anticipated customer base growth in the City.

Electric Fund: The Electric Fund is comprised of \$105,414,000 in operating revenues. Electric revenues are estimated using the City's rate model. Electric base rates are being adjusted based on a cost-of-service study. Rates & charges are projected to decrease 4.6% over FY23 estimates based on the planned decrease to the PPA. The budget is based on a planned decrease to the PPA and a base rate increase.

Water Fund: The Water Fund is comprised of \$28,437,724 in operating revenue and non-operating revenue of \$50,000. The FY 2024 budget proposal does not include a water rate increase. The rate revenue projections for FY 2024 are conservative with 2% growth when compared to FY 2023 year-end estimates.

Wastewater Funds: The Wastewater Fund is comprised of operating revenue of \$19,379,116. There are no wastewater rate increases in the FY 2024 budget. Wastewater revenues are expected to increase 1.5% when compared to FY 2023 year-end estimates.

Public Transit: The Public Transit budget is comprised of \$264,208 in operating revenue, \$4,752,701 in restricted intergovernmental revenue, \$425,000 from \$5 (of \$30) in motor vehicle taxes, and \$1,508,051 in transfers.

Golf Course: The Golf Course Fund anticipates earned revenue for FY 2024 to increase over FY 2023 due to a continued shift in leisure activities as a legacy of COVID-19. Total revenues are estimated at \$2,479,349, which is an increase of 4.89% over what was budgeted in FY 2023.

Aviation: The Aviation budget is comprised of \$15,711,106 in operating revenue, \$115,000 in fees, a transfer of grant funds from their capital project fund of \$398,000, and a transfer of \$1,266,120 from the General Fund, which represents payment in lieu of property tax for aircraft based at Concord-Padgett Regional Airport. The COVID-19 pandemic continues to have a significant impact on the operations at the airport. Aviation revenues for the current fiscal year are expected to be lower due to the sole carrier decreasing the number of flights. Projection for FY 204 were developed assuming the number of flights remains low in the coming year.

Public Housing: The Public Housing budget is comprised of \$1,568,865 in housing revenues and \$400,613 in transfers from the General Fund and Market Rate Units fund.

Internal Services Fund

The Internal Services Fund – comprised of Customer Care, Utilities Collections, Billing, Engineering, Buildings & Grounds, and Purchasing – totals \$15,031,607. All costs within this fund are allocated among the Electric, Water, Wastewater, Stormwater, Aviation, Downtown Development, Public Housing, and General Funds based on percentages derived from a cost allocation method.

Rates, Fees, and Other Charges

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

City 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 serves 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 47% 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 53% of debt service payments for FY23. 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, 2023*

Total Assessed Value:	\$14,125,725,645	
Debt Limit:	8% of total assessed value (mandated by N.C.G.S. 159-88 (c))	
Legal Debt Limit:	\$ 1,085,657,860	
Gross Debt:		
Outstanding G.O. Bonds	\$ 0	
Notes Payable/Installment Financing	\$ 28,792,940	
	\$ 28,792,940	
Less: Amount of debt incurred For Business-Type Purposes	\$ 9,317,001	
Total Net Debt Applicable to Limit:	\$ 19,475,939	
Legal Debt Margin:	\$1,110,582,112	
Debt Percentage of Assessed Value:		0.14%

*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%. *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%. *Currently Callable*

**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%. *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%. *Callable 6/01/2026*

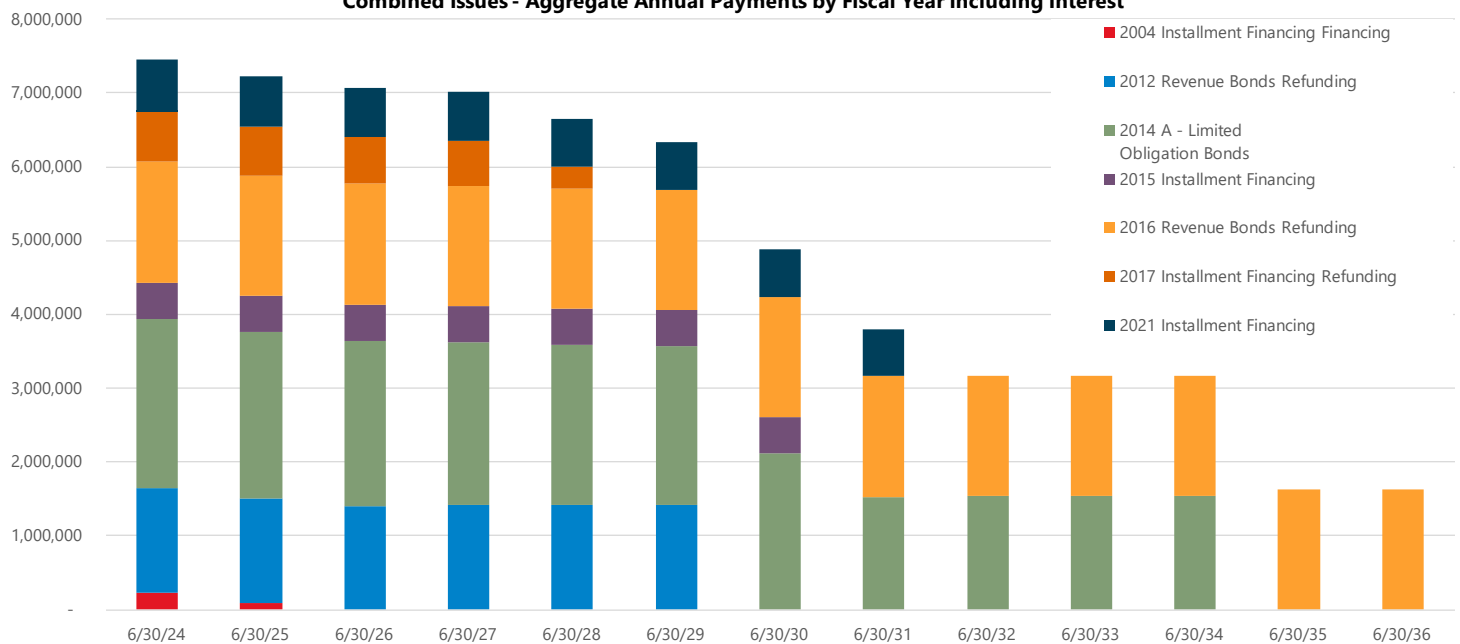
**Payments made by both Governmental departments and Business departments.*

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					
2024-2025	0	0	4,240,000	1,830,788	2,582,400	1,018,541	642,600	326,021	1,939,169	2,101,233	5,540,111	9,140,641	14,680,752
2026-2030	0	0	10,765,000	3,025,266	6,934,925	1,540,881	1,860,075	557,587	3,917,612	3,344,394	12,393,418	19,552,322	31,945,740
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	0	0	23,565,000	6,077,378	13,367,025	2,914,124	4,272,975	1,046,719	6,485,647	5,445,627	22,766,796	40,407,699	63,174,496

Combined Issues - Aggregate Annual Payments by Fiscal Year Including Interest



Outstanding Debt Issue by Series including Interest

	Series Name	2004 Installment Financing	2012 Revenue Bonds Refunding	2014 A - Limited Obligation Bonds	2015 Installment Financing	2016 Revenue Bonds Refunding	2017 Installment Financing Refunding	2019 Revenue Bonds Refunding	2021 Installment Financing
	Supporting Funds	Aviation Fund	Water Fund (79%) Electric Fund (21%)	General Fund (77.92%) Internal Service Fund (22.08%)	Aviation Fund	Electric Fund (36.67%) Water Fund (47.4%) Sewer Fund (14.93%)	Aviation Fund (58.3%) General Fund (41.7%)	Water Fund (23.38%) Sewer Fund (45.19%) General Fund (6.65%) Electric Fund (24.78%)	General Fund
Fiscal Year End	6/30/2024	235,803	1,406,306	2,302,031	489,480	1,631,125	693,395		690,928
	6/30/2025	94,924	1,403,606	2,267,531	489,461	1,629,750	664,349		682,062
	6/30/2026		1,410,331	2,235,781	490,200	1,631,100	635,738		673,196
	6/30/2027		1,411,781	2,206,531	489,673	1,630,200	606,989		664,330
	6/30/2028		1,411,191	2,179,331	489,904	1,626,950	292,744		655,464
	6/30/2029		1,412,588	2,151,381	489,869	1,626,900			646,598
	6/30/2030			2,120,444	489,568	1,629,225			637,732
	6/30/2031			1,529,694		1,632,850			628,866
	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			
	6/30/2037								

Five-Year Financial Forecast (General Fund)

The City of Concord maintains a five-year financial forecast for planning purposes, which is a long-range financial plan that guides the budget development process. All numbers on the chart below are ESTIMATES (even the adopted budget) and should be treated as such. These estimates help the City predict future needs and spending by departments, and is created by looking at current economic conditions, input from departments, and trends calculated from previous years' audited financials.

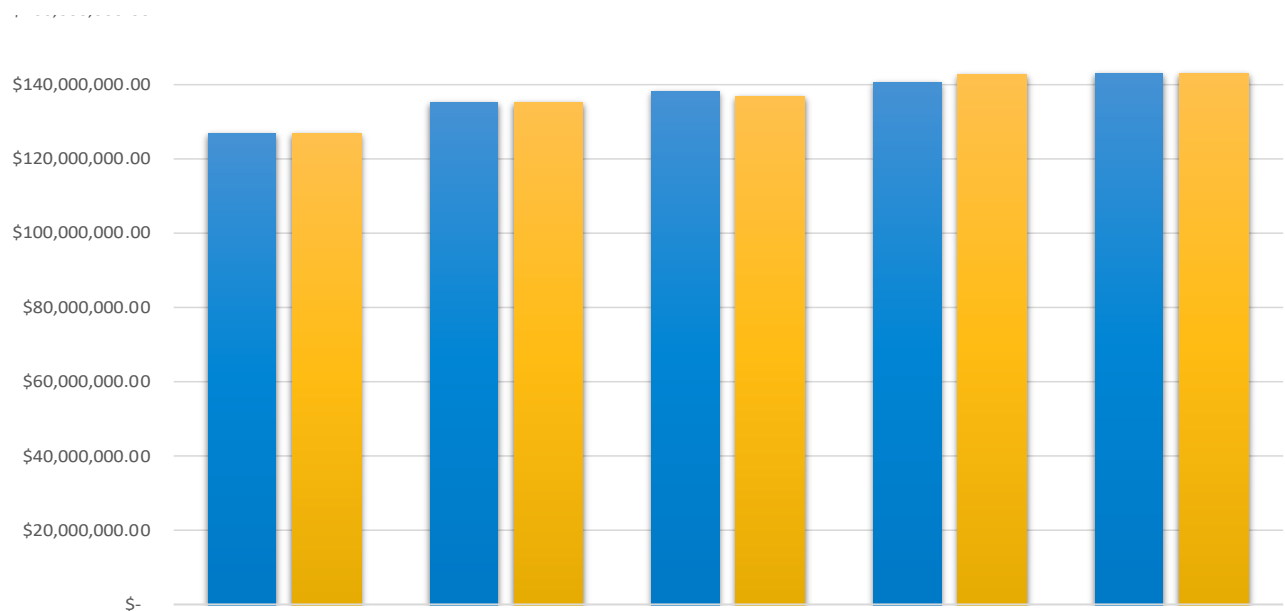
Process

Revenues

The City takes a very conservative approach to projecting revenues for the future to limit the City's risk of financial stress and allow for flexibility to engage with unexpected opportunities throughout the year. The City also works with external partners such as the County to obtain information about the total assessed property values in the City and the City's sales tax allocations.

Expenditures

City departments are required to submit a forecasting form annually with realistic depictions of their personnel, operating, and capital needs for the next 5 years. These forms are vetted by leadership and priorities are ranked based on the strategic plan and Council's goals and priorities. Many of the items on the forms are not funded in the year they are anticipated or are not funded at all, but they give a picture of what it would cost to fund all items requested by departments.



	Budget	Planning Year	Forecast Years		
Revenues	2024	2025	2026	2027	2028
TOTAL	\$ 126,885,078.00	\$ 135,396,439.00	\$ 138,003,789.00	\$ 140,672,314.00	\$ 143,403,502.00
Expenditures					
TOTAL	\$ 126,885,078.00	\$ 135,396,439.00	\$ 137,099,180.20	\$ 142,855,303.46	\$ 143,182,528.22

Key Considerations

Economic Conditions

Forecasting in general gives the City estimates to help predict costs and needs; however, forecasting in the current economic climate has presented new challenges. With inflation levels remaining high, costs for items ranging from everyday office supplies to capital projects have increased. The City works diligently to estimate to the best of its ability what costs could look like over the next five years.

Community Growth

As one of the fastest growing communities in North Carolina, there are many factors to consider when forecasting financials and many questions that must be asked: Will this growth sustain over the next five-years? When will new revenues be actualized from new industries that have located in our community? And how do we continue to provide low-cost services to citizens?

Noted above, revenues continue to be projected conservatively, so we do not overestimate community growth. This keeps us in a positive financial situation if growth does not continue at the same rate and allows us to deal with unexpected costs more effectively and efficiently. Growth is also incorporated in the forecasted expenditures. The forms that departments submit help the City understand what is necessary to continue providing the same level of service in five-years as citizens receive today based on the growth they are seeing.

Customer Focus

Many items that make it into the budget and the 5-year financial forecast are related to customer service. From bringing Solid-Waste services in-house to an online chat feature for our City's Customer Service department, the City strives to provide excellent service to all of its citizens. The City makes sure to forecast the expenses for these items before they make it into the budget to make sure they would be cost-effective.

Other Considerations

Other items that are included in the forecast are all estimates for current and proposed debt; capital items related to the City's vehicle and equipment replacement schedule; all current contracts, licenses, and fees that are expected to continue; and personnel increases over time that are included in the annual budgets.

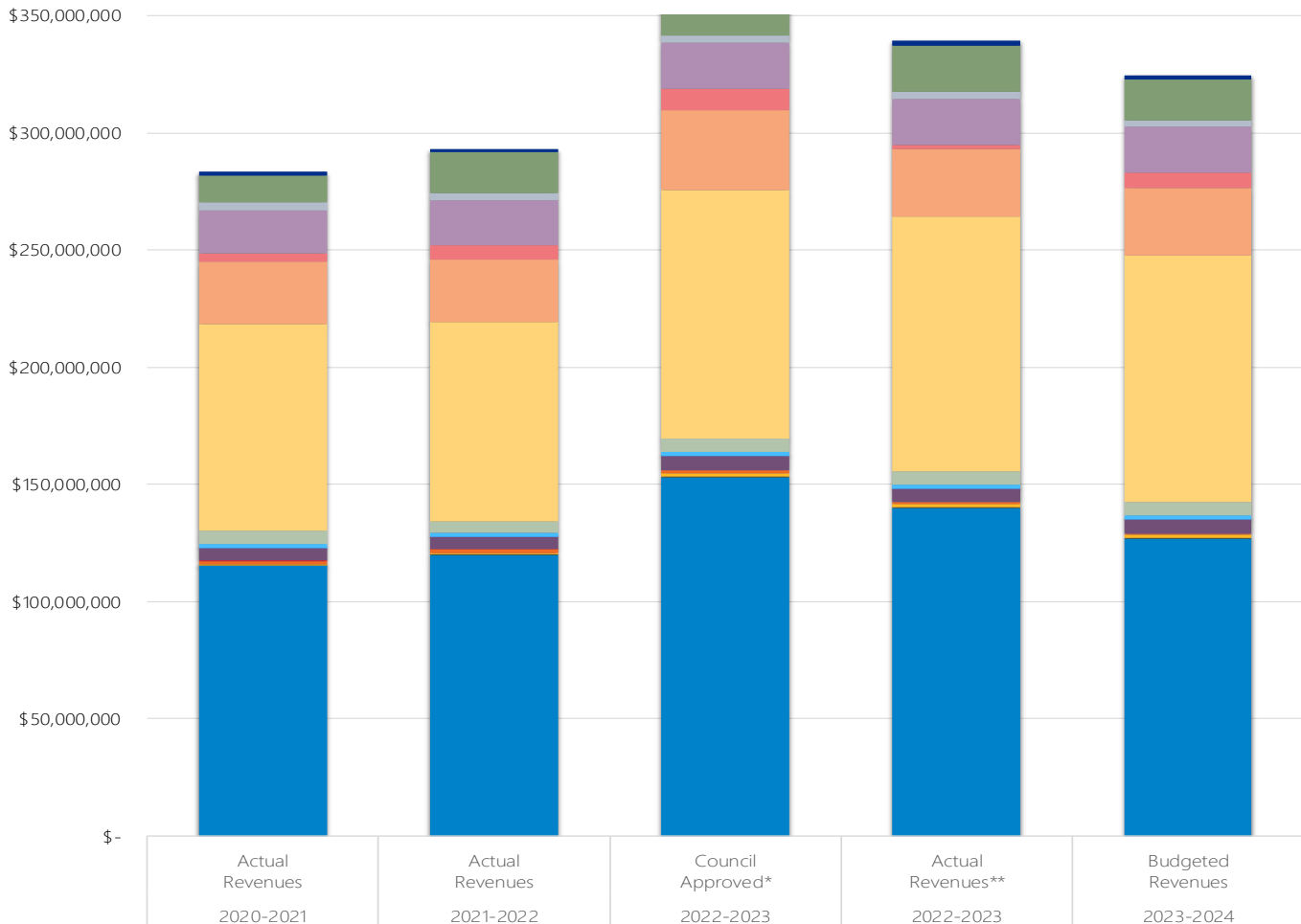
City Revenues

	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2024-2025 Planning Year
By Fund						
General Fund	115,309,446	119,878,681	153,143,474	140,080,679	126,885,078	135,396,443
Municipal Service District	189,699	206,286	215,653	257,929	236,445	247,037
HOME Consortium Fund	414,085	665,955	1,573,296	1,455,097	1,446,529	1,331,007
Community Development Block Grant (CDBG) Fund	1,132,062	1,466,922	1,010,513	636,794	605,948	605,948
\$5 Vehicle Tax for Public Transit	428,558	422,276	-	-	-	-
Section 8 Voucher Program	5,241,847	5,163,668	6,080,391	5,669,341	5,808,447	5,638,977
Market Rate Units Fund	61,998	56,669	128,382	119,015	152,844	158,750
Revolving Housing Fund	1,955,100	1,445,543	1,581,721	1,574,670	1,584,000	1,762,229
Stormwater Fund	5,341,665	5,078,799	5,825,124	5,617,584	5,673,049	6,143,666
Electric Fund	88,196,914	84,986,670	106,009,369	108,875,132	105,414,000	107,414,000
Water Resources Fund	26,668,461	26,559,667	34,044,341	28,624,415	28,487,724	33,488,905
Transit Fund	3,731,456	6,179,265	9,361,061	2,057,430	6,949,960	6,652,036
Wastewater Resources Fund	18,436,308	19,052,114	19,331,600	19,386,699	19,379,116	19,789,926
Golf Course Fund	3,109,134	2,959,916	3,132,268	3,210,892	2,479,349	2,532,173
Aviation Fund	11,690,437	17,627,086	20,131,188	19,798,983	17,490,226	17,368,956
Public Housing	1,542,355	1,414,721	2,004,077	2,090,945	1,969,478	2,030,113
TOTAL CITY REVENUES	\$ 283,449,523	\$ 293,164,239	\$ 363,572,457	\$ 339,455,605	\$ 324,562,193	\$ 340,560,166

* as amended

**as of 7/28/2023

City Revenues by Fund



City Expenditures

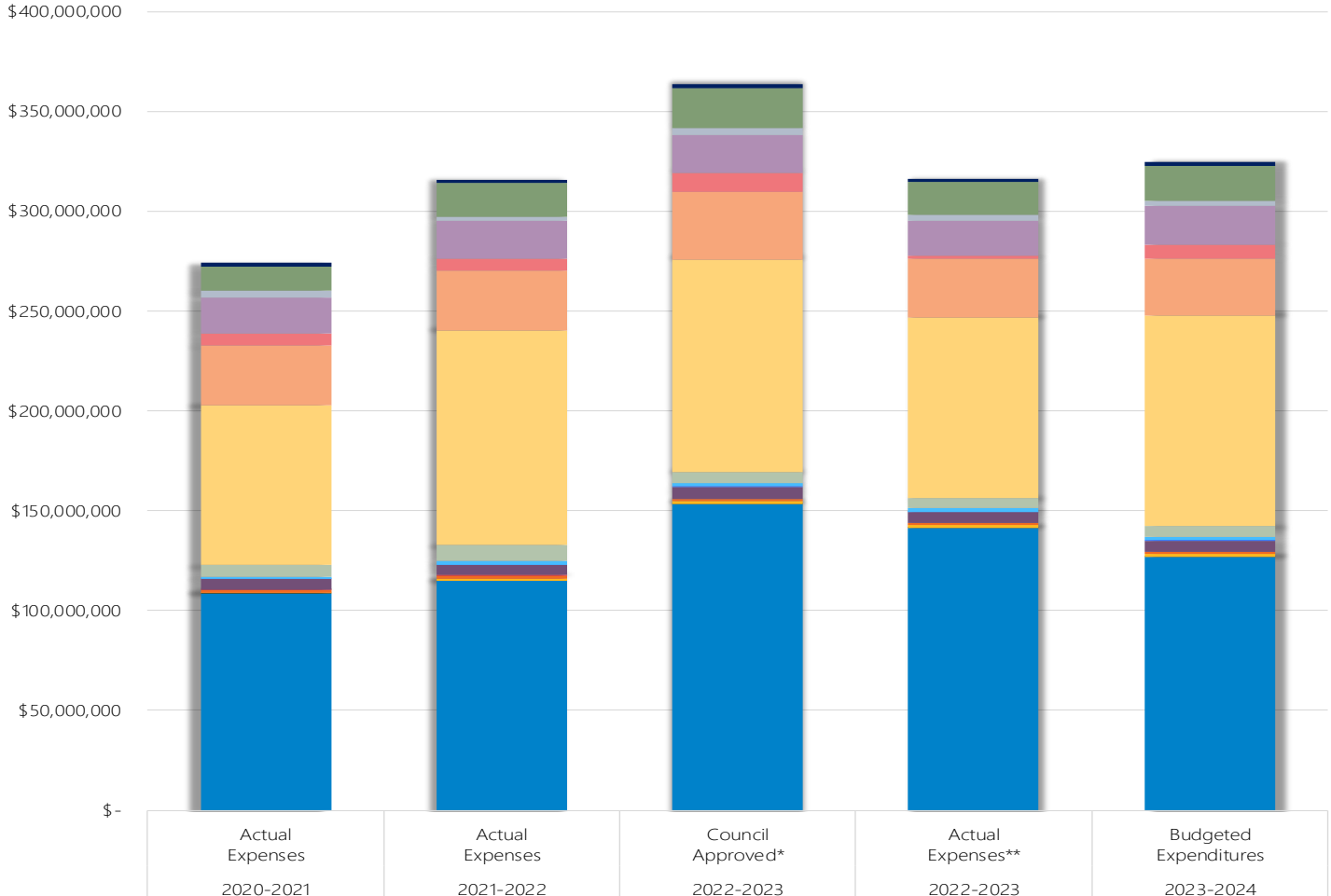
	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2024-2025 Planning Year
By Fund						
General Fund	108,561,720	114,918,017	153,143,474	141,124,386	126,884,958	135,396,323
Municipal Service District	154,363	205,013	215,653	160,376	236,445	247,037
HOME Consortium Fund	333,499	814,434	1,573,296	1,822,455	1,446,529	1,331,007
Community Development Block Grant (CDBG) Fund	1,132,062	1,466,922	1,010,513	597,472	605,948	605,948
\$5 Vehicle Tax for Public Transit	428,558	422,275	-	-	-	-
Section 8 Voucher Program	5,163,603	5,124,011	6,080,391	5,669,545	5,808,447	5,638,977
Market Rate Units Fund	31,935	39,266	128,382	70,628	152,844	158,750
Revolving Housing Fund	880,385	2,067,715	1,581,721	1,650,251	1,584,000	1,762,229
Stormwater Fund	6,330,634	7,807,534	5,825,124	4,961,302	5,673,049	6,143,666
Electric Fund	79,707,650	107,515,606	106,009,369	90,760,109	105,414,000	107,414,000
Water Resources Fund	30,144,647	30,028,014	34,044,341	29,552,692	28,487,724	33,488,905
Transit Fund	5,906,183	5,733,094	9,361,061	1,278,684	6,949,840	6,651,916
Wastewater Resources Fund	18,082,100	18,816,843	19,331,600	17,466,608	19,379,116	19,789,926
Golf Course Fund	3,189,508	2,266,762	3,132,268	2,990,089	2,479,349	2,532,173
Aviation Fund	12,334,296	16,740,230	20,131,188	16,173,989	17,490,226	17,368,956
Public Housing	1,847,738	1,912,351	2,004,077	1,704,935	1,969,479	2,030,114
Internal Service Fund***	-	-	-	-	-	-
TOTAL CITY EXPENDITURES	\$ 274,228,880	\$ 315,878,088	\$ 363,572,457	\$ 315,983,248	\$ 324,561,954	\$ 340,559,927

* as amended

**as of 7/28/2023

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

City Expenses by Fund

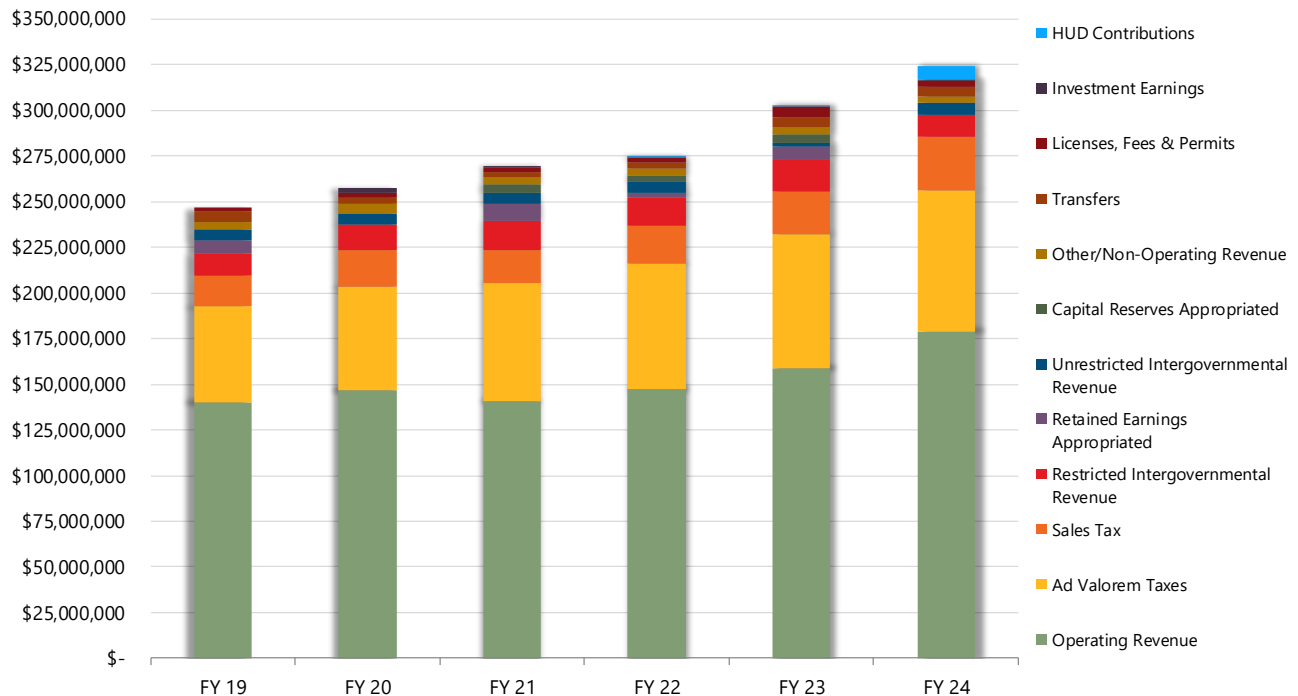


Revenues:	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund
Ad Valorem Taxes	76,857,459	164,679	-	-	-	-	-	-
Sales Tax	29,552,587	-	-	-	-	-	-	-
Unrestricted Intergovernmental Revenue	6,458,495	-	-	-	-	-	-	-
Restricted Intergovernmental Revenue	5,373,769	-	-	1,315,523	596,948	-	-	-
Licenses, Fees & Permits	2,376,379	-	-	-	-	-	-	-
Operating Revenue	1,577,716	500	-	-	-	-	-	-
Other/Non-Operating Revenue	3,688,673	-	16,614	100,000	9,000	-	-	-
Investment Earnings	1,000,000	-	-	-	-	-	-	-
Retained Earnings	-	-	-	-	-	-	-	-
Appropriated Capital Reserves	-	-	-	-	-	-	-	-
HUD Contributions	-	-	5,732,556	-	-	-	152,844	-
Transfers	-	71,266	59,277	31,006	-	-	-	1,584,000
TOTAL REVENUE	\$ 126,885,078	\$ 236,445	\$ 5,808,447	\$ 1,446,529	\$ 605,948	\$ -	\$ 152,844	\$ 1,584,000

Expenditures:	General Fund	Municipal Service District	Section 8 Voucher Program	HOME Consortium	CDBG	\$5 Vehicle Tax	Market Rate Units	Revolving Housing Fund
Personnel Services*	73,637,164	177,836	401,565	-	89,676	-	-	-
Operations	31,465,944	33,898	5,358,222	1,446,529	516,272	-	-	200,000
Capital Outlay	8,077,487	-	-	-	-	-	-	1,384,000
Debt Service	4,488,784	-	-	-	-	-	-	-
Cost Allocations	(4,281,772)	24,711	48,660	-	-	-	-	-
Transfers	12,015,516	-	-	-	-	-	152,844	-
Non-Operating/Other	1,481,835	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 126,884,958	\$ 236,445	\$ 5,808,447	\$ 1,446,529	\$ 605,948	\$ -	\$ 152,844	\$ 1,584,000

*Note: Personnel Services costs for the Internal Service Fund (\$XXXX) are captured in the Cost Allocations line above

Budgeted Revenues FY19-FY24

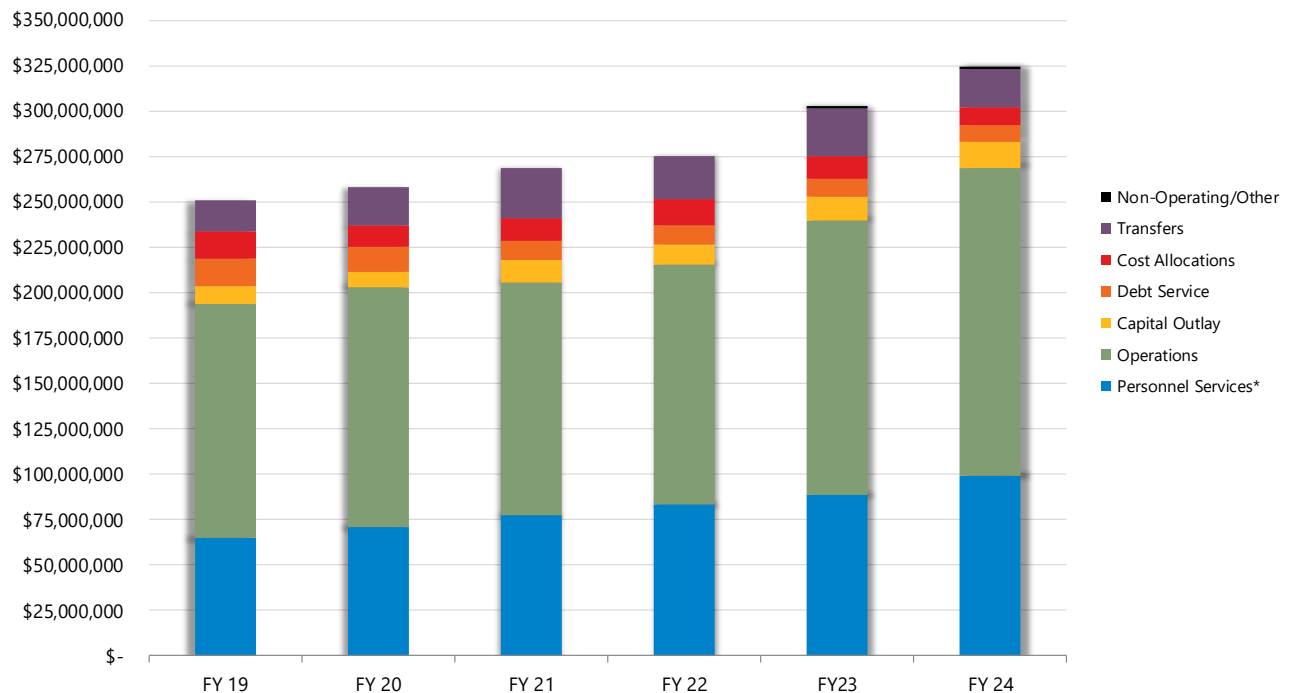


Budget by Fund

Revenues:	Stormwater	Electric	Water Resources	Transit	Wastewater Resources	Golf Course	Aviation	Public Housing	All Funds
Ad Valorem Taxes	-	-	-	-	-	-	-	-	\$ 77,022,138
Sales Tax	-	-	-	-	-	-	-	-	\$ 29,552,587
Unrestricted									
Intergovernmental Revenue	-	-	-	-	-	-	-	-	\$ 6,458,495
Restricted Intergovernmental Revenue	-	-	-	4,752,701	-	-	-	-	\$ 12,038,941
Licenses, Fees & Permits	-	-	-	425,000	-	-	115,000	-	\$ 2,916,379
Operating Revenue	5,673,049	105,414,000	28,437,724	264,208	19,379,116	2,479,349	15,711,106	-	\$ 178,936,768
Other/Non-Operating Revenue	-	-	50,000	-	-	-	-	-	\$ 3,864,287
Investment Earnings	-	-	-	-	-	-	-	-	\$ 1,000,000
Retained Earnings									
Appropriated	-	-	-	-	-	-	-	-	\$ -
Capital Reserves Appropriated	-	-	-	-	-	-	-	-	\$ -
HUD Contributions	-	-	-	-	-	-	-	1,568,865	\$ 7,454,265
Transfers	-	-	-	1,508,051	-	-	1,664,120	400,613	\$ 5,318,333
TOTAL REVENUE	\$ 5,673,049	\$ 105,414,000	\$ 28,487,724	\$ 6,949,960	\$ 19,379,116	\$ 2,479,349	\$ 17,490,226	\$ 1,969,478	\$ 324,562,193

Expenditures:									
Personnel Services*	1,956,745	8,942,654	6,011,547	686,467	3,027,531	-	3,882,171	623,900	\$ 99,437,256
Operations	636,956	85,012,338	12,122,226	6,037,642	11,798,091	2,251,238	11,352,129	749,248	\$ 168,980,733
Capital Outlay	430,000	1,119,050	2,767,250	-	664,000	-	250,000	-	\$ 14,691,787
Debt Service	-	909,770	2,635,815	-	243,527	-	1,129,533	-	\$ 9,407,429
Cost Allocations	2,295,890	3,536,578	3,950,886	210,909	2,605,182	88,286	697,307	571,314	\$ 9,747,951
Transfers	353,458	5,893,610	1,000,000	14,822	1,040,785	139,825	179,086	21,664	\$ 20,811,610
Non-Operating/Other	-	-	-	-	-	-	-	3,353	\$ 1,485,188
TOTAL EXPENDITURES	\$ 5,673,049	\$ 105,414,000	\$ 28,487,724	\$ 6,949,840	\$ 19,379,116	\$ 2,479,349	\$ 17,490,226	\$ 1,969,479	\$ 324,561,954

Budgeted Expenses FY19-FY24



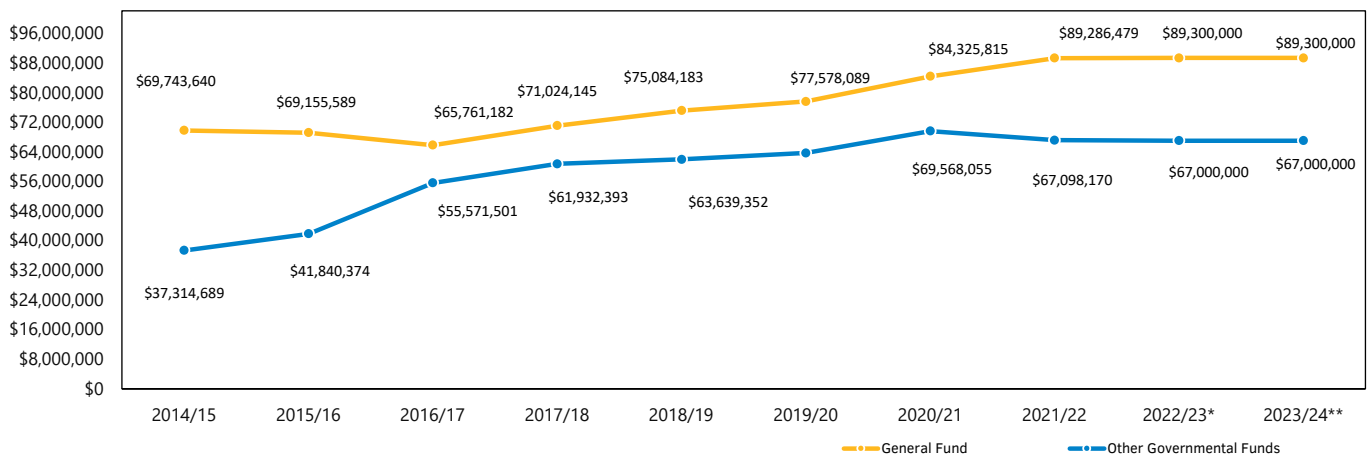
Fund Balances / Net Position

Fund Balance

One measure of a city's financial strength is the level of its unassigned fund balance. 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. The North Carolina Local Government Commission recommends that units retain an amount of available fund balance in the general fund of at least 8% of the appropriations of the fund or one month of operating expenditures. City Council has a financial policy requiring a fund balance between 30%-35% of its general fund operating budget to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and have a reserve available in case of sudden emergencies.

	2019/20	2020/21	2021/22	2022/23*	2023/24**
General Fund	\$ 77,578,089	\$ 84,325,815	\$ 89,286,479	\$ 89,300,000	\$ 89,300,000
Other Governmental Funds	\$ 63,639,352	\$ 69,568,055	\$ 67,098,170	\$ 67,000,000	\$ 67,000,000
Total	\$ 141,217,441	\$ 153,893,870	\$ 156,384,649	\$ 156,300,000	\$ 156,300,000

Historical Fund Balance



Net Position

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).

	2019/20	2020/21	2021/22	2022/23*	2023/24**
Business Type Activities - Enterprise Funds					
Electric Fund	\$ 175,168,555	\$ 195,708,378	\$ 184,535,444	\$ 184,500,000	\$ 184,500,000
Water Fund	\$ 141,036,931	\$ 152,436,868	\$ 156,612,748	\$ 156,650,000	\$ 156,650,000
Wastewater Fund	\$ 104,040,101	\$ 110,833,142	\$ 115,368,189	\$ 115,400,000	\$ 115,400,000
Aviation Fund	\$ 88,723,072	\$ 92,078,318	\$ 94,901,605	\$ 94,900,000	\$ 94,900,000
Stormwater Fund	\$ 55,485,102	\$ 56,174,132	\$ 55,391,988	\$ 55,400,000	\$ 55,400,000
Other Enterprise Funds	\$ 12,637,013	\$ 11,275,820	\$ 13,029,877	\$ 13,000,000	\$ 13,000,000
Total	\$ 577,090,774	\$ 618,506,658	\$ 619,839,851	\$ 619,850,000	\$ 619,850,000
				* unaudited	** estimated

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. To calculate FTE, the hours worked by a position are converted 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.

The tables below show five years of summary data for FTE by Fund and Budget Unit.

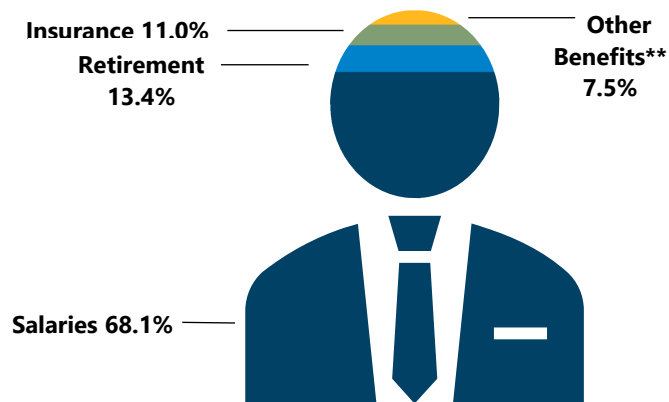
GENERAL FUND	FY 2020	FY2021	FY 2022	FY 2023	FY 2024
Public Services Administration	1	1	1	1	1
City Manager's Office	7.0	9	9	9	9.5
Human Resources	13	13	13	13	13
Finance	14	15	15	15	15
Tax	1	1	1	1	1
Legal	6	6	6	6	6
Information Technology	-	-	-	-	16
Police	209	217	226	227	227
Code Enforcement	9	9	9	9	9
Emergency Communications	25.5	25.5	25.5	25.5	26.5
Fiber Network Management	-	-	1	1	1
Radio Shop	4.5	4.5	5.5	5.5	5.5
Fire	217	238	239.8	257.9	272.8
Fire Prevention	10.2	10.2	10.2	10.2	12.2
Fire Training	4	4	5	6	6
Emergency Management	1	1	1	1	1
Streets & Traffic	36	36	36	36	36
Traffic Signals	7	8	8	8	9
Traffic Services	5	5	5	5	5
Solid Waste & Recycling	36.0	36.5	40.6	60.6	62.1
Cemeteries	9	9	9	9	9
Fleet Services	14	14	15	15	15
Planning & Neighborhood Development	18	19	19	19	18
Economic Development	1	1	1	1	1
Parks & Recreation	35.0	37.0	36.5	37.5	39.0
Total	682.5	719.7	738.2	779.2	816.7

SPECIAL REVENUE FUNDS	FY 2020	FY2021	FY 2022	FY 2023	FY 2024
Downtown Development	-	2	2	2	2
HOME Consortium Fund	0.8	1	0.7	0.7	1.0
CDBG Fund	1.2	1	1.3	1.3	1.0
Total	2.0	4.0	4.0	4.0	4.0

INTERNAL SERVICE FUND	FY 2020	FY2021	FY 2022	FY 2023	FY 2024
Utilities Collections	5	3.8	3.8	3.8	3.8
Data Services (contract)	1	1	-	-	-
Billing	16.25	16.25	16.25	16.25	16.25
Customer Care	25	25	25	24	24
Engineering	26	26	26	26	26
Purchasing	7	7	7	7	7
Buildings & Grounds	49.5	52.5	57.5	59.5	59.5
Total	129.8	131.5	135.5	136.5	136.5

ENTERPRISE FUNDS	FY 2020	FY2021	FY 2022	FY 2023	FY 2024
Stormwater Fund					
Stormwater Operations	20.58	20.26	21.59	21.59	21.26
Electric Systems Fund					
Electric Administration	3	3	4	5	5
Powerlines Maintenance	18	18	19	19	19
Tree Trimming	8	10	10	10	10
Electric Construction	37	37	37	37	37
Electric Engineering Services	8	8	8	8	8
Utility Locate Services	5	5	3	3	3
Water Resources Fund					
Hillgrove Water Treatment Plant	14.5	15.5	15.5	15.5	15.5
Coddle Creek Water Treatment Plant	16.5	15.5	15.5	15.5	15.5
Waterlines Operations & Maintenance	36.09	37.76	40.10	41.10	41.26
Public Transit Fund					
Rider Transit System	6.5	6.5	6.5	6.5	6.5
Wastewater Resources Fund					
Wastewaterlines Operations & Maintenance	32.16	31.48	31.81	31.81	32.98
Golf Course Fund					
Golf Course Operations (contract)	-	-	-	-	-
Aviation Fund					
Aviation Operations	45.5	45.5	47.5	51.5	51.5
Public Housing / Sec. 8 Vouchers Funds					
Public Housing Operations / Vouchers Progra	14	13	13	13	14
Total	264.8	266.5	272.5	278.5	280.5
Total FTE All City Funds	1,079.0	1,121.7	1,150.2	1,198.2	1,237.7

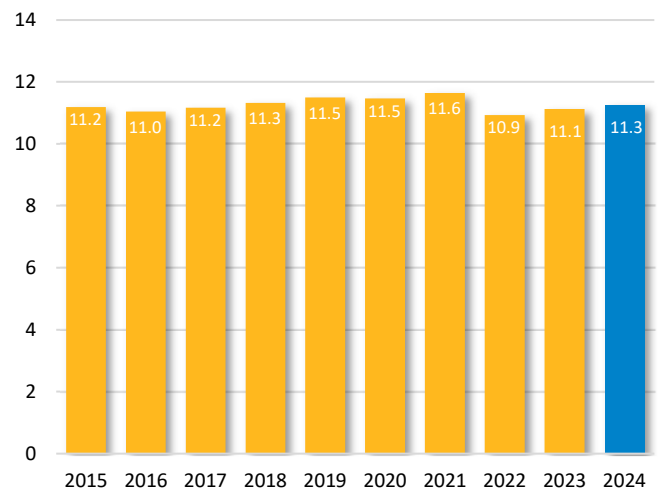
FY 23-24 Summary of Budgeted Compensation* (\$112,134,523)



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

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

Employees Per Capita





CUSTOMER SERVICE FOCUS



Facilitators:

Rita Streater & Brandon Edwards

Aprill King - Fire
 Brian Stancil - Buildings & Grounds
 Brooke Nance - Aviation
 Craig Meeks - Transit
 Elizabeth Rutledge - Housing
 Gerald Warren - Planning
 Gregory King - Police
 Heather Freeman - Stormwater
 Jaime Campbell - Wastewater
 Jenny Varney - Buildings & Grounds
 Jenny Volpicelli - Electric

Jillian Hilliard - Transportation
 John Watson - Code Enforcement
 Josh Braswell - Solid Waste
 Juliann Chavez - City Manager's Office
 Khiliel Walls-Nesbitt - Parks & Recreation
 Latoya Peterson - Human Resources
 Michelle Freeland - Customer Care
 Nick Blalock - Communications
 Racquel Chestnut - Engineering
 Robert Beamon - Fleet
 Shane Russ - Water

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.



PERFORMANCE MEASUREMENT

Service Areas:

- Residential Refuse Collection
- Asphalt Maintenance & Repair
- Fire Services
- Water
- Sewer
- Yard Waste/Leaf Collection
- Household Recycling
- Police
- Emergency Communication
- Human Resources
- Budget & Finance
- Parks & Recreation
- Fleet Maintenance

Concord is deeply committed to providing cost-effective and quality services to our residents. 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 residents, 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 Benchmarking Project

In 1999, Concord joined the North Carolina Benchmarking Project - coordinated by the UNC School of Government. The Project's measures are standardized so city services can be compared across participating municipalities. The Project was recently updated and renamed "Benchmarking 2.0". Benchmarking 2.0 streamlined the amount of data collected and shifted its focus on sharing of best practices across member cities.

This budget document does not attempt to list all performance measures associated with the NC Benchmarking 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 public, as opposed to special interests or persons.

External Agency	Proposed Usage:	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget
General Fund				
Bethpage United Presbyterian Church (AYA House)	Peer Support Specialist	2,500	500	1,250
Big Brothers, Big Sisters of Cabarrus County	Match Activities	6,000	5,000	4,000
Boys & Girls Club of Cabarrus County	General Operations	8,000	-	6,000
*Cabarrus Arts Council, Inc	Programming & Grant Pass-through	37,000	28,000	36,000
Cabarrus County Education Foundation	Purchase of Books & Reading Materials	-	1,000	500
Cabarrus Events Association	-	6,000	-	-
Cabarrus Victims Assistance Network (CVAN)	Utilities and Operational Costs	10,000	10,000	8,500
Coltrane LIFE Center	Core Operational Expenses	-	3,000	4,250
Conflict Resolution Center - Teen Court	Executive Director Salary	6,000	5,000	4,750
El Puente Hispano	Adult Programs (ESL and Civic Engagement)	3,000	3,500	4,500
Fulltime Funkytown	Public Art (Sculpture Installments)	-	-	1,250
Habitat for Humanity - Cabarrus County	Critical Home Repair Coordinator Salary	12,000	14,500	12,000
Historic Cabarrus, Inc	Operational Costs	9,000	7,500	7,250
International Center for Community Development	-	500	-	-
Opportunity House	Day Shelter Program	2,000	-	2,250
Present Age Ministries	Operations	-	-	1,750
Prosperity Unlimited	Counseling and Education Services	-	-	1,500
Special Olympics - Cabarrus County	Spring Games	2,500	2,000	2,000
Sub-total		\$104,500	\$80,000	\$97,750
Utility Funds				
Cabarrus Cooperative Christian Ministries	Utilities	30,000	34,000	35,000
Salvation Army	-	-	6,500	-
Sub-total		\$30,000	\$40,500	\$35,000
Community Development Block Grant				
Academic Learning Center	Teacher Stipends	3,500	2,500	3,000
Bethpage United Presbyterian Church (AYA House)	Transitional Housing	1,250	-	500
Big Brothers, Big Sisters of Cabarrus County	Match Activities	4,000	3,500	3,250
Boys & Girls Club of Cabarrus County	Summer Meal Box Program	-	-	7,000
Cabarrus County Education Foundation	Striving Readers Mentorship Initiative	-	1,000	250
Cabarrus Cooperative Christian Ministries	Affordable Housing, utilities and emergency Management	13,000	15,000	16,250
Cabarrus Meals on Wheels	Food & Supplies	9,000	8,500	9,250
Coltrane LIFE Center	Adult day health services	9,000	9,000	9,500
Conflict Resolution Center - Teen Court	Salaries	4,500	5,000	4,750
El Puente Hispano	After-School Program and Mental Health workshops	8,000	8,500	8,250
Gibson Village Community Development Corporation	Mobile Farmer's Market	3,500	-	500
Habitat for Humanity - Cabarrus County	Critical Home Repairs	6,000	8,000	9,750
Hope Haven	-	6,000	6,000	-
Multicultural Community Student Union	-	4,500	-	-
Opportunity House	Utilities and Director Salary (Day Shelter)	4,500	-	4,500
Present Age Ministries	Counseling, Therapy & Operations	-	-	1,250
Prosperity Unlimited, Inc	Administration & Operations	7,500	6,500	6,500
Salvation Army	-	12,500	13,000	-
Sub-total		\$96,750	\$86,500	\$84,500
TOTAL FOR ALL FUNDS		\$231,250	\$207,000	\$217,250

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

Agencies with an * at the beginning of their names have been adopted separately from the budget ordinance in accordance with N.C.G.S. Section 14 article 234.

General Fund



SECTION CONTENTS



General Government

Departments that serve as a support function, assisting other departments in their daily operations.



Public Safety

Departments serve as the safety and security function within the City.



Public Works

The infrastructure function within the City, providing services residents and City departments.



Economic Development

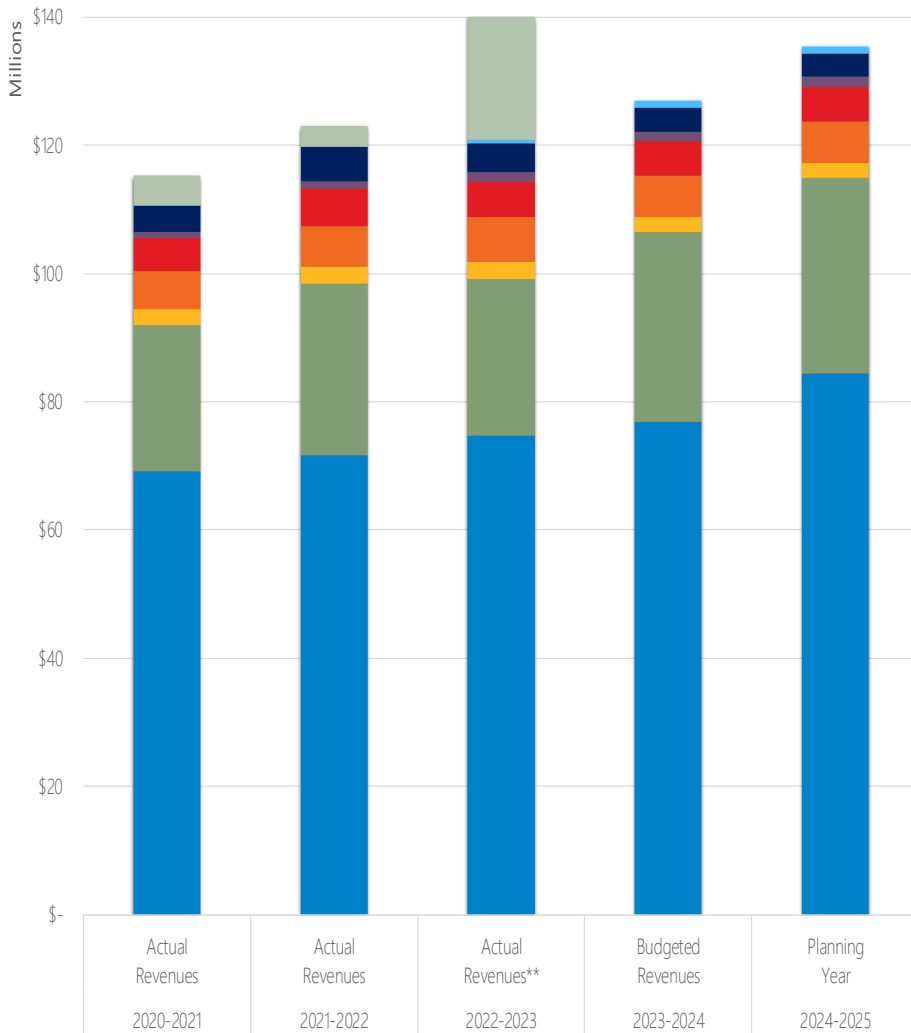
The business and residential development function within the City.



Recreation & Culture

Department that provides recreational services and park facilities.

General Fund Revenues

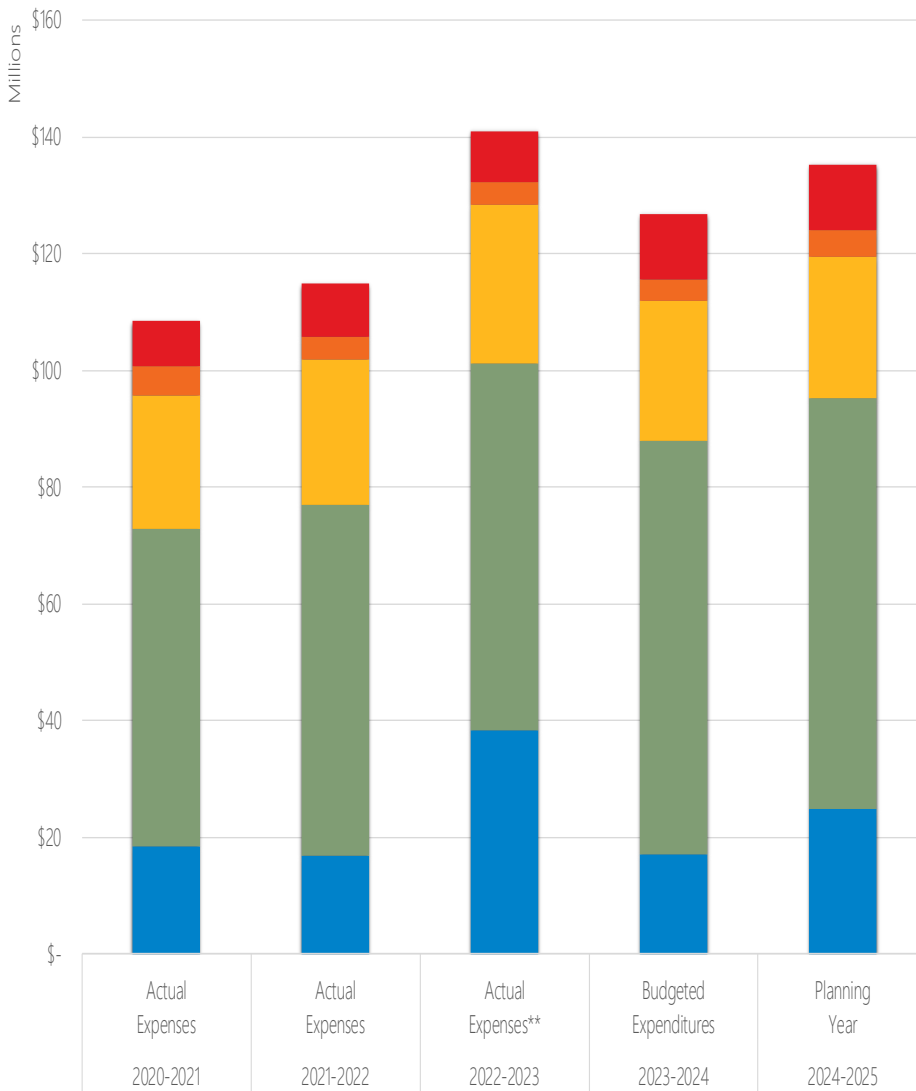


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 100							
Ad Valorem Taxes	69,201,973	71,576,480	72,702,504	74,769,280	76,857,459	60.57%	84,471,466
Sales Taxes	22,777,368	26,899,548	28,548,679	24,414,849	29,552,587	23.29%	30,412,079
Licenses	2,566,877	2,555,467	2,262,500	2,621,469	2,376,379	1.87%	2,375,611
Unrestricted Intergovernmental Revenue	5,785,031	6,335,593	6,137,787	7,003,819	6,458,495	5.09%	6,467,703
Restricted Intergovernmental Revenue	5,260,366	5,869,085	5,610,539	5,645,691	5,373,769	4.24%	5,373,769
Operating Revenues	943,058	1,245,256	1,440,341	1,423,717	1,577,716	1.24%	1,607,142
Other General Revenue	4,003,517	5,314,284	15,928,474	4,381,467	3,688,673	2.91%	3,688,673
Investment Earnings	144,361	(3,113,952)	-	572,522	1,000,000	0.79%	1,000,000
Transfers	4,626,893	3,196,922	20,512,650	19,247,865	-	0.00%	-
Total Revenues	\$ 115,309,446	\$ 119,878,681	\$ 153,143,474	\$ 140,080,679	\$ 126,885,078	100.0%	\$ 135,396,443

* as amended

**as of 7/28/2023

General Fund Expenditures

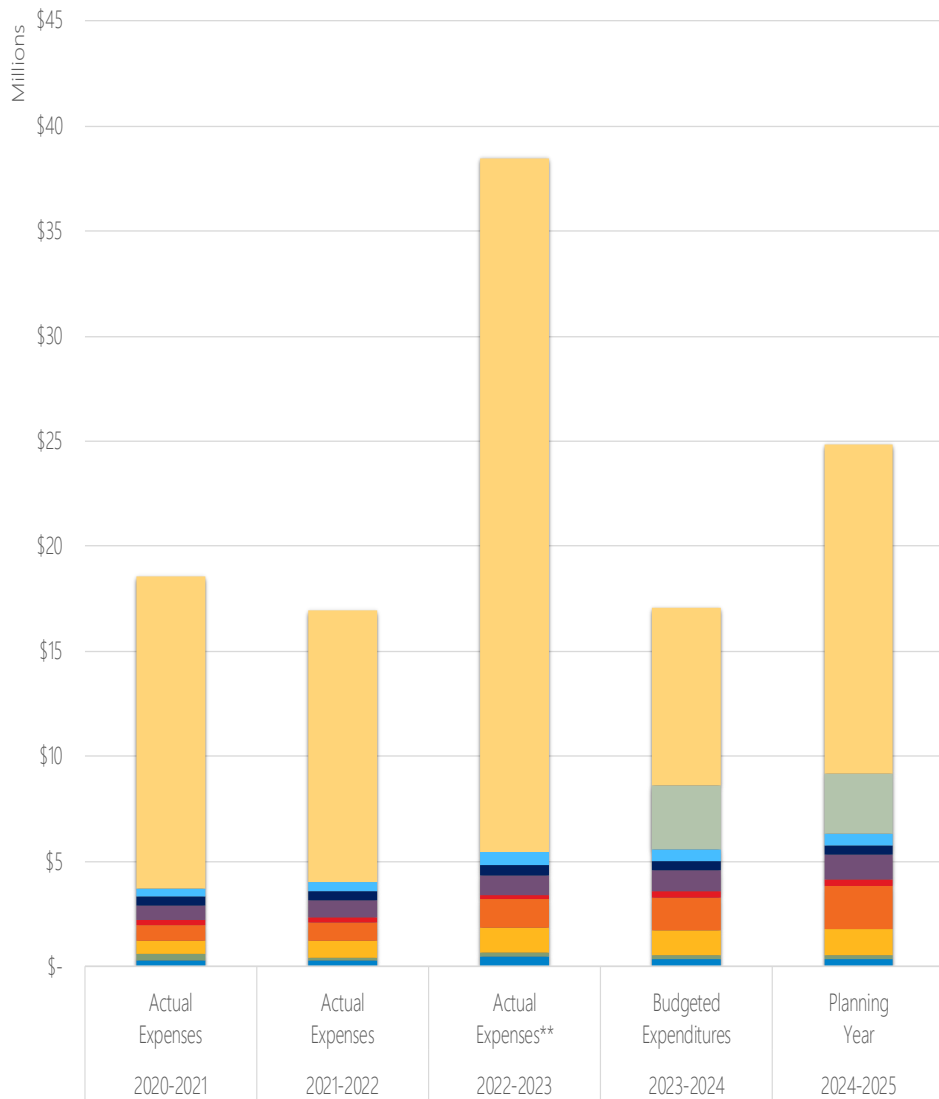


Functional Area	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Function	2024-2025 Planning Year
General Government	18,543,425	16,936,889	38,924,330	38,459,202	17,093,835	13.47%	24,830,888
Public Safety	54,352,175	60,108,474	67,441,842	62,865,539	71,000,655	55.96%	70,546,047
Public Works	22,941,075	24,810,000	31,236,357	27,217,511	23,841,829	18.79%	24,261,677
Economic Development	4,918,999	4,051,646	4,607,325	3,839,921	3,777,352	2.98%	4,420,337
Recreation & Culture	7,806,047	9,011,008	10,933,621	8,742,213	11,171,287	8.80%	11,337,374
Total Expenditures	\$ 108,561,720	\$ 114,918,017	\$ 153,143,474	\$ 141,124,386	\$ 126,884,958	100.0%	\$ 135,396,323

* as amended

**as of July 28, 2023

General Government



	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Budget Unit (General Fund)							
Governing Body	312,020	279,513	511,358	482,149	338,368	2.0%	326,590
Public Services Administration	269,116	137,018	223,267	196,791	211,516	1.2%	218,490
City Manager's Office	651,829	795,696	1,230,362	1,155,436	1,167,525	6.8%	1,215,937
Human Resources	700,450	843,887	1,413,640	1,338,609	1,560,246	9.1%	2,067,531
Wellness Center	250,579	287,373	338,536	213,366	311,399	1.8%	332,779
Finance	683,601	778,410	928,710	952,923	986,931	5.8%	1,130,603
Tax	443,834	444,509	483,501	469,200	436,973	2.6%	441,702
Legal	383,843	468,391	562,658	611,258	568,972	3.3%	587,185
Information Technology	-	-	-	-	3,049,571	17.8%	2,853,455
Non-Departmental	14,848,153	12,902,092	33,232,298	33,039,470	8,462,334	49.5%	15,656,616
Total Expenditures	\$ 18,543,425	\$ 16,936,889	\$ 38,924,330	\$ 38,459,202	\$ 17,093,835	100.0%	\$ 24,830,888

* as amended

**as of 7/28/2023

Governing Body

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

Mission

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

Major Services Provided

- Legislative governance
- Set policy for government operations 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 services and retain financial stability of the City

FTE Summary

20-21	21-22	22-23	23-24	24-25
8.00	8.00	8.00	8.00	8.00

Major Accomplishments and Performance Goals

- Maintain a healthy fund balance and capital reserves while meeting necessary expenses on a pay-as-you-go basis.
- Provide funding and support for goals and objectives of the City of Concord Strategic Plan 2020-2023.
- Support the Concord United Committee to promote diversity, equity, and inclusion within the City.
- Work with staff, and/or consultant, to develop and implement the City of Concord Strategic Plan for 2024-2027.

Budget Charts



Budget By Category

Budget Unit #: 4110	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	186,018	185,401	193,992	192,532	175,546	181,996
Operations	394,151	305,263	431,405	382,771	305,262	257,911
Debt Service	136,870	136,581	136,581	136,581	121,722	136,848
Cost Allocations	(405,019)	(347,732)	(250,620)	(229,735)	(264,162)	(250,165)
Total Expenditures	\$ 312,020	\$ 279,513	\$ 511,358	\$ 482,149	\$ 338,368	\$ 326,590

*as amended

**as of 7/28/2023

Public Services Admin

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4115 - Public Services Admin

Mission

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
- Ensure safe work environment

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	1.00	1.00	1.00	1.00

FY 22-23 Major Accomplishments

- Continued roof restoration maintenance work on sheds' mezzanines and replaced BOC front gate.
- Began design of new Fleet facility.
- Completed construction of new Electric System Operations Center and new campus sidewalks.

FY 23-24 Budget Highlights

- Replace BOC front gate with new hydraulic operator.
- Begin construction of new Fleet facility and prepare road to new Solid Waste laydown yard.
- Replace HVAC units in BOC Operations and Administration buildings.
- Repair BOC parking lot surfaces.

FY 24-25 Planning Year Goals

- Complete construction of new Fleet facility and demolish fueling station at old Fleet facility.
- Replace BOC back gate and two HVAC units in Administration Building.
- Continue roof maintenance.

Program & Strategy Enhancements

- Continue to implement personnel expansions to increase efficiency, 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, succession planning, and employee development.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	100%	70%	78%	85%	80%
		% of constituent inquiries/complaints responded to within 24 hours	N/A	0%	98%	100%	100%
		Total number of recordable injuries for infrastructure/development coworkers	N/A	\$29.00	\$21.00	\$23.00	\$20.00

Budget Charts



Budget By Category

Budget Unit #: 4115	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	181,668	192,753	199,616	206,660	213,150	216,311
Operations	304,170	332,791	413,276	334,844	375,299	432,299
Debt Service	149,343	149,391	149,333	149,332	-	-
Cost Allocations	(366,066)	(537,917)	(538,958)	(494,045)	(376,933)	(430,120)
Total Expenditures	\$ 269,116	\$ 137,018	\$ 223,267	\$ 196,791	\$ 211,516	\$ 218,490

*as amended

**as of 7/28/2023

City Manager's Office

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4120 - City Manager's Office

Mission

Plan and deliver City services to all citizens in the most efficient, economical, and effective manner. 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 departmental activities including outreach opportunities such as Concord 101, Civic Education, and Partnerships for Stronger Neighborhoods

FTE Summary

20-21	21-22	22-23	23-24	24-25
8.00	9.00	9.00	9.50	9.50

FY 22-23 Major Accomplishments

- Hold public communication training for Elected Officials.
- Enhanced communications regarding downtown improvements and expanded DEI conversations into the community.
- Coordinated with Human Resources to implement recommendations from the Concord United Committee.

FY 23-24 Budget Highlights

- Rewriting of the Strategic Plan with collaboration from Council.
- Enhance and expand communication efforts.
- Coordinate with Cabarrus County staff for programming of new Streetscape platform.

FY 24-25 Planning Year Goals

- Implement the newly developed Strategic Plan.
- Continue enhancing communications regarding downtown improvements.
- Continue to implement and focus on City Council established goals.

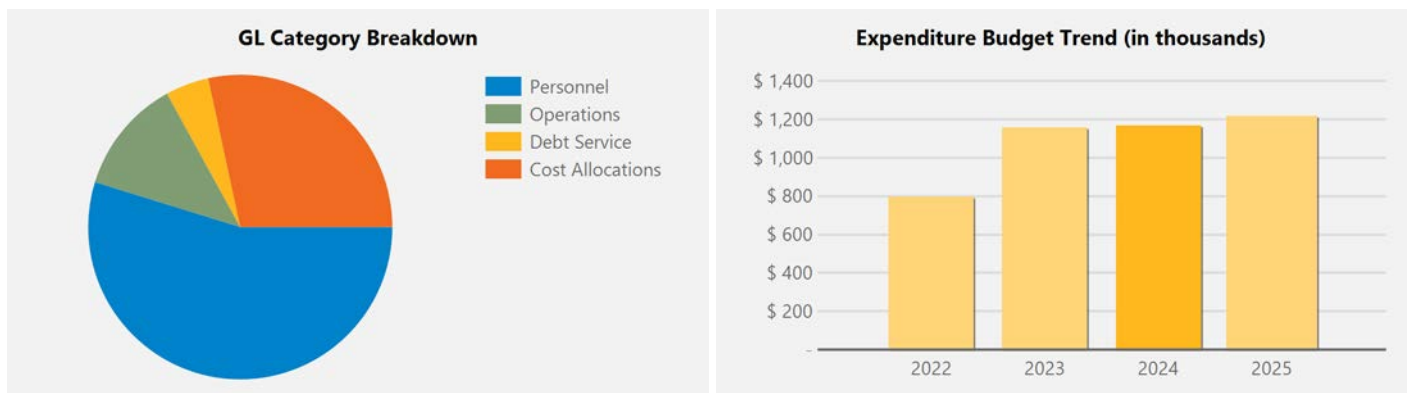
Program & Strategy Enhancements

- Continue monthly staff and functional meetings to review progress with departmental goals and responsibilities.
- Partner with leadership and the Customer Service Advancement Team on best practices to increase customer satisfaction among citizens and customers.
- Work with City departments to foster more sustainable, environmentally friendly, and conservation-minded practices.
- Support the diversity, inclusion, and equity trainings/efforts within the City.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 positive satisfaction with Admin.	100%	100%	100%	N/A	100%
Coordination of City Departments	Provide timely and accurate information to City departments for effective use of City resources.	% of City staff rating overall positive satisfaction with Admin.	100%	97%	97%	N/A	100%
		% of citizens rating of overall satisfaction with City services positive or neutral	100%	0%	0%	N/A	95%
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	N/A	95%	0%	N/A	95%
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 and activities	100%	0%	100%	N/A	100%
		% of budgeted Neighborhood Matching Grant funding awarded	100%	100%	100%	N/A	100%
		% of 3rd grade teachers rating overall satisfaction with Civic Education Program as "very" or "somew	95%	0%	0%	N/A	100%
		% of Concord 101 participants rating overall satisfaction with program as "very" or "somewhat" satis	98%	100%	100%	N/A	100%
		Growth in CityLink Newsletter subscriptions	50%	50%	5%	N/A	100%
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%	N/A	100%

Budget Charts



Budget By Category

Budget Unit #: 4120	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,012,549	1,240,242	1,387,525	1,353,178	1,479,621	1,507,900
Operations	353,899	228,630	410,688	311,150	330,284	360,638
Debt Service	139,946	139,650	139,650	139,650	124,457	139,923
Cost Allocations	(854,566)	(812,827)	(707,501)	(648,543)	(766,837)	(792,524)
Total Expenditures	\$ 651,829	\$ 795,696	\$ 1,230,362	\$ 1,155,436	\$ 1,167,525	\$ 1,215,937

*as amended

**as of 7/28/2023

Human Resources

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4125 - Human Resources

Mission

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, general liability insurance management, benefits administration, recruitment, worker's compensation, position management, compensation, safety and risk management, performance management, and occupational health and wellness.

Vision

The Human Resources 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
- Recruitment & Retention
- Safety & Training

FTE Summary

20-21	21-22	22-23	23-24	24-25
13.00	13.00	13.00	13.00	14.00

FY 22-23 Major Accomplishments

- Named Best in HR by the Charlotte Business Journal and named Best in Class Employer by Arthur J Gallagher.
- Established and integrated several new benefits vendors with enhanced offerings during successful Open Enrollment.
- Reviewed class specifications for all positions to ensure that the job responsibilities and minimum requirements meet organizational needs. Reorganized the Safety Committee to ensure representation from each City department and established mandatory quarterly safety training for department representatives.
- Created and implemented a compensation structure, 13 class specifications and recruitment strategy for the newly created IT Department. Worked to ensure City-wide compliance with the Hiring Procedures Policy to ensure fair and equitable hiring practices. Continued efforts to improve diversity among the City's workforce.

FY 23-24 Budget Highlights

- Continue to expand training options while using City-wide training management software to best serve coworkers' needs.
- Explore HRIS and Risk software options to enhance services and reduce data loss and unneeded duplication.
- Continue to promote and provide Journey through Concord, Service Awards, and Jo Atwater Award.
- Continue to provide a competitive compensation plan and a robust employee benefits package to attract and retain top talent.

FY 24-25 Planning Year Goals

- Add an additional HR position to align with industry HR to employee ratio guidelines and improve HR service delivery.
- Explore HRIS options to eliminate data duplication and create a centralized database to streamline applicant tracking, onboarding, and performance management data.
- Continue to audit policies and practices from the lens of employment law compliancy and best practice methodology.
- Continue to manage and oversee the City-wide internship program.
- Continue to explore opportunities to attract and retain top talent. Implement a City-wide supervisor prep program to promote upward mobility within the City and enhance career development opportunities. Enhance the exit interview process to better utilize exit interview information to reduce turnover and increase retention.

Program & Strategy Enhancements

- Explore HRIS (human resource information system) options to eliminate data duplication. Streamline applicant tracking, onboarding & performance management data with a centralized system.
- Audit policies and practices from the lens of employment law compliancy and best practice methodology. Enhance the exit interview process.

- Look for ways to improve interviewing and candidate selection processes to remain in alignment with the City's diversity and inclusion efforts.
- Manage and oversee the City-wide internship program. Explore opportunities to attract and retain top talent.
- Implement a City-wide supervisor prep program to promote upward mobility within the City and enhance career development opportunities.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	20	128.00	48.00	60.00	52.00
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	N/A	0%	0%	15%	100%
Employee Relations	Encourage and provide a thorough and streamlined grievance process to review issues fairly and expediently	% of grievances resolved at department level	80%	55%	100%	75%	85%
Retention & Recruitment	Provide strong position descriptions to attract qualified employees to ensure appropriate staffing levels	Average # of days from open-to-fill for full-time job vacancies	70	60	53	54	70
		Turnover Rate	10.20%	8%	9%	16%	10%
Worker's Compensation Program	Ensure a thorough review and correct processing of related claims	# of Worker's Comp Injuries	100	40.00	65.00	42.00	0.00
Safety & Training	Promote safe practices and awareness Citywide for the benefit of employee health and safety and insurance	# of departments receiving Department of Labor Safety Award (33 possible opportunities)	33	8.00	14.00	16.00	19.00
		% of employees receiving OSHA required annual training courses	90%	30%	49%	29%	90%

Budget Charts



Budget By Category

Budget Unit #: 4125	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,108,886	1,228,616	1,324,823	1,238,181	1,437,007	1,547,690
Operations	367,219	421,502	616,603	571,954	716,213	1,114,440
Debt Service	147,635	147,323	147,323	147,323	131,295	147,611
Cost Allocations	(923,291)	(953,555)	(675,109)	(618,850)	(724,269)	(992,210)
Transfers	-	-	-	-	-	250,000
Total Expenditures	\$ 700,450	\$ 843,887	\$ 1,413,640	\$ 1,338,609	\$ 1,560,246	\$ 2,067,531

*as amended

**as of 7/28/2023

Wellness Center

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4126 - Wellness Center

Mission

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 easily accessible and confidential services and consistently providing all customers with professionalism, expertise, and high-quality customer service in the administration of services.

Major Services Provided

- Drug Testing
- Immunizations
- Workers' Compensation Services
- Illness prevention and risk-reduction counseling
- Treatment of chronic and acute episodic injuries, illnesses, and accidents
- Provide comprehensive physical examinations for to meet annual requirements for applicable positions and pre-employment for positions

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	Contract	Contract	Contract	Contract

FY 22-23 Major Accomplishments

- Continued to enhance contract provider services.
- Received Healthiest Employer Award in the region by the Charlotte Business Journal for the fifth consecutive year.
- Held drive-thru flu clinic.
- Successful virtual benefits information sessions and open enrollment.
- Continued to provide health education and training options for City-wide wellness career development training.
- Increased fitness center utilization.
- Continued to offer on-site fitness training to promote physical fitness among coworkers.

FY 23-24 Budget Highlights

- Continue to utilize medical plan data to customize wellness programing and training to improve employee health and wellbeing.

FY 24-25 Planning Year Goals

- Continue to analyze medical plan data and clinic utilization data to provide targeted wellness programing and trainings for coworkers.

Program & Strategy Enhancements

- Develop and promote additional wellness initiatives to engage coworkers and potentially reduce health care costs through the services below:
- Nutrition, Weight Loss, Diabetes Management, Breast Cancer Awareness, Heart Health, Cancer Prevention, Stress Management, & Wellness Visits

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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.	# of risk-reduction or patient education programs (i.e., smoking cessation, weight management)	20	84.00	90.00	82.00	20.00
Customer Service	Enhance the level of customer service provided to coworkers by providing cost saving alternatives.	# of Patient Visits	2,000	2,732.00	2,563.00	3,409.00	2,000.00

Budget Charts



Budget By Category

	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Budget Unit #: 4126						
Operations	396,486	439,409	456,896	321,863	467,038	500,358
Cost Allocations	(145,907)	(152,035)	(118,360)	(108,497)	(155,639)	(167,579)
Total Expenditures	\$ 250,579	\$ 287,373	\$ 338,536	\$ 213,366	\$ 311,399	\$ 332,779

*as amended

**as of 7/28/2023

Finance

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4130 - Finance

Mission

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.

Core Values

Fairness | Honesty | Trust | Dedicated Service

Major Services Provided

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
15.00	15.00	15.00	15.00	15.00

FY 22-23 Major Accomplishments

- Identified and purchased an automated Annual Financial Statement software.
- Issued an RFP for banking services for the City to ensure best services and fees are being received.
- Awarded the Triple Crown by GFOA for receiving the COA, PAFR, and Excellence in Budgeting Awards.

FY 23-24 Budget Highlights

- Move Questica budget software from internal hosting to cloud hosting for better service from provider.
- Implement the winner of the banking services bidding process from FY 23.
- Hire a graduate level intern to update the formal revenue manual and standard operating procedures of the finance department.
- Partner with Human Resources to begin the process of moving towards a unified Enterprise Resource Planning (ERP) software package.
- Update processes to comply with new GASB 96 requirements.

FY 24-25 Planning Year Goals

- Practice good stewardship and accountability in managing the City of Concord's financial resources.
- Continue transparent financial reporting through the budget and audit process.
- Explore options for electronic refunds for Customer Care and Parks & Recreation.

Program & Strategy Enhancements

- Grants continues to maintain compliance in monitoring and reporting.
- Budget seeks to innovate and streamline processes to make them more efficient and effective.
- 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 reviews Generally Accepted Accounting Principles & updates procedures to ensure the City is 100% in compliance with the highest standards.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Accounting	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.	% of journal entries made as corrections	8%	2%	1%	2%	5%
		% 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%	99%	99%	0%	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	95%	88%	94%	90%	95%
		% of payments made electronically	75%	65%	76%	65%	75%
Transparency	Distribute easy to consume and informational products to the stakeholders of the City.	# of views of Annual Budget Video	1,000	New	438.00	631.00	1,000.00

Budget Charts



Budget By Category

Budget Unit #: 4130	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,242,470	1,310,958	1,408,256	1,379,937	1,484,318	1,501,661
Operations	111,620	133,012	300,102	269,714	292,543	287,829
Capital Outlay	21,030	-	12,819	12,819	-	-
Debt Service	202,999	202,570	202,570	202,570	180,532	202,966
Cost Allocations	(894,519)	(868,129)	(995,037)	(912,117)	(970,462)	(1,111,853)
Transfers	-	-	-	-	-	250,000
Total Expenditures	\$ 683,601	\$ 778,410	\$ 928,710	\$ 952,923	\$ 986,931	\$ 1,130,603

*as amended

**as of 7/28/2023

Tax

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4140 - Tax

Mission

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 Rental Tax
- Cemetery Record Maintenance

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	1.00	1.00	1.00	1.00

Major Accomplishments and Performance Goals

- Ensure communication is disseminated to Funeral Homes explaining burial process and required documents.
- Provide an online Cemetery portal for customer use.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Billing & Processing of Tax Bills	Provide low-cost Tax Division services to maximize use of resources required to service the City's taxpayers.	% of Malt Beverage/Wine Licenses Collected	N/A	87%	96%	45%	95%
Revenue Collection	Provide accurate and timely reporting of revenue collections to management team.	Timely reporting & recording of Tax Revenue by Agenda deadline	N/A	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4140	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	91,463	98,025	102,803	103,979	109,270	111,537
Operations	321,704	319,208	347,328	332,842	308,404	308,486
CIP Projects	3,450	-	-	-	-	-
Debt Service	21,530	21,485	21,485	21,485	19,147	21,527
Cost Allocations	5,686	5,791	11,885	10,895	152	152
Total Expenditures	\$ 443,834	\$ 444,509	\$ 483,501	\$ 469,200	\$ 436,973	\$ 441,702

*as amended

**as of 7/28/2023

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
6.00	6.00	6.00	6.00	6.00

FY 22-23 Major Accomplishments

- Represented the City in litigation matters, including code enforcement, personnel, workers compensation, civil rights cases, eminent domain, collections, contracts, and bankruptcies.
- Negotiated and drafted contracts.
- Researched and assembled responses to subpoenas and public records requests.
- Searched titles for code enforcement, subdivision, and utility projects; negotiated and acquired properties for parks, utilities and infrastructures.
- Drafted code amendments and new code sections.
- Reviewed and drafted various City policy and technical documents.

FY 23-24 Budget Highlights

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

FY 24-25 Planning Year Goals

- Provide high quality, cost-effective legal advice and services to the City Council, and City departments.
- Seek justice and enhance public safety through the effective enforcement of laws.

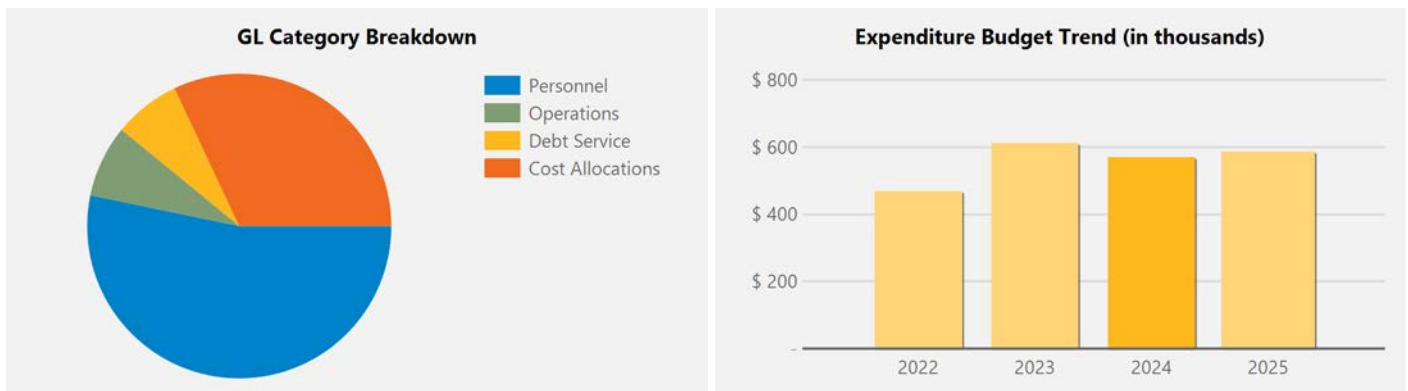
Program & Strategy Enhancements

- 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.
- Scan historic documents for general use.
- Cross-train staff for efficiency when absences occur.
- Updating CDO and COD to conform to changes in GIS to shorten and make them more user-friendly.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	N/A	149.00	157.00	92.00	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.	Average days turnaround time to review written contracts	3	1	1	1	N/A
Education	Train staff, elected officials, and appointed officers in proper legal procedures and changing laws 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 & staff	N/A	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4150	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	721,762	765,178	828,770	813,411	841,655	855,798
Operations	45,122	88,429	116,808	138,370	121,140	121,923
Debt Service	126,105	125,839	125,839	125,839	112,148	126,085
Cost Allocations	(509,147)	(511,055)	(508,759)	(466,362)	(505,971)	(516,621)
Total Expenditures	\$ 383,843	\$ 468,391	\$ 562,658	\$ 611,258	\$ 568,972	\$ 587,185

*as amended

**as of 7/28/2023

Information Technology

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4160 - Information Technology

Mission

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
- Computer hardware and software procurement, installation, and maintenance
- Technology project management and consulting

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	Contract	Contract	16.00	16.00

Major Accomplishments and Performance Goals

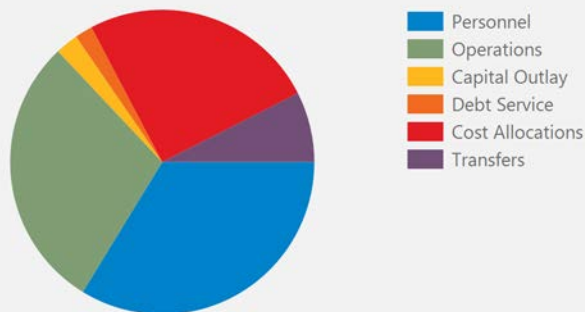
- Information Technology will transition from contracted IT services to an in-house department on July 1, 2023 to increase accountability and efficiency with little to no service interruptions.
- Provide preventive maintenance programs to ensure high network availability, including capital replacements of network switches and physical servers nearing end of life.
- Continue with Cyber Security enhancements and training.
- Allocate staff resources to meet increasing demand for service requests.

Performance Summary

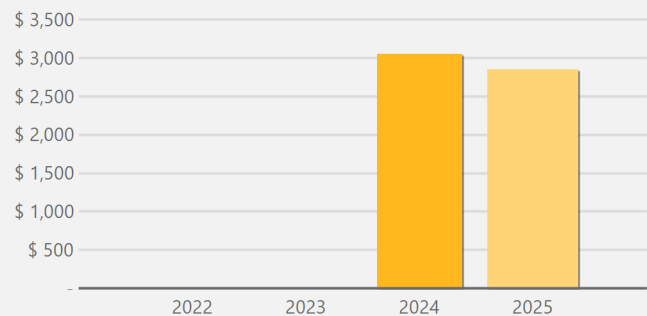
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Network Infrastructure	Provide maximum system uptime for internal and external users during normal operating hours to ensure access to City information and data.	% of Server & Network Availability	99%	99%	99%	N/A	N/A

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4160	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	-	-	-	-	2,077,050	2,115,489
Operations	-	-	-	-	1,799,071	1,848,312
Capital Outlay	-	-	-	-	150,000	200,000
Debt Service	-	-	-	-	116,251	130,698
Cost Allocations	-	-	-	-	(1,552,801)	(1,441,044)
Transfers	-	-	-	-	460,000	-
Total Expenditures	-	-	-	-	\$ 3,049,571	\$ 2,853,455

*as amended

**as of 7/28/2023

Non-Departmental

Fund: 100 - General Fund | Functional Area: General Government | Budget Unit: 4190 - Non-Departmental

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	0.00	0.00	0.00

Budget Charts



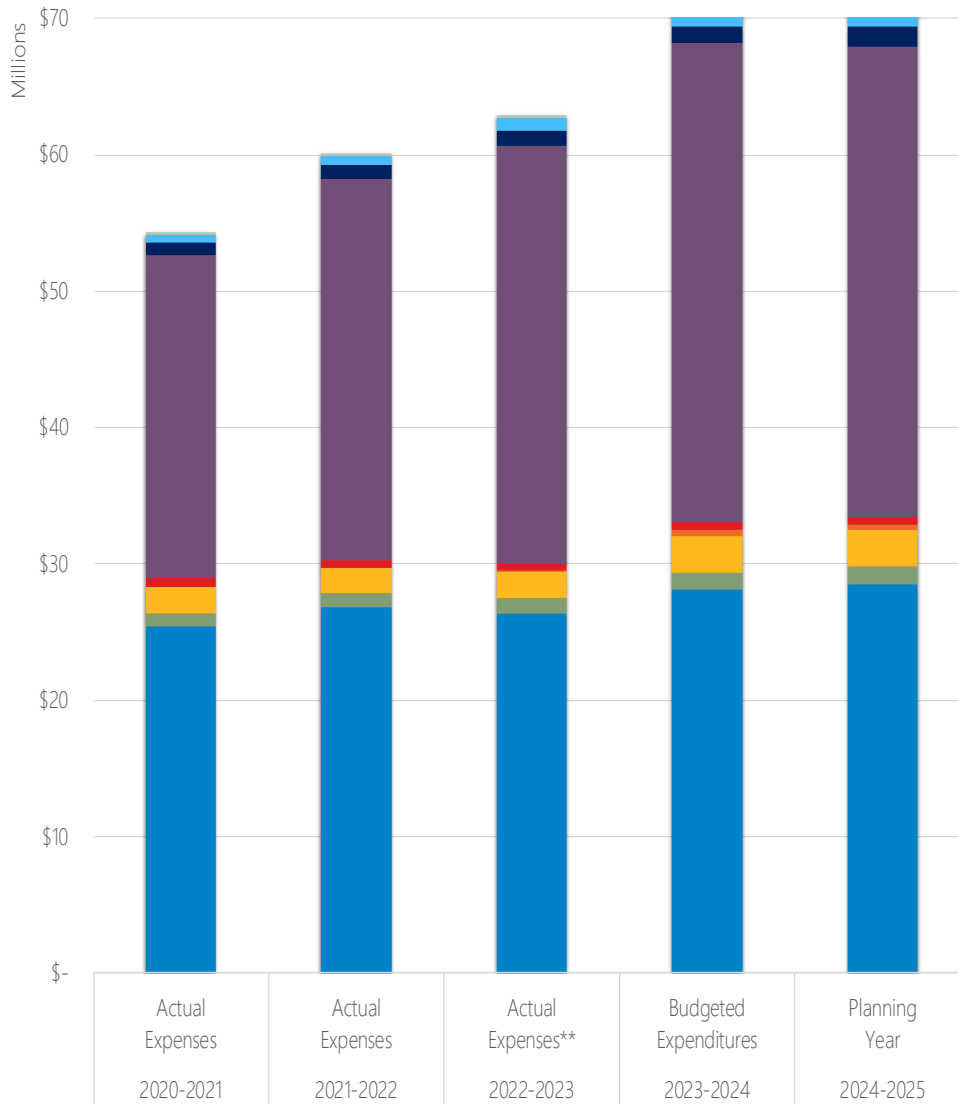
Budget By Category

Budget Unit #: 4190	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	32,936	-	15,952	15,952	300,000	300,000
Operations	2,293,753	1,748,463	4,134,069	3,977,927	1,638,331	1,501,557
Capital Outlay	39,533	85,946	4,950	-	-	-
Debt Service	193,336	-	-	-	-	-
Cost Allocations	1,878,311	1,738,829	400,016	366,681	626,918	593,541
Transfers	10,321,471	9,162,318	28,377,311	28,377,311	4,792,250	12,864,512
Other Financing Uses	-	97	-	-	-	-
Non-Operating Expenses	88,813	166,440	300,000	301,599	1,104,835	397,006
Total Expenditures	\$ 14,848,153	\$ 12,902,092	\$ 33,232,298	\$ 33,039,470	\$ 8,462,334	\$ 15,656,616

*as amended

**as of 7/28/2023

Public Safety



Budget Unit (General Fund)	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Police	25,422,407	26,862,692	28,010,747	26,382,648	28,176,197	39.7%	28,530,883
Code Enforcement	952,636	982,527	1,195,938	1,114,296	1,207,543	1.7%	1,310,179
Emergency Communications	1,945,231	1,862,963	2,122,334	1,924,889	2,631,955	3.7%	2,712,000
Fiber Network Management	-	15,906	345,995	120,499	514,943	0.7%	309,599
Radio Shop	617,071	579,172	499,842	480,734	496,992	0.7%	543,570
Fire	23,676,031	27,898,018	33,006,688	30,643,249	35,186,069	49.6%	34,565,240
Fire Prevention	986,913	1,062,009	1,170,403	1,145,374	1,257,834	1.8%	1,457,900
Fire Training	544,455	661,456	890,268	877,133	1,195,776	1.7%	920,010
Emergency Management	207,431	183,731	199,627	176,717	333,346	0.5%	196,666
Total Expenditures	\$ 54,352,175	\$ 60,108,474	\$ 67,441,842	\$ 62,865,539	\$ 71,000,655	100.0%	\$ 70,546,047

* as amended

**as of 7/28/2023

Police

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

Mission

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

Vision

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
 - Community engagement

FTE Summary

20-21	21-22	22-23	23-24	24-25
217.00	226.00	227.00	227.00	227.00

FY 22-23 Major Accomplishments

- Added a school resource officer for Roberta Road Middle School that opened in August of 2022.
- Expanded the use of Gray Key Mobile Digital Forensics Software.
- Achieved CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation in July of 2023.

FY 23-24 Budget Highlights

- Reclassed a position to create a specialized detective position that will work with the National Integrated Ballistics Information Network to compare bullets and ammunition casings used in violent crimes and work on cases involving internet crimes against children.
- Upgrade older Motorola radios with flash codes that will make them compatible with new technology (Year 1 of 2).
- Contract with a company to scan, organize, and add metadata to older investigative records.
- Implement psychological wellness exams for officers assigned to crime scenes, sex crimes, and crimes against children.

FY 24-25 Planning Year Goals

- Continue to upgrade older Motorola radios with flash codes that will enable compatibility new technology (Year 2 of 2).
- Replace expiring SWAT Team ballistic vests.
- Fund contract increase to Axon Fleet 3 program.

Program & Strategy Enhancements

- Continue utilization of data performance indicators at the city, district, and team levels.
- Evidence-based community policing philosophy with emphasis on partnerships, problem-solving, transparency and accountability, and customer service.
- Continue to expand capacity of digital forensic investigators and crime scene investigators.
- 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 and use social media to enhance community engagement.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Community Oriented Police Service (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.	# of dispatched calls per officer	807	1,196.00	1,180.00	N/A	1,250.00
		# of incoming calls per 1,000 population	2,500	1,017.00	984.00	990.00	1,150.00
		Average monthly staffing level	99%	95%	93%	91%	95%
		Part I crimes per 1,000 population	55	15.00	5.60	10.75	30.00
		% of Part I cleared of those reported	40%	34%	40%	33%	40%
		# of crashes at top five intersections	150	157.00	162.00	143.00	200.00
		Average response time to high priority calls in minutes	5	4.50	4.63	4.47	5.00
		Bicycle Patrol Hours	N/A	487	663	625	1,000
		Foot Patrol Hours	N/A	6,948	3,241	2,632	8,000

Budget Charts



Budget By Category

Budget Unit #: 4310	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	18,217,969	19,300,299	20,376,964	19,760,685	20,923,299	21,337,385
Operations	4,093,794	4,423,880	4,512,579	3,985,842	4,131,243	4,500,894
Capital Outlay	1,377,178	1,397,645	1,191,215	830,185	1,260,000	1,053,000
Debt Service	789,200	771,416	743,570	743,570	1,172,124	1,126,558
Cost Allocations	936,369	921,935	1,140,409	1,045,375	514,531	488,046
Transfers	-	-	-	-	150,000	-
Other Financing Uses	7,896	26,701	-	-	-	-
Non-Operating Expenses	-	20,816	46,010	16,991	25,000	25,000
Total Expenditures	\$ 25,422,407	\$ 26,862,692	\$ 28,010,747	\$ 26,382,648	\$ 28,176,197	\$ 28,530,883

*as amended

**as of 7/28/2023

Code Enforcement

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4312 - Code Enforcement

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
9.00	9.00	9.00	9.00	9.00

FY 22-23 Major Accomplishments

- Completed year 1 of 2 of upgrading computer tablets.
- Purchased body cameras for Code employees.
- Purchased monitor for conference room and scheduled Acella training for February 2023. This training, along with a planned update for Acella, will allow code officers to be able to fully utilize Acellas capabilities to be more efficient in their duties.

FY 23-24 Budget Highlights

- Construct Code Manager office in existing work location and purchase equipment and supplies for the office.
- Complete year 2 of 2 of upgrading computer tablets.
- Implement Verizon GPS software on each Code Enforcement vehicle. Doing so will give each officer access to their own travel patterns within their assigned zone and provide data as to what areas need additional patrols or attention. The self-accountability tool is designed to reduce customer complaints on code enforcement issues and increase efficiency.

FY 24-25 Planning Year Goals

- Continue education towards maintaining existing certifications with North Carolina Housing Code Officials, (NCACO), North Carolina Association of Zoning Officials (NCAZO), North Carolina Building Level 1 Standard Certification and maintaining up to date knowledge on issues related to Code Enforcement.
- Continue to explore pertinent performance measures to increase the efficiency of the division.
- Continue to fund Axon body camera program for Code Enforcement.

Program & Strategy Enhancements

- 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	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	6	43.00	52.00	45.00	45.00
		Average # of cases per Code Enforcement Officer per year	N/A	657.00	932.00	898.00	950.00
		Average # of new cases per day per officer	N/A	2.63	3.51	3.82	3.00
		Average days for completion from the time the citizen request is received until it is closed	N/A	0.00	2.30	2.58	3.50

Budget Charts



Budget By Category

Budget Unit #: 4312	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	769,464	786,339	812,953	814,317	874,868	884,331
Operations	133,028	146,724	264,074	209,021	269,428	272,535
Capital Outlay	49,856	23,403	82,923	57,968	50,000	140,000
Cost Allocations	289	26,061	35,988	32,989	13,247	13,313
Total Expenditures	\$ 952,636	\$ 982,527	\$ 1,195,938	\$ 1,114,296	\$ 1,207,543	\$ 1,310,179

*as amended

**as of 7/28/2023

Emergency Communications

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4315 - Emergency Communications

Mission

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
- Dispatching calls for Town of Harrisburg

FTE Summary

20-21	21-22	22-23	23-24	24-25
25.50	25.50	25.50	26.50	26.50

FY 22-23 Major Accomplishments

- Replaced CAD Server and workstations.
- Completed renovations to relocate and expand the break room and create additional workspace for Comms staff.
- Finished the transition to the Emergency Services IP Network, ESINet, hosted 911 system including upgraded workstations and equipment.

FY 23-24 Budget Highlights

- Addition of a new Administrative Assistant to assist all three Communications divisions with administrative workload.
- Begin the building construction process for the new Communications building.
- Console upgrades and chair replacements.
- Enhance 911 location services.
- Continue to monitor and identify areas for improvements within the False Alarm Reduction Program.

FY 24-25 Planning Year Goals

- Finish constructing the new Communications building.
- Upgrade False Alarm Reduction Program software.
- Replace Message Switch and Domain Controllers.

Program & Strategy Enhancements

- Continued focus on coworker career development.
- Continue monitoring industry trends in emerging technology, best practices and training.
- Continue monitoring and analyzing fire dispatch practices to enhance response times and provide a higher level of customer service to responders.
- Work 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.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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.	Average # of seconds from ring to answer	5	4.18	4.40	4.37	5.00
		% of initial call-taking entry for emergency calls within 30 seconds	90%	98%	98%	99%	90%
		Average # calls answered per Telecommunicator	8,000	4,131.00	4,408.00	4,563.00	6,000.00
		Average # of calls dispatched per Telecommunicator	N/A	6,596.00	6,689.00	6,736.00	8,000.00
		Average # of calls dispatched for the Town of Harrisburg	N/A	New	2,094.00	2,355.00	N/A
		% of emergency calls dispatched within 60 seconds	90%	91%	91%	93%	90%
		Cost per call for service	\$12.00	\$11.17	\$11.85	\$12.16	\$0.00

Budget Charts



Budget By Category

Budget Unit #: 4315	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,657,531	1,600,039	1,640,439	1,568,783	1,945,824	2,003,209
Operations	121,846	132,647	328,555	217,471	311,523	347,489
Capital Outlay	18,334	-	80,000	71,407	-	-
Debt Service	-	-	-	-	321,750	311,025
Cost Allocations	147,520	130,277	73,340	67,228	52,858	50,277
Total Expenditures	\$ 1,945,231	\$ 1,862,963	\$ 2,122,334	\$ 1,924,889	\$ 2,631,955	\$ 2,712,000

*as amended

**as of 7/28/2023

Fiber Network Management

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4320 - Fiber Network Management

Mission

Provide reliable and cost-effective service through partnerships with other governmental entities and departments, by maintaining GIS mapping and asset management of the City's existing fiber optic network infrastructure along with the planning and design of new fiber expansions for growth and diversity.

Major Services Provided

- Fiber Network Management and Planning
- Internet Connectivity Through Fiber Optics
- Intranet Connectivity Through Fiber Optics

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	Contract	1.00	1.00	2.00

FY 22-23 Major Accomplishments

- Designed and added new fiber route for Clearwater studios and redundant fiber route for Academy Rec Center.
- Assigned new fiber paths for Fire Station 1 for City LAN and WIFI and City WIFI at the airport.
- Assigned new redundant paths for the new Electric Service Operation Center.
- Added capacity between the server room in the Police Department and City Hall 4th floor IT server room.
- Added a new fiber route to the Airport maintenance building.
- Located several undocumented fiber paths in the field and had documentation added to GIS.
- Completed a inventory of fiber materials in the warehouse.
- Located and repaired a fiber for the Housing maintenance building with the help from Electric Department.
- Corrected Media converter issue at Electric Service Operation Center.

FY 23-24 Budget Highlights

- Inventory the City's Fiber Optic network in the field and upload documentation into the City's Arc GIS system showing routes and usage on the fiber optic cables.
- Add new fiber route between Substation K on International Drive to tie into existing fiber on Hwy 73 at Stanley Drive.
- Add new fiber route from Substation O on Ivey Cline Rd to Derita Road to connect to existing fiber.
- Build fiber routes for future Parks and Recreation projects associated with the Park bonds.
- Relocate and increase fiber capacity on Hwy 29 in front of Eli Lilly.

FY 24-25 Planning Year Goals

- Add more fiber optic redundancy to the network.
- Purchase equipment to allow more splicing and repairs to be done internally.
- Add a full time fiber technician to assist with splicing and building new routes.

Program & Strategy Enhancements

- Continue to connect all City facilities with fiber optics.
- Work with other City departments to develop plans for their future needs of fiber network connectivity.
- Monitor spare inventory and future needs to allow cost effective procurement of material for repairs and future projects.
- Continue to find ways to cut cost by working with other departments for splicing and installation of fiber optics.
- Work with IT department to develop automatic route redundancy within the network.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Fiber System	Provide system maintenance of fiber equipment to ensure constant network connectivity	Number of outages caused by fiber breaks or cuts.	N/A	0.00	0.00	0.00	0.00
		Percentage of jobs completed by due date.	N/A	0%	0%	100%	100%
Network Availability	Provide timely and preventative maintenance service to the City's fiber infrastructure to minimize down time or disruption to users	Minutes of network downtime due to unplanned fiber outage.	N/A	0.00	0.00	0.00	480.00

Budget Charts



Budget By Category

Budget Unit #: 4320	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	-	-	141,247	138,020	147,514	223,478
Operations	-	-	288,980	59,692	609,264	263,641
Capital Outlay	-	-	-	-	73,500	-
Cost Allocations	-	-	(84,232)	(77,213)	(315,335)	(177,520)
Total Expenditures	-	-	\$ 345,995	\$ 120,499	\$ 514,943	\$ 309,599

*as amended

**as of 7/28/2023

Radio Shop

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4330 - Radio Shop

Mission

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 Installation

FTE Summary

20-21	21-22	22-23	23-24	24-25
4.50	5.50	5.50	5.50	5.50

FY 22-23 Major Accomplishments

- Completed HVAC monitoring to Pitts School Rd. communications tower site.
- Staff completed fiber certification and field training for interior fiber splicing adding to data installation services.
- Finished annual radio maintenance for Police, Fire, and Transit.
- Worked with Technologies Edge to add network connectivity for City facilities.
Began replacing 5300 series Mitel telephones with 6900 series Mitel telephones.

FY 23-24 Budget Highlights

- Continue replacing 5300 series Mitel telephones with 6900 series Mitel telephones.
- Complete replacement of the Fire Department's APX6500 AN model portable radios.
- Began annual radio maintenance for public works.
- Worked with City departments and vendors on design of ESOC communications needs.
- Completed replacement of the Police Department's XTL2500 model mobile radios.

FY 24-25 Planning Year Goals

- Radio Shop relocation to Fleet Services.
- Streamline ordering of anticipated emergency lighting and miscellaneous equipment for non-public safety vehicle installations prior to need arising.
- Begin Mitel system upgrades to the City's three controllers.
- Replace aging fax server with an IP based fax service.

Program & Strategy Enhancements

- 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.
- 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 internal and external splicing to enhance timeliness of data installations.
- Continued focus on coworkers career development and team building.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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)	5	0.00	0.00	0.00	5.00
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	900	1,140.00	1,274.00	1,274.00	N/A
		% of field radios receiving annual preventative maintenance	90%	10%	30%	20%	90%
Vehicle System	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	95%	96%	97%	95%	95%
		# of Vehicle Installations	40	155.00	191.00	54.00	N/A

Budget Charts



Budget By Category

Budget Unit #: 4330	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	327,580	419,501	457,224	462,321	482,857	494,058
Operations	235,528	81,012	150,355	112,935	149,361	152,444
Capital Outlay	-	14,330	-	-	-	50,000
Debt Service	53,962	52,746	50,842	50,842	48,938	46,714
Cost Allocations	-	11,583	(158,579)	(145,364)	(184,164)	(199,646)
Total Expenditures	\$ 617,071	\$ 579,172	\$ 499,842	\$ 480,734	\$ 496,992	\$ 543,570

*as amended

**as of 7/28/2023

Fire

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

Mission

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

Vision

To meet the growing needs of our city, we will continuously improve our personnel, resources and capabilities through our strategic initiatives.

Major Services Provided

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
238.00	239.80	257.90	272.80	278.80

FY 22-23 Major Accomplishments

- Enhanced firefighter physical program to include chest x-rays and ultrasounds for cancer and critical illness identification.
- 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.
- Hire personnel for Ladder 10 approved in the FY23 budget.

FY 23-24 Budget Highlights

- Hire personnel for Engine 6.
- Start construction for new joint facility at airport (Fire Station 6 / David District Police Office).
- Replace Hazardous Materials equipment that is approaching 20 years in age.
- Funding to finalize equipment needs for Swift Water Rescue Team.

FY 24-25 Planning Year Goals

- Collaborate with Emergency Management to implement a Fire Planner position. This position would work towards National Accreditation and monitor department metrics.
- Implement phase 3 of the FY18 Staffing Study.

Program & Strategy Enhancements

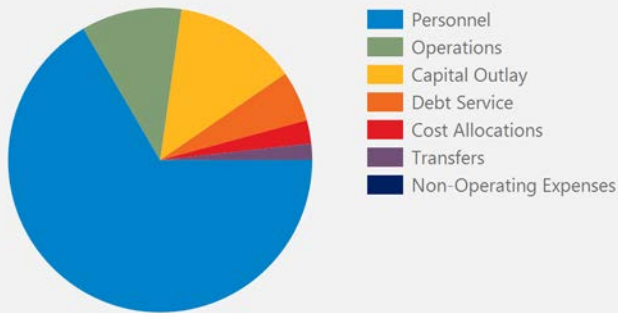
- Plan for future growth through fulfilling strategic plan initiatives and reporting KPIs and benchmarks to internal/external customers.
- Complete the comprehensive strategic plan and master plan for the department.
- Focus on personnel development and mentorship to plan for future growth and development of employees.

Performance Summary

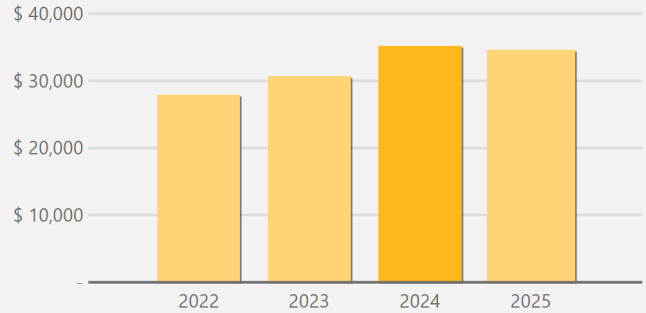
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Operations & Administration	Provide effective and timely response to fire/rescue/medical assistance incidents within the City in order to minimize loss of life and destruction of personal property.	% of Critical Work Orders Filled Within 24-Hours	90%	New	New	78%	90%
		% of dispatches 60 seconds or less	100%	New	New	N/A	100%
		% of 1710 initial company response on the scene in less than 320 seconds	80%	New	New	97%	80%
		% of 1710 Full Alarm Response on scene less 520 seconds	80%	New	New	70%	80%
		% of first unit arrival within 4 mins (EMS)	100%	New	New	81%	100%

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4340	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	17,476,794	19,476,688	21,130,852	20,955,382	23,422,674	25,107,869
Operations	2,886,513	3,511,728	4,317,803	3,607,593	3,762,875	3,793,971
Capital Outlay	1,634,381	2,652,823	4,932,585	3,590,208	4,625,017	2,958,500
Debt Service	483,105	1,019,500	1,000,862	1,000,862	1,892,874	1,845,816
Cost Allocations	1,195,238	1,237,280	1,624,586	1,489,204	872,629	834,084
Transfers	-	-	-	-	585,000	-
Non-Operating Expenses	-	-	-	-	25,000	25,000
Total Expenditures	\$ 23,676,031	\$ 27,898,018	\$ 33,006,688	\$ 30,643,249	\$ 35,186,069	\$ 34,565,240

*as amended

**as of 7/28/2023

Fire Prevention

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4341 - Fire Prevention

Mission

Regulate and inspect the construction of new buildings and inspection of existing buildings for compliance with the State of North Carolina Building Codes and ISO Inspection Schedules. 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

FTE Summary

20-21	21-22	22-23	23-24	24-25
10.20	10.20	10.20	12.20	14.20

FY 22-23 Major Accomplishments

- Enhanced fire prevention education and programs through strengthening partnerships and delivering more in-person training opportunities.
- Managed new benchmarks and KPIs identified through Strategic Planning Committee.
- Finalized divisional workflow analysis process started in FY22.

FY 23-24 Budget Highlights

- Implement two additional Assistant Fire Marshal positions to improve benchmarks and enhance inspection schedule for existing occupancies within the City.
- Expand Residential Knox Box program.

FY 24-25 Planning Year Goals

- Implement two additional Assistant Fire Marshal positions to improve benchmarks and enhance inspection schedule for existing occupancies within the City.

Program & Strategy Enhancements

- 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	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Existing Construction	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.	Completion of annual inspections based on ISO schedule	100%	New	New	27%	100%
		Completion of periodic inspections based on NC Fire Code schedule	100%	New	New	100%	100%
		% of inspections audited for quality assurance	5%	New	New	0%	5%
		% of recurring fire violations by type (extinguishers, alarms, etc.)	5%	New	New	16%	5%
		% of fire code violations cleared within 90 days in City Facilities	95%	New	New	16%	95%
		% of fire code violations cleared within 90 days	95%	New	New	60%	95%
New Construction	To provide and maintain a fire inspection and code enforcement program that meets all local, state, and federal requirements in order to reduce the potential for future fires.	% of 1st submittals being reviewed with-in 14 days	100%	New	New	89%	100%
		% of plans being approved with no more than two submittals	80%	New	New	98%	80%
		% of inspections audited for quality assurance	5%	New	New	5%	5%
		% of requested construction inspections completed with-in 24 hrs of the request	100%	New	New	80%	100%
Education	To provide educational programs to the community that stress total life safety in order to aid in the prevention of accidents and injuries.	% of relevant community risk reduction topics delivered	N/A	New	New	71%	100%
		% of population contacted directly with Community Risk Reduction topics	N/A	New	New	29%	40%
		% of Child Passenger Safety Seat Checks that are returns	N/A	New	New	1%	1%
		% of fires where juveniles are involved in ignition	2.5%	New	New	0%	3%
		% of residential fires where the dwelling has no working smoke alarms	0%	New	New	18%	0%
Fire Training	To provide and maintain a work environment that meets and exceeds all safety standards to include station safety, incident safety, employee health, apparatus, and equipment safety in order to ensure optimal physical fitness of Fire personnel. To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.	% of Specialty Technicians per Shift (A,B,C)	N/A	New	New	80%	100%

Budget Charts



Budget By Category

Budget Unit #: 4341	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	904,366	989,691	1,093,144	1,088,899	1,192,196	1,392,260
Operations	69,590	37,570	57,180	38,069	65,030	65,030
Capital Outlay	12,956	-	-	-	-	-
Cost Allocations	-	34,748	20,079	18,406	608	610
Total Expenditures	\$ 986,913	\$ 1,062,009	\$ 1,170,403	\$ 1,145,374	\$ 1,257,834	\$ 1,457,900

*as amended

**as of 7/28/2023

Fire Training

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4342 - Fire Training

Mission

Provide all initial recruit training and certification; Fire, Rescue and EMS continuing education training and recertification. 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)

FTE Summary

20-21	21-22	22-23	23-24	24-25
4.00	5.00	6.00	6.00	6.00

FY 22-23 Major Accomplishments

- Implemented Recruitment and Special Operations Training Captain.
- Delivered Driver Operator and Engineer Qualification process and Assessments.
- Developed a pilot program for lateral entry recruit training program.

FY 23-24 Budget Highlights

- Strengthen personnel development through Strategic Planning Committee workstreams.
- Explore options to create training area at the airport / FS9 for FAA 139 Burns.

FY 24-25 Planning Year Goals

- Explore opportunities to further enhance training and developmental programs.
- Continue to work with partner agencies on planning of the Joint Public Safety Training Facility.

Program & Strategy Enhancements

- Continue to monitor and evaluate program enhancements.
- 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.
- Deliver more company evolutions to improve deficiencies through the NIST critical fire ground tasks analysis and annual Company Evolutions testing.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Fire Training	To provide and maintain a work environment that meets and exceeds all safety standards to include station safety, incident safety, employee health, apparatus, and equipment safety in order to ensure optimal physical fitness of Fire personnel. To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.	% of employees that receive specialty specific refresher training (Haz-Mat, ARFF, Swiftwater, and USAR)	100%	New	New	100%	N/A
		% of recruits passing block skills test the first time	N/A	New	New	99%	90%
		% of employees that pass the driver/operator academy testing the 1st time	90%	New	New	0%	90%
		Injuries per 100 firefighters	4	New	New	3.20	4.00

Budget Charts



Budget By Category

Budget Unit #: 4342	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	439,041	529,047	721,209	723,065	754,510	753,742
Operations	105,413	120,826	160,828	146,523	165,506	165,506
Cost Allocations	-	11,583	8,231	7,545	760	762
Transfers	-	-	-	-	275,000	-
Total Expenditures	\$ 544,455	\$ 661,456	\$ 890,268	\$ 877,133	\$ 1,195,776	\$ 920,010

*as amended

**as of 7/28/2023

Emergency Management

Fund: 100 - General Fund | Functional Area: Public Safety | Budget Unit: 4343 - Emergency Management

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	1.00	1.00	1.00	1.00

FY 22-23 Major Accomplishments

- Implemented WebEOC incident management software to utilize during planned and significant emergency events and added additional AlertUS equipment to several locations throughout City facilities.
- Contracted with outside instructors to teach several ICS certification courses for City employees.
- Attended and completed several certification courses to include Disaster Management for Wastewater utilities and Special Events Incident Management and facilitated several emergency tabletop exercises for City departments.

FY 23-24 Budget Highlights

- Contract with outside instructors to continue ICS and IMT training for City staff and to facilitate Crisis Communication training, once the vendor has completed the City's plan.
- Purchase deploy-able road barriers to utilize during special events and emergency situations.
- Continue to add additional AlertUS equipment at City facilities.

FY 24-25 Planning Year Goals

- Add an Emergency Management Planner to the Division to assist with emergency exercises, annual plan reviews, and public education to accommodate a growing population in the City.
- Continue to implement WebEOC City-wide and train applicable staff.
- Continue to schedule IMT related courses for City staff as we work towards developing a certified IMT for the City and continue to educate on the importance of emergency preparedness.

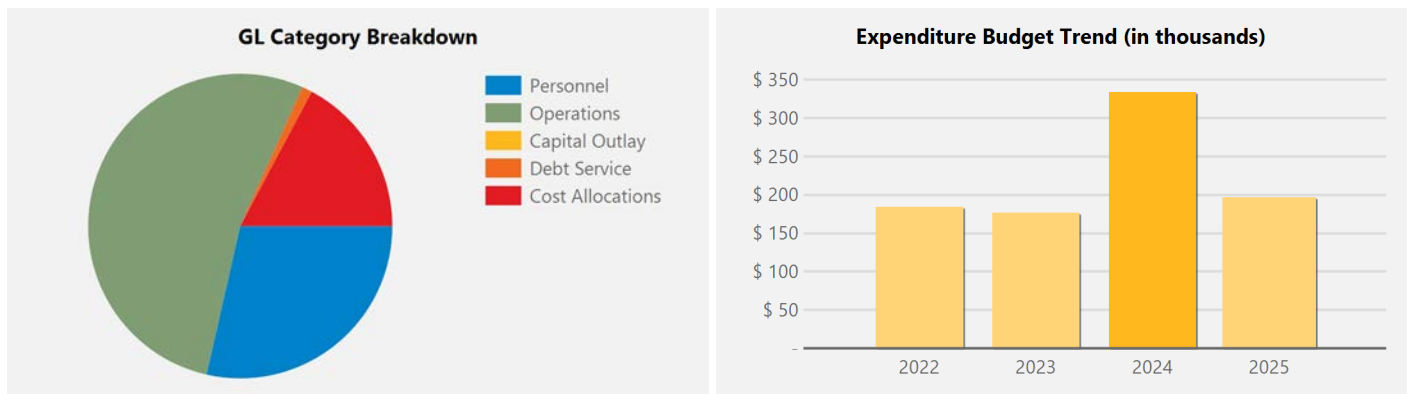
Program & Strategy Enhancements

- Increase awareness to the public on community preparedness, resiliency, and emergency management.
- Ensure that the City of Concord's overall emergency management objectives are addressed and maintain positive relations with State and Federal agencies by attending seminars, workshops, and other training opportunities.
- 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.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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%
		# of emergency drills at City facilities	3	5.00	3.00	3.00	3.00
		% of responsible parties billed within a 20 day window of Hazmat incident	75%	100%	100%	100%	100%
		% 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	2.00	2.00	2.00	2.00
		% of annual risk assessments conducted on required critical infrastructures within City limits	100%	100%	100%	100%	100%

Budget Charts



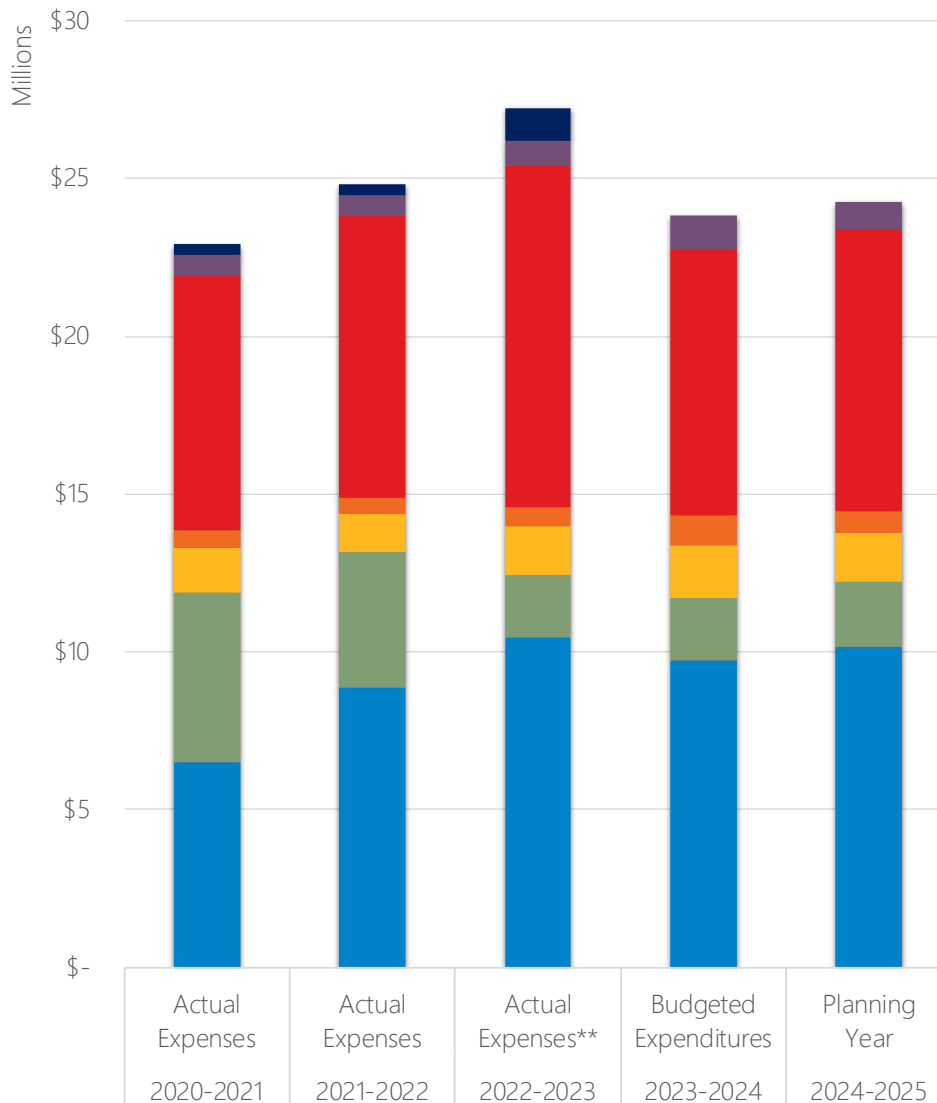
Budget By Category

Budget Unit #: 4343	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	122,104	129,840	142,523	139,088	145,149	147,587
Operations	76,332	44,856	99,436	75,922	270,141	93,665
Debt Service	6,151	6,138	6,138	6,138	5,470	6,150
Cost Allocations	2,843	2,896	(48,470)	(44,431)	(87,414)	(50,736)
Total Expenditures	\$ 207,431	\$ 183,731	\$ 199,627	\$ 176,717	\$ 333,346	\$ 196,666

*as amended

**as of 7/28/2023

Public Works



	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Budget Unit (General Fund)							
Streets & Traffic	6,506,228	8,853,213	11,317,228	10,456,060	9,723,341	40.8%	10,144,207
Powell Bill	5,384,856	4,319,658	4,901,811	1,970,639	1,999,551	8.4%	2,065,239
Traffic Signals	1,398,359	1,199,465	1,856,766	1,557,820	1,676,697	7.0%	1,550,269
Traffic Services	586,623	524,180	750,210	619,868	912,419	3.8%	680,211
Solid Waste & Recycling	8,059,793	8,956,990	11,163,517	10,806,759	8,451,428	35.4%	8,978,586
Cemeteries	644,097	623,126	866,690	789,622	1,078,393	4.5%	843,165
Fleet Services	361,119	333,368	380,135	1,016,743	-	0.0%	-
Total Expenditures	\$ 22,941,075	\$ 24,810,000	\$ 31,236,357	\$ 27,217,511	\$ 23,841,829	100.0%	\$ 24,261,677

* as amended

**as of 7/28/2023

Streets

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4510 - Streets

Mission

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

- Roadway Maintenance
- Minor Construction or Enhancement Projects
- Emergency Response and Inclement Weather Mitigation
- Traffic Engineering, Technical Support, Contract, and Customer Service
- Infrastructure Inspection, Quality Assurance, and Asset Management

FTE Summary

20-21	21-22	22-23	23-24	24-25
36.00	36.00	36.00	36.00	36.00

FY 22-23 Major Accomplishments

- Resurfaced 32 lane miles in conjunction with Powell Bill funds for the continuation of the Streets Preservation program.
- Cedar, Crowell, Glenn and Elm streets' sidewalk projects have completed the design phase as part of the Pedestrian Improvement plan.
- Completed 377 center lane miles of pavement evaluation ratings through a consulting firm as part of the continuation of enhancing City streets.

FY 23-24 Budget Highlights

- Fund construction and/or design of the next highest priority sidewalk segments along City streets as identified by the PIP prioritization.
- Complete the design phase and begin construction on the Lincoln Street bridge replacement.
- Add automated external defibrillator devices to Transportation's buildings.
- Purchase a Concrete Curb Forming machine to optimize the efficiency, materials, and labor costs on concrete repair work.
- Collaborating with a consulting firm to configure and structure the new GIS database and supporting software installation for higher capabilities and more reliable data access.

FY 24-25 Planning Year Goals

- Continue to evaluate street preservation annually to improve the average pavement rating.
- Equip each Streets Division Crew leader's vehicles for emergency preparedness.
- Identify and design additional Pedestrian Improvement Plan projects to continue growing the City's sidewalk network and participate in funding of sidewalk and multi-use paths along NCDOT roadway projects.

Program & Strategy Enhancements

- Explore new methods for improved operational procedures to achieve higher benefit-cost ratios for all programs, services, and activities performed.
- Evaluate performance and effectiveness of operations using asset-resource management software.
- 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	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	15	26	24	10	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.	95%	95%	95%	97%	95%
Traffic Engineering, Technical & Customer Services	Investigate traffic inquiries, complaints, and service requests, apply technical expertise, and administer departmental work plans to provide excellent service to both internal and external customers to ensure Council Goals are met and to provide for an adequate, safe local transportation system.	% of customer inquiries responded to within 24-hrs	97%	95%	95%	95%	95%

Budget Charts



Budget By Category

Budget Unit #: 4510	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	959,809	896,392	2,780,978	2,703,984	3,012,171	3,067,652
Operations	927,909	3,919,403	3,858,921	3,288,953	1,363,720	1,347,140
Capital Outlay	460,233	159,976	360,031	205,122	797,775	735,000
Debt Service	158,184	-	-	-	-	-
Cost Allocations	620,931	342,396	711,552	652,256	589,675	588,842
Transfers	3,379,162	3,535,045	3,605,745	3,605,745	3,960,000	4,405,573
Total Expenditures	\$ 6,506,228	\$ 8,853,213	\$ 11,317,228	\$ 10,456,060	\$ 9,723,341	\$ 10,144,207

*as amended

**as of 7/28/2023

Powell Bill

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

Mission

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
- Minor Construction or Enhancement Projects
- Emergency Response and Inclement Weather Mitigation
- Traffic Engineering, Technical Support, Contract and Customer Service
- Infrastructure Inspection, Quality Assurance and Asset Management

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	0.00	0.00	0.00

FY 22-23 Major Accomplishments

- Utilized Powell Bill funds to resurface 32 eligible lane miles within the City as part the Streets Preservation program.
- Purchased 2 snow plows and 3 salt spreaders to help ensure the City is prepared to respond to winter weather events.
- Focused on providing regular street maintenance, sidewalk maintenance, bridge maintenance, and street right-of-way operations with available Powell Bill funds.

FY 23-24 Budget Highlights

- Examine eligible streets and sidewalks to determine areas of improvements that can be constructed with available Powell Bill funds.
- Develop new Powell Bill reporting strategy in collaboration with Finance.

FY 24-25 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.

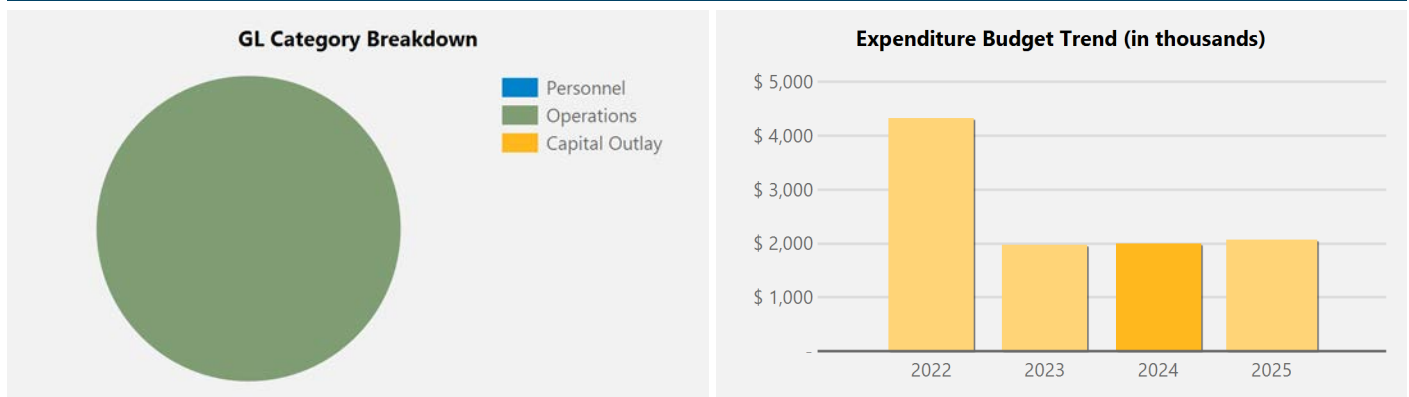
Program & Strategy Enhancements

- 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.
- Monitor and quickly identify potential expenditure problems and improve management of assets through the use of quarterly budget and work plan review meetings.
- Participate in the UNC School of Government's Benchmarking Project to measure service profiles against other NC cities of comparable population size.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Roadway Maintenance & Enhancement	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	\$2,400	\$3,300.00	\$5,174.00	\$9,070.00	\$3,400.00
		% of reported potholes repaired within 24-hours	95%	95%	95%	98%	95%
		% of lane miles rated 85% or better	68%	35%	43%	43%	40%
		% of lane miles rated below 45%	1%	13%	11%	11%	10%
		Average Pavement Rating % of Entire System (street-lane-miles)	85%	69%	70%	70%	70%
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 as "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 Charts



Budget By Category

Budget Unit #: 4511	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,501,627	1,736,891	-	-	-	-
Operations	3,664,843	2,366,386	4,383,749	1,796,697	1,999,551	2,065,239
Capital Outlay	218,386	216,381	518,062	173,942	-	-
Total Expenditures	\$ 5,384,856	\$ 4,319,658	\$ 4,901,811	\$ 1,970,639	\$ 1,999,551	\$ 2,065,239

*as amended

**as of 7/28/2023

Traffic Signals

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4513 - Traffic Signals

Mission

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 163 Traffic Control Signals, 6 Intersection Control Beacons, 22 School Zone Flashers, and 106 Intersection Pedestrian Signals
- Maintain and operate 85 PTZ Traffic Cameras and 89 Security Cameras
- Signal diagnostic and optimization services
- Maintenance of 102+ miles of the City's fiber optic network
- Emergency response and resolution of service area signal problems

FTE Summary

20-21	21-22	22-23	23-24	24-25
8.00	8.00	8.00	9.00	9.00

FY 22-23 Major Accomplishments

- Replaced the department's video management server.
- Participated in regular and routine signal maintenance on City and NCDOT area signals.
- Purchased a third bucket truck with added capability of carrying poles for signals.

FY 23-24 Budget Highlights

- Continue funding in the Signal Performance Metrics Analysis tool to analyze improvements within capabilities and response times for intersections and corridor retiming.
- Purchase a surge protector and battery backup to protect the traffic signals server and mitigate lag time between loss of power and start up time of generator.
- Add a new Utility Locator position to be dedicated to performing mandated Fiber Locate tickets at an average of 24 tickets per workday.

FY 24-25 Planning Year Goals

- Replace the Advanced Traffic Management software and local software in the traffic signal cabinets to accommodate NCDOT's new requirements.
- Continue funding to supplement NCDOT reimbursements for regular and routine signal maintenance on City and NCDOT area signals.
- Continue to provide regular, scheduled maintenance service on signals systems to enhance the traveling public on City streets.

Program & Strategy Enhancements

- Expand integrated signal communication and traffic management software to improve efficiency of operations at the Traffic Management Center.
- Explore new methods to improve operational procedures to achieve higher benefit cost ratios for all programs, services, and activities.
- Focus on advancing skill level by continuing education and attending training opportunities through NCDOT and ISMA courses.
- Plan for additional staff and equipment required for maintenance of projected Traffic Signal growth due to planned City, NCDOT and development projects from 163 current Traffic Signals to an estimated 170 in the next 5 years and 200 in the next 10 years.
- Monitor and identify potential expenditure problems and improve management of assets using quarterly budget and work plan review meetings.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 within 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. 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 checked on time to meet Schedule C requirement (once/year)	100%	100%	100%	100%	100%
		% of NCDOT signals optimized on time to Schedule D maintenance (once/year)	100%	44%	44%	50%	66%

Budget Charts



Budget By Category

Budget Unit #: 4513	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	636,139	724,673	825,446	755,814	814,949	837,584
Operations	520,951	451,627	661,475	444,221	694,691	633,004
Capital Outlay	224,209	-	286,361	281,258	105,775	21,000
Cost Allocations	17,060	23,165	83,484	76,527	61,282	58,681
Total Expenditures	\$ 1,398,359	\$ 1,199,465	\$ 1,856,766	\$ 1,557,820	\$ 1,676,697	\$ 1,550,269

*as amended

**as of 7/28/2023

Traffic Services

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4514 - Traffic Services

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
5.00	5.00	5.00	5.00	5.00

FY 22-23 Major Accomplishments

- Upgraded the emergency response trailer utilized in hauling barricades, cones and detours signs for road closures or temporary traffic control set-ups.
- Converted two intersections into multi-way stops by installing appropriate signage and pavement markings to reduce traffic accidents. Installed 202 street signs and 34 street blades across the City.
- Completed in-house traffic pavement marking projects for City's parking lots.

FY 23-24 Budget Highlights

- Continue to study traffic related accidents for enhancing traffic signage and traffic patterns.
- Upgrade two CAD workstations for fabrication staff to improve quality and efficiency of work performance.
- Support traffic and pedestrian control associated with special events and activities.

FY 24-25 Planning Year Goals

- Explore new methods to improve operational procedures to achieve cost savings for all programs, services, and activities.
- Continue responsibilities associated with the decal striping of City of Concord vehicles.
- Continue Regulatory and Warning Sign maintenance programs. Provide emphasis on maintaining current level of service within approved funding allocation(s).

Program & Strategy Enhancements

- 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 identify potential expenditure problems and improve management of assets using quarterly budget and work plan review meetings.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	95%	100%	100%	100%	100%
		% of programmed sign replacements made within one week of scheduling	100%	100%	100%	100%	100%
		% of identified pavement marking issues mitigated within 1 year.	N/A	100%	100%	80%	100%
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 two hours	N/A	100%	100%	100%	100%
		% of Streets QC'd with regards to Sign Washing	N/A	0%	100%	80%	100%
Custom Signs & Decals	Provide custom sign and decal services to internal customers and Recognized Neighborhoods to support emergency vehicle identification and recognition goals. Provide signing of Zoning Public Hearing Notices for Concord Development Services Department to meet time posting requirements under the NC General Statues.	% of custom sign requests completed within 2 weeks for internal customers	100%	100%	100%	100%	100%
		% of rezoning/special use notice postings made accurately within the legal time requirement	N/A	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4514	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	397,121	411,652	427,201	435,083	450,325	460,455
Operations	157,286	98,050	245,867	117,627	248,042	207,419
Capital Outlay	18,000	-	29,330	23,330	201,550	-
Cost Allocations	14,217	14,478	47,812	43,828	12,502	12,337
Total Expenditures	\$ 586,623	\$ 524,180	\$ 750,210	\$ 619,868	\$ 912,419	\$ 680,211

*as amended

**as of 7/28/2023

Solid Waste & Recycling

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4520 - Solid Waste & Recycling

Mission

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
- Yard Waste Collection
- White Goods, Metal, Tires, Electronic Waste and Building Material Collection

FTE Summary

20-21	21-22	22-23	23-24	24-25
36.50	40.60	60.60	62.10	63.10

FY 22-23 Major Accomplishments

- Implemented bulk waste collection and bagged yard waste changes, effective July 5, 2022. Bulk waste is now collected by City crews, allowing for customer focus and faster response times. Plastic bags are no longer accepted and brown compostable lawn bags are required, adding to safety & productivity of SW employees.
- Added a second dedicated position to the cart management program. This position will assist with asset tracking, inventory, and daily SW duties.
- Planning and logistics for bringing garbage and recycling in house. Staff has received trucks and equipped them for service, conducted routing optimization to a 4-day work week, and began the hiring process in anticipation of a July 3, 2023 start date.

FY 23-24 Budget Highlights

- Begin collection of in-house services for all solid waste commodities to include garbage & recycling collection.
- Update Solid Waste Services Resource Guide with designs for digital and printed material. Updates will include recent changes to the collection process of certain commodities and remove all contractor services.
- Enhance features of Rubicon routing software for all garbage and recycling routes, including customer service features. Software will include cart management features that will enhance capabilities and functionality of the cart management program.
- Addition of one yard waste/bulk route for limbs and bulk waste, adding a knuckleboom truck and two employees due to added collection points and increased tonnage.

FY 24-25 Planning Year Goals

- A second Compliance Inspector position is requested for FY25, as the City's residential program expands to over 37,000 eligible homes.

Program & Strategy Enhancements

- 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	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 complaints per 1,000 collection points (Garbage, Yard waste, Bulky and Recycling)	50	126.00	86.00	82.00	50.00
		Tons per 1,000 population (Garbage)	N/A	350.00	327.00	299.00	300.00
		% of customers participating in curbside recycling program	70%	60%	57%	47%	67%
		Avg. pounds of recyclables collected per household in curbside recycling	400	312.00	296.00	247.00	350.00
Commercial Contracted Corrugated Cardboard Recycling Collection	Provide attractive commercial recycling programs to businesses to promote waste reduction and provide cost reduction opportunities in the business community.	Tons of Contracted Commercial corrugated cardboard collected per customer (Tons/# of customers)	N/A	4.40	4.10	4.06	4.50
		Net Cost per Ton of Contracted Commercial Cardboard Collection (cost-minus revenue/tons)	\$50	\$120.00	\$60.00	\$186.00	\$125.00
		# of Contracted commercial corrugated recycling customers (note - measure revised in FY19 to include	N/A	282.00	289.00	289.00	278.00
		Cost per Ton of Contracted Commercial Cardboard Collection (Cost/tons collected)	\$148	\$174.00	\$194.00	\$212.00	\$160.00
Yard Waste Collection	Provide yard waste collection to City residents to keep neighborhoods clean and attractive.	Complaints Per 10,000 Collection Points (City)	50	65.00	73.00	150.00	60.00
		Pounds per Collection Point (excludes loose leaf)	N/A	486.00	386.00	345.00	475.00
		Tons collected per collection FTE (excludes loose leaf)	350	371.00	265.00	202.00	350.00
Outreach & Education	Provide residents and businesses with outreach and education on garbage, bulky, and recycling collection.	% of collection points who are signed up for CARTology app	50%	24%	29%	18%	30%

Budget Charts



Budget By Category

Budget Unit #: 4520	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	2,395,308	2,446,892	3,017,871	2,835,672	4,531,061	4,767,338
Operations	5,248,936	5,735,704	6,883,636	7,034,759	3,144,823	3,257,732
Capital Outlay	227,203	617,754	934,493	636,103	546,870	725,660
Cost Allocations	188,346	156,639	327,518	300,225	228,674	227,856
Total Expenditures	\$ 8,059,793	\$ 8,956,990	\$ 11,163,517	\$ 10,806,759	\$ 8,451,428	\$ 8,978,586

*as amended

**as of 7/28/2023

Cemeteries

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4540 - Cemeteries

Mission

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

Major Services Provided

- Cemetery Operations

FTE Summary

20-21	21-22	22-23	23-24	24-25
9.00	9.10	9.00	9.10	9.10

FY 22-23 Major Accomplishments

- Repaired low and eroded areas throughout cemeteries. This work has been ongoing for four years with results now being evident by improved turf cover at all three cemeteries.
- Corrected sunken and leaning markers and concreted bases.
- Removed pine needles and re-mulched all planting beds at Rutherford Cemetery and the road frontage of Oakwood Cemetery.
- Leveled approximately 150 markers at Rutherford Cemetery.
- Improved employee retention and work productivity through a series of weekly meetings with the Deputy Director, focusing on staff development and safety.
- Worked collaboratively with the Engineering department to develop plans for future expansion at Rutherford Cemetery and West Concord Cemetery.

FY 23-24 Budget Highlights

- Complete historical records entry into CIMS software
- Create a public interface within CIMS software that will allow the public to research and locate deceased family and friends.
- Install way-finding markers in each cemetery so the public can locate where deceased family and friends are buried.
- Rutherford Memorial Park Cemetery
 - Budget additional funding in FY23/24 for the development of Phase I which would result in 400 new graves.
 - Create public messaging regarding final cemetery expansion.
 - Install way-finding markers in each cemetery so the public can locate where deceased family and friends are buried.
- West Concord Cemetery
 - Proceed with Phase I, developing 94 new grave sites.
 - Create public messaging regarding final cemetery expansion.
 - Install way-finding markers in each cemetery so the public can locate where deceased family and friends are buried.
 - Reconstruct the gazebo.
- Oakwood Cemetery
 - Proceed with the expansion of the columbarium, using funds from the liquidated trust available for use at Oakwood.
 - Install way-finding markers in each cemetery so the public can locate where deceased family and friends are buried

FY 24-25 Planning Year Goals

- Continue landscape improvements at all three cemeteries.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Cemetery Operations	Provide efficient, accurate, and professional burial services. Maintain the Cemetery grounds to the highest standards to meet or exceed visitor expectations.	% of Cemetery improvement projects completed	100%	94%	96%	95%	96%
		% of Cemetery mowing completed on time	100%	98%	97%	97%	96%

Budget Charts



Budget By Category

Budget Unit #: 4540	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	405,884	429,760	558,745	533,434	588,808	604,205
Operations	186,012	158,529	173,611	151,652	188,646	194,074
Capital Outlay	32,298	8,776	74,487	49,677	141,000	24,000
Cost Allocations	19,903	26,061	59,847	54,860	21,939	20,886
Transfers	-	-	-	-	138,000	-
Total Expenditures	\$ 644,097	\$ 623,126	\$ 866,690	\$ 789,622	\$ 1,078,393	\$ 843,165

*as amended

**as of 7/28/2023

Fleet Services

Fund: 100 - General Fund | Functional Area: Public Works | Budget Unit: 4550 - Fleet Services

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
14.00	15.00	15.00	15.00	16.00

FY 22-23 Major Accomplishments

- Implemented in-house training programs for CDL, Defensive Driving, Fork Truck, Scissor Lift, ATV and Golf Cart certifications.
- Passed NCDMV audit of CDL program with no findings.
- Worked to push out dates for vehicle replacement and maximize the value of each asset.

FY 23-24 Budget Highlights

- Due to market uncertainty, fuel and lubricant prices continue to increase.
- As the number and complexity of vehicles steadily increases, the budget for more sophisticated tools and diagnostic software needs to be adjusted. This allows us to continue to perform more complex repairs inhouse instead of having to outsource those repairs.
- Adjust the budget to recognize increased costs for fleet maintenance. As vehicles become more advanced with additional computers and sensors, the cost of parts for fleet maintenance has increased.

FY 24-25 Planning Year Goals

- Hire staff to accommodate fleet growth and bringing solid waste in-house.
- Bring staffing to full level and start cross training to have more staff capable of working on and supporting Fire Department equipment.

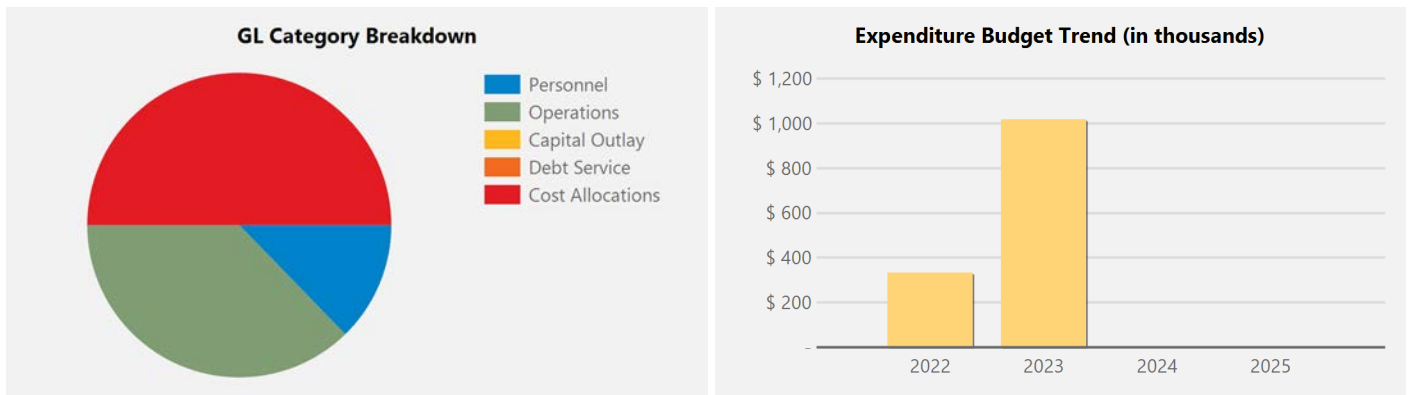
Major Accomplishments and Performance Goals

- Cross train additional staff to support the increased volume of work needed by Concord Fire.
- Encourage participation in team career development by using additional means of training and certification.
- Further empower team leadership to make independent decisions that support departmental goals.
- Partner with Engineering on the construction of new Fleet Center.
- Continue to fine tune the parameters for vehicle replacement to increase useful life from those vehicles where appropriate.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	80%	0%	0%	66%	0%
		% of work orders completed within 24 hours	98%	99%	99%	99%	99%
		% of work orders that require repeat repairs within 30 days	0.40%	0.38%	0.41%	0.54%	0.40%
		Fleet Availability Rate	99%	99%	99%	99%	99%

Budget Charts



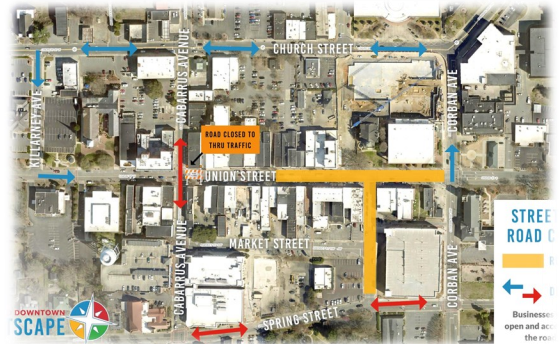
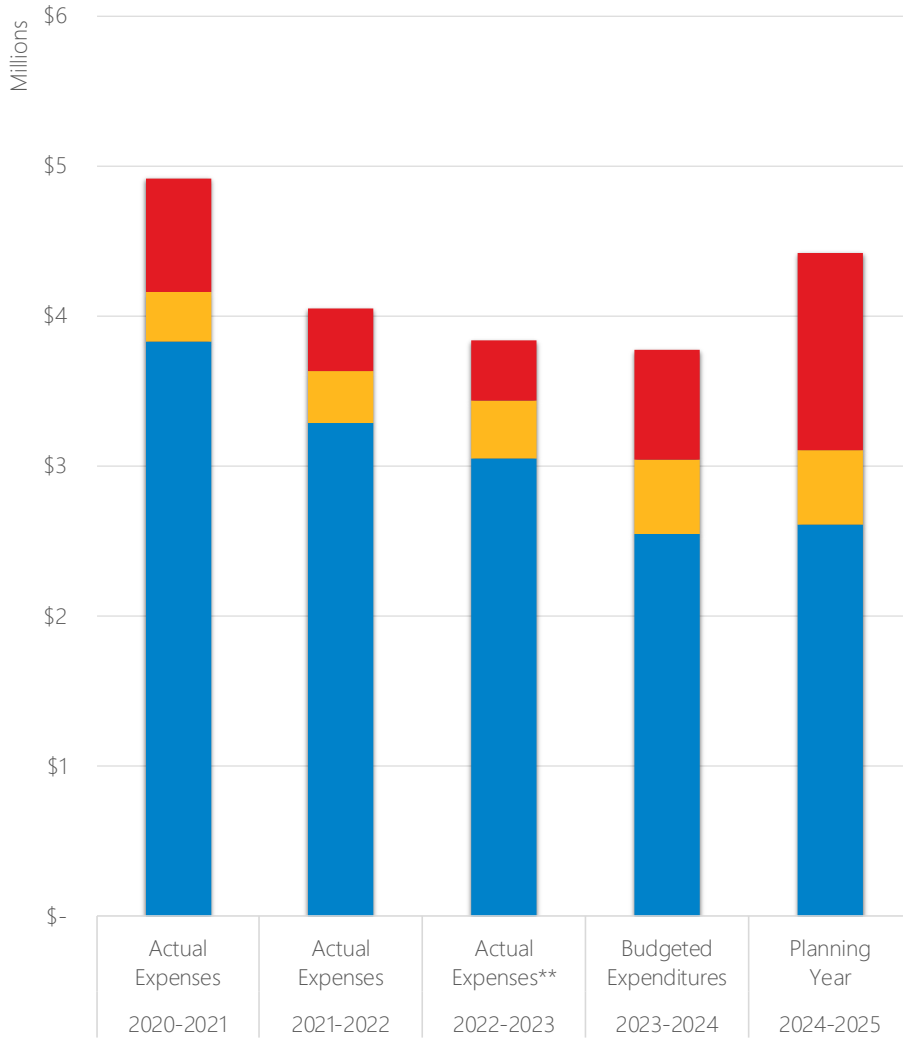
Budget By Category

Budget Unit #: 4550	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,160,824	1,179,734	1,351,843	1,234,334	1,318,707	1,425,006
Operations	2,249,569	2,916,526	3,389,829	3,540,415	3,864,009	4,077,333
Capital Outlay	24,822	-	30,000	1,737	-	60,000
Cost Allocations	(3,074,096)	(3,762,891)	(4,391,537)	(3,759,743)	(5,182,716)	(5,562,339)
Total Expenditures	\$ 361,119	\$ 333,368	\$ 380,135	\$ 1,016,743	-	-

*as amended

**as of 7/28/2023

Economic Development



	2020-2021	2021-2022	2022-2023	2022-2023	2023-2024	2023-2024	2024-2025
	Actual Expenses	Actual Expenses	Council Approved*	Actual Expenses**	Budgeted Expenditures	Percentage by Budget Unit	Planning Year
Budget Unit (General Fund)							
Planning & Neighborhood Development	3,836,830	3,290,984	3,389,159	3,053,625	2,551,616	67.6%	2,613,178
Transportation Planning	329,419	346,477	428,438	381,688	493,389	13.1%	493,389
Economic Development	752,750	414,186	789,728	404,608	732,347	19.4%	1,313,770
Total Expenditures	\$ 4,918,999	\$ 4,051,646	\$ 4,607,325	\$ 3,839,921	\$ 3,777,352	100.0%	\$ 4,420,337

* as amended

**as of 7/28/2023

Planning & Neighborhood Development

Fund: 100 - General Fund | Functional Area: Economic Development | Budget Unit: 4910 - Planning & Neighborhood Development

Mission

Provide courteous, effective, and accurate planning, development, and inspection services to City of Concord residents and development community 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 Development
- CDBG/HOME Program
- Long-range planning in partnership with citizens
- Coordinate Economic Development in partnership with Economic Development Corp.
- Small Area and Corridor Plans

FTE Summary

20-21	21-22	22-23	23-24	24-25
19.00	19.00	19.00	18.00	18.00

FY 22-23 Major Accomplishments

- Worked on area and corridor plans as recommended by 2030 Land Use Plan and City Council, including completion of George Liles Small Area Plan, Weddington Road Corridor Plan, Public Art Master Plan and selected consultant for work on the Concord Mills Blvd./Bruton Smith Blvd. Small Area Plan.
- Continued community development and affordable housing efforts including working on the construction of two affordable homes, renovation of numerous existing units, working with the developer of the Coleman Mill redevelopment (152 affordable units), pursuing the purchase of land for affordable housing and partnering with the Housing Department on the redevelopment of the public housing properties (starting with Wilkinson Court property).
- Improved the Accela permitting system through continuous collaboration with County staff and by developing user guides to simplify the submission process for customers.

FY 23-24 Budget Highlights

- Continue work on major economic development and downtown projects including Eli Lilly and Red Bull/Rauch and complete Union Streetscape improvements.
- Continue historic preservation efforts including work on first phase of Logan Community Historic designation study and work with Historic Preservation Commission and a joint citizen/commission committee to conduct a wholesale rewrite of the Historic Handbook and Guidelines

FY 24-25 Planning Year Goals

- Complete Bruton Smith/Concord Mills Small Area Plan
- Continue working with the Housing Department on the redevelopment of public housing properties.

Program & Strategy Enhancements

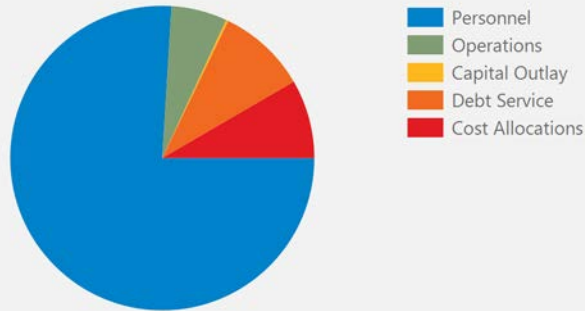
- Conduct weekly staff meetings to discuss all upcoming projects including those that appear before various boards and commissions regarding design, site plan layout, and other issues.
- Improve coordination with other departments to ensure that projects stay on track and problems are identified and 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 evaluate, improve and refine the plan review process to make it more efficient and customer friendly.

Performance Summary

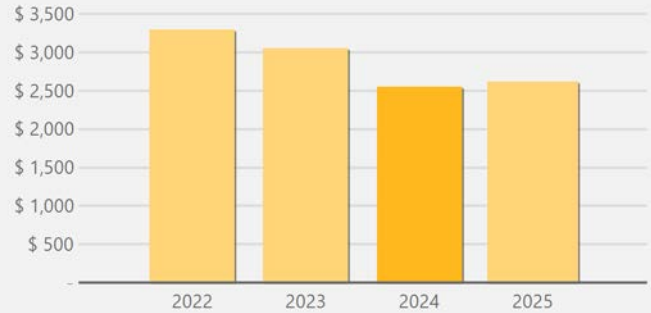
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Development Plan Review	Provide an accurate and timely review for the development community to ensure that requirements of the ordinance are met and quality development in the City is achieved.	# of plans submitted	N/A	1,998.00	1,617.00	1,166.00	N/A
Permitting	Provide accurate and timely issuance of development permits to developers and citizen to ensure compliance with local ordinances.	Single Family Residential Permits	N/A	834.00	597.00	349.00	N/A
		Single Family Residential Attached (units)	N/A	59.00	112.00	168.00	N/A
		Two, Three, or Four-Family Residential (units)	N/A	341.00	3.00	81.00	N/A
		Multi-Family Residential (units)	N/A	442.00	355.00	216.00	N/A
		Commercial Buildings	N/A	140.00	153.00	138.00	N/A
		Industrial Buildings	N/A	2.00	6.00	6.00	N/A
		Temporary Sign Registrations	N/A	26.00	19.00	28.00	M/A
		Sign Permits	N/A	102.00	150.00	151.00	N/A
		Certificates of Compliance	N/A	424.00	410.00	355.00	N/A
		Permits for Additions/Accessories	N/A	674.00	446.00	46.00	N/A
		Temporary Use Permits (construction trailers, etc.)	N/A	45.00	40.00	40.00	N/A
		Temporary Power Permits	N/A	11.00	306.00	1.00	N/A
Annexations	Ensure that the City grows in a controlled and orderly manner and that City services can be provided.	Areas Annexed into City Limits	N/A	9.00	7.00	5.00	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.	Major Subdivision Plats	N/A	17.00	8.00	13.00	N/A
		Preliminary Subdivision Plats	N/A	31.00	13.00	4.00	N/A
Zoning Cases & Public Hearing	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.	Administrative Appeals	N/A	1.00	3.00	1.00	N/A
		Certificates of Appropriateness (in Historic Districts)	N/A	33.00	26.00	20.00	N/A
		Site Plans	N/A	1.00	3.00	1.00	N/A
		Special Use Permits	N/A	4.00	4.00	1.00	N/A
		Text Amendments to Concord Development Ordinance	N/A	8.00	12.00	6.00	N/A
		Variances	N/A	2.00	4.00	1.00	N/A
		Zoning Map Amendments (Rezoning)	N/A	27.00	23.00	27.00	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	N/A	4.00	0.00	1.00	N/A
		Average Sales Price of Homes	N/A	\$156,250.00	\$0.00	\$34,004.00	N/A
		Funds Reinvested into Account	N/A	\$312,500.00	\$0.00	\$0.00	N/A

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4910	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,764,249	1,882,328	1,985,206	1,853,362	1,938,677	1,978,787
Operations	257,118	215,634	397,203	303,250	151,360	152,554
Capital Outlay	-	-	285,000	212,774	6,000	6,000
Debt Service	272,203	271,628	271,628	271,628	242,076	272,159
Cost Allocations	1,245,768	921,394	450,122	412,612	213,503	203,678
Transfers	295,542	-	-	-	-	-
Non-Operating Expenses	1,950	-	-	-	-	-
Total Expenditures	\$ 3,836,830	\$ 3,290,984	\$ 3,389,159	\$ 3,053,625	\$ 2,551,616	\$ 2,613,178

*as amended

**as of 7/28/2023

Transportation Planning

Fund: 100 - General Fund | Functional Area: Economic Development | Budget Unit: 4915 - Transportation Planning

Mission

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

Major Services Provided

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	Contract	Contract	Contract	Contract

FY 22-23 Major Accomplishments

- Assisted in the latest update of the NCDOT's Comprehensive Transportation Plan (CTP) for the CRMPO in coordination with the City's latest revisions.
- Participation in the Regional Model maintenance, including updates to socioeconomic base year data and changes to the Model network(s).
- Continued to work with City infrastructure departments, consulting engineers, the CRMPO and contracted agents to complete construction of local approved projects on the State Transportation Improvement Plan (STIP).

FY 23-24 Budget Highlights

- Continue to assist in the latest update of the NCDOT's CTP for the CRMPO in coordination with the City's latest revision of its CTP.
- Continue participation in the Regional Model maintenance, including updates to socioeconomic base year data and changes to the Model network(s).
- Continue to work with City infrastructure departments, consulting engineers, the CRMPO and contracted agents to complete construction of local approved projects on the STIP.

FY 24-25 Planning Year Goals

- Continue with items set forth in Budget Highlights above.

Program & Strategy Enhancements

- Improve communication efforts between City and fellow jurisdictions within the CRMPO.
- Support efforts and interagency communications for ranking STIP Projects using data driven criteria.
- Coordinate and work within the CRMPO and with the NCDOT on the State's CTP and the Regional Model for the metropolitan area.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 meetings attended	100%	100%	100%	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4915	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	329,419	346,477	428,438	381,688	493,389	493,389
Total Expenditures	\$ 329,419	\$ 346,477	\$ 428,438	\$ 381,688	\$ 493,389	\$ 493,389

*as amended

**as of 7/28/2023

Economic Development

Fund: 100 - General Fund | Functional Area: Economic Development | Budget Unit: 4920 - Economic Development

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	1.00	1.00	1.00	1.00

FY 22-23 Major Accomplishments

- Facilitated permitting and construction for economic development projects such as Red Bull, Ball, Rauch, Eli Lilly, Kroger/Ocado, Hendrick/GM Performance, Novi Buildings, PM Morris Building, and Nascar Building. Actively participated with the EDC in recruiting a significant number of projects to Concord.
- Worked on Streetscape mitigation plans and assisted in working through design solutions on Market Street. Actively recruited new businesses like Benny's Pizza and Hawthorne's to downtown. Working with new and redevelopment projects to identify and capture top tenants for the spaces that will be coming on-line.
- Participated in developing the sewer policy with an emphasis on preserving allocations for economic development.

FY 23-24 Budget Highlights

- Continue coordinated economic development efforts with Cabarrus EDC and downtown staff.
- Administer downtown façade grant program.
- Market Streetscape updates, development, and business recruitment opportunities in downtown Concord.
- Continue facilitating permitting and construction for economic development projects.
- Complete branding for Downtown Concord.

FY 24-25 Planning Year Goals

- Develop a City-wide restaurant and retail recruitment plan. Celebrate and market the opening of Union Streetscape.
- Research and create a policy for funding outdoor dining furniture for the new Union Streetscape.
- Continue support for City-wide economic development recruitment, expansion, and construction and coordinated marketing strategy with Cabarrus EDC that emphasizes quality of life.

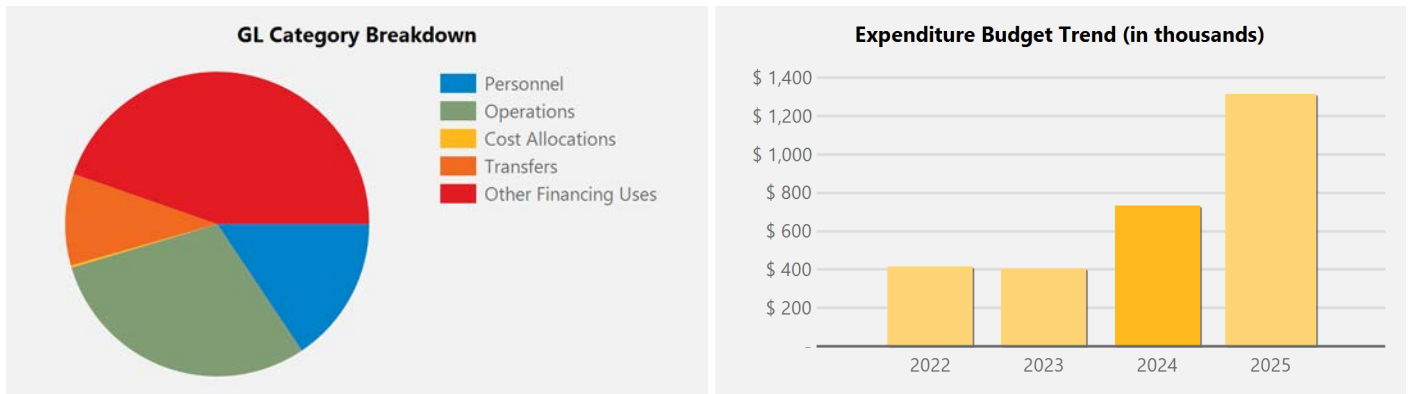
Program & Strategy Enhancements

- Work with Cabarrus EDC on implementing the new strategic plan and actively recruiting new businesses.
- Engage economic development partners on cost-sharing opportunities and sponsorships
- Review economic development incentive programs in the context of changing economic development environment and update as needed.
- Continued engagement with the Cabarrus Center's entrepreneurship council to promote small business growth in Concord.
- Maintain strong communication among departments and partners to achieve quick and effective responses for economic development projects.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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	N/A	\$40,105,452	\$184,136,320	\$382,638,036	N/A
		Total Commercial Investment	N/A	\$203,286,550	\$83,050,902	\$163,641,084	N/A
		Total Downtown MSD Investment	N/A	\$31,375,835	\$9,490,568	\$48,559,057	N/A
		Union St. Investment -- Streetscape Impact	N/A	\$5,236,673	\$1,816,700	\$47,786,091	N/A
		Cabarrus EDC - Concord Projects/RFIs	N/A	\$119.00	\$84.00	\$100.00	N/A

Budget Charts



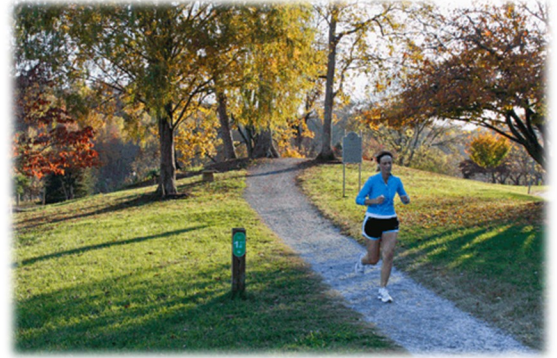
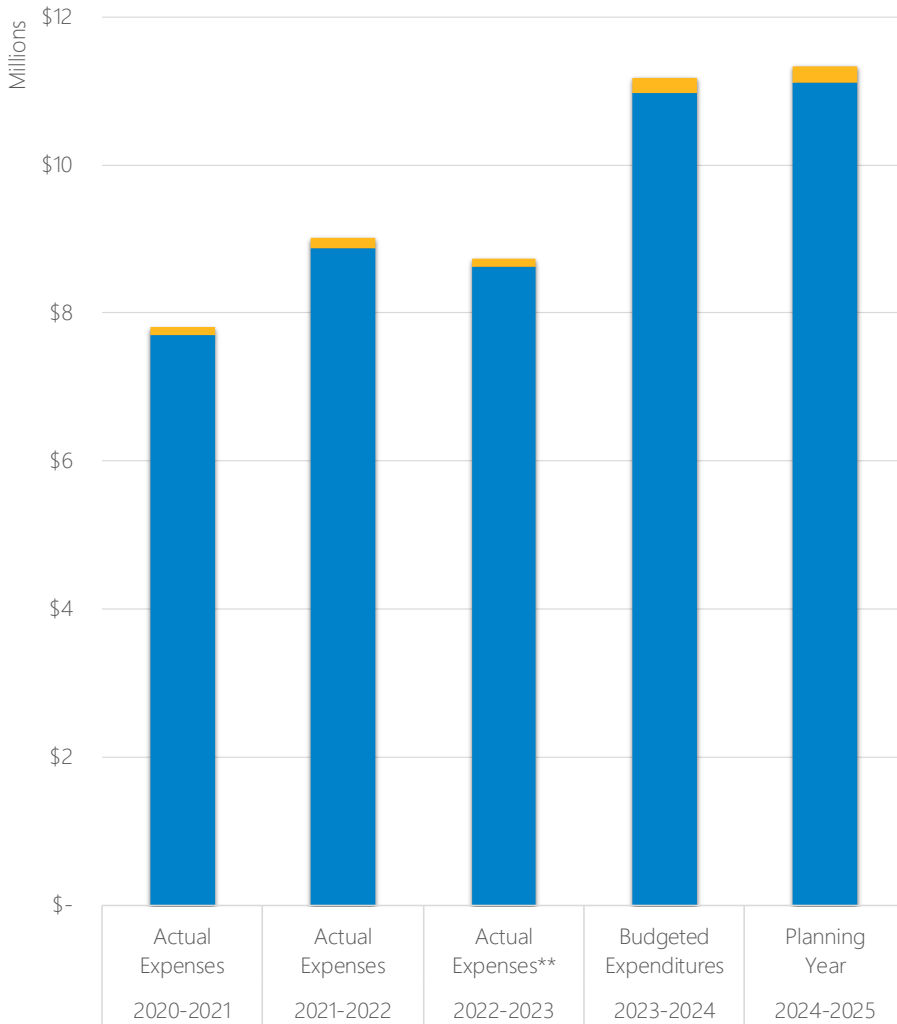
Budget By Category

Budget Unit #: 4920	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	96,787	108,383	115,364	112,392	114,231	116,561
Operations	127,205	164,866	198,804	108,695	218,042	243,091
Cost Allocations	-	7,821	2,320	2,127	1,808	1,774
Transfers	69,000	75,000	75,000	75,000	71,266	73,624
Other Financing Uses	459,759	58,115	398,240	106,395	327,000	878,720
Total Expenditures	\$ 752,750	\$ 414,186	\$ 789,728	\$ 404,608	\$ 732,347	\$ 1,313,770

*as amended

**as of 7/28/2023

Recreation & Culture



Budget Unit (General Fund)	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit
Parks & Recreation	7,701,636	8,873,301	10,739,007	8,631,610	10,973,318	98.2%
Parks & Recreation - Aquatics	104,411	137,707	194,614	110,603	197,969	1.8%
Total Expenditures	\$ 7,806,047	\$ 9,011,008	\$ 10,933,621	\$ 8,742,213	\$ 11,171,287	100.0%

* as amended

**as of 7/28/2023

Parks & Recreation

Fund: 100 - General Fund | Functional Area: Recreation & Culture | Budget Unit: 6120 - Parks & Recreation

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
36.00	36.50	37.50	39.00	39.00

FY 22-23 Major Accomplishments

- Continued acquisition and design of five priority greenway corridors identified in the Open Space Connectivity Analysis.
- Voters approved a \$60 million General Obligation (GO) Bond Referendum.
- Successfully transitioned the Concord Holiday Parade to the City of Concord.

FY 23-24 Budget Highlights

- Court maintenance to 6 tennis courts at Les Myers.
- Continue acquisition and design of five priority greenway corridors to have 30 miles by 2030.
- Manage multiple park capital projects based on the GO bond requirements.
- Upgrade to LED lighting at Logan Multi-Purpose Gym.
- Transition of ClearWater Arts & Studio to Parks & Recreation.

FY 24-25 Planning Year Goals

- Court maintenance to tennis court at Beverly Hills.
- Manage multiple park capital projects based on the GO bond requirements.
- Add kayak programming to Lake Fisher.

Program & Strategy Enhancements

- Provide information about greenways to the public based on statewide program "2023 Year of the Trail".
- Be proactive in customer service and outreach to the public through technical means (social media, operations manuals and more).
- Emphasize connectivity following the recommendations of the adopted Open Space Connectivity Analysis.
- Emphasize programming following the recommendation of the adopted Comprehensive Master Plan.
- Expand capabilities of professional staff to include Project Management, Park Operations, ADA compliance and Grant opportunities.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Customer Service	Provide tools to communicate with the public while tracking and evaluating responses.	Resident Outreach: Amount of Organic Reach on Social Media	80,000	278,371	716,490	91,198	350,000
		Resident Outreach: % of online registrations of total	60%	46%	40%	38%	35%
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 and funding sources secured, additionally include # of grant appli	10	49.00	43.00	48.00	10.00
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	3,000	3,961.00	13,326.00	19,600.00	5,000.00
		% of program participants reporting being "very" satisfied with their experience	100%	96%	98%	91%	98%
		# of youth participating in youth programming	15,000	4,410.00	17,265.00	24,200.00	30,000.00
		# of volunteer hours	7,000	10,777.00	26,100.00	19,100.00	20,000.00
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.	# of Youth Council Participant Volunteer Hours	900	383.00	1,158.00	1,286.00	2,700.00
		Total Attendance at Recreation Centers	80,000	40,235.00	118,351.00	114,366.00	200,000.00
		# of youth and teens participating in recreation center programs	3,000	472.00	1,206.00	3,172.00	3,800.00
Facility Operations	Operate park facilities that are positive destination points for residents. Provide safe leisure experiences in a cost-effective manner.	Dept's revenue as % of operating expenditures	15%	16%	17%	9%	15%

Budget Charts



Budget By Category

Budget Unit #: 6120	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,701,588	1,986,890	2,431,506	2,147,749	2,816,851	2,851,232
Operations	1,689,139	2,915,541	4,042,167	2,454,294	2,858,622	3,065,309
Capital Outlay	82,456	-	20,000	17,820	120,000	-
Debt Service	175,760	-	-	-	-	-
Cost Allocations	2,701,028	2,556,851	2,803,036	2,569,450	3,593,845	3,430,332
Transfers	1,351,664	1,414,018	1,442,298	1,442,298	1,584,000	1,762,229
Total Expenditures	\$ 7,701,636	\$ 8,873,301	\$ 10,739,007	\$ 8,631,610	\$ 10,973,318	\$ 11,109,102

*as amended

**as of 7/28/2023

Parks & Rec Aquatics

Fund: 100 - General Fund | Functional Area: Recreation & Culture | Budget Unit: 6121 - Parks & Rec Aquatics

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	Contract	Contract	Contract

FY 22-23 Major Accomplishments

- Installed of shade sail.
- Completed transition for contracted lifeguards and swim lessons.

FY 23-24 Budget Highlights

- Upgrade pump house grates and backwash valve.
- Add two new picnic tables.
- Update signage to include Spanish.

FY 24-25 Planning Year Goals

- Renovation to pool as part of the GO bond referendum.
- Improve pool membership process.
- Translate pool information in *Leisure Times* to Spanish.

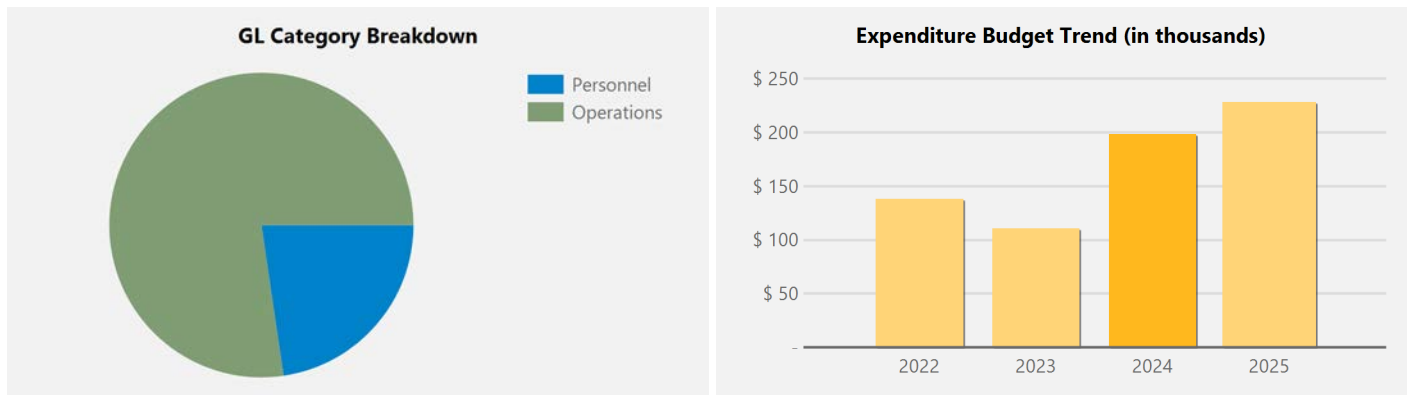
Program & Strategy Enhancements

- Focus on customer satisfaction including discussion of complaint resolution.
- Use Operations Manual for improved customer service.
- Improve process for pool memberships, financial documentation with collection of fees and facility forms.
- Continue to collect customer satisfaction surveys weekly.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 reporting being "somewhat" or "very" satisfied with their experience	100%	98%	98%	98%	98%
		# of aquatics injuries	0	0.00	0.00	0.00	0.00
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	7,500	2,718.00	6,196.00	5,808.00	6,500.00
		Aquatics revenues as a % of operating expenditures	35%	19%	102%	94%	30%

Budget Charts



Budget By Category

Budget Unit #: 6121	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	38,929	26,146	43,778	16,817	44,876	43,529
Operations	52,822	111,561	150,836	93,786	153,093	184,743
Capital Outlay	12,660	-	-	-	-	-
Total Expenditures	\$ 104,411	\$ 137,707	\$ 194,614	\$ 110,603	\$ 197,969	\$ 228,272

*as amended

**as of 7/28/2023

Special Revenue Funds



SECTION CONTENTS



Municipal Service District



Home Consortium Fund



Housing Choice Vouchers



Market Rate Units Fund

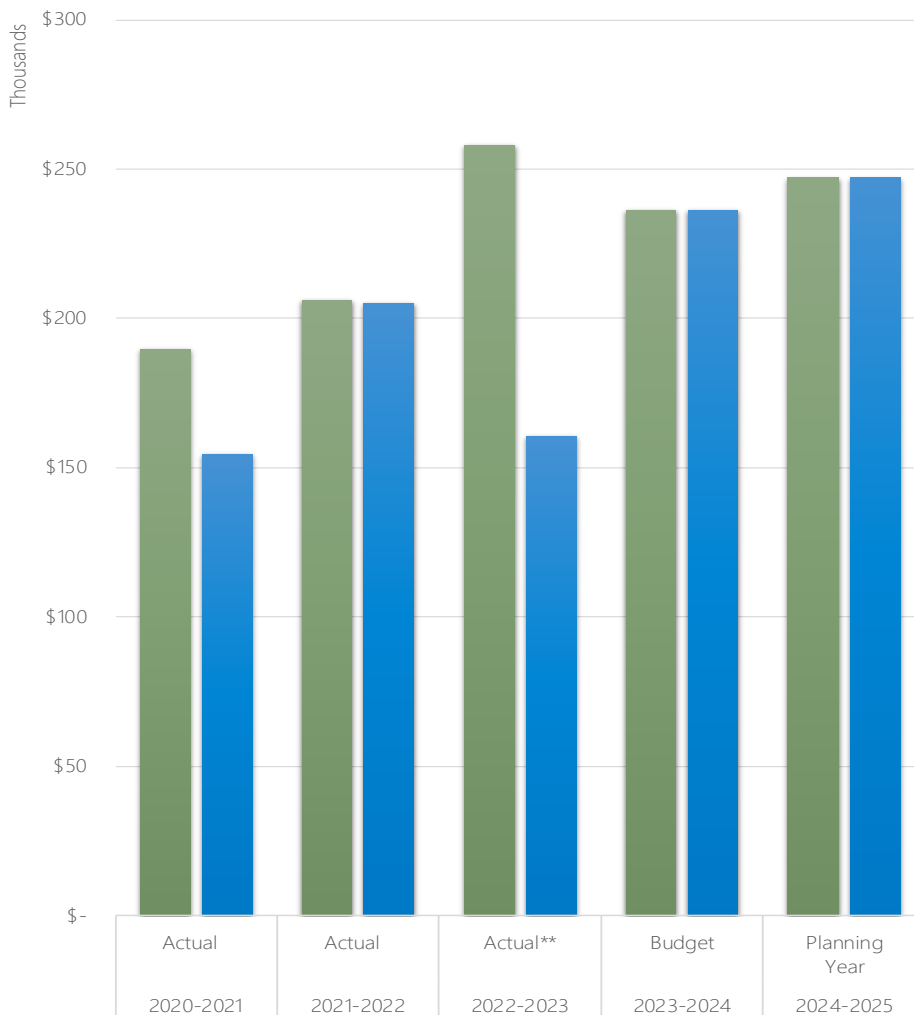


Community Development Block Grant



Affordable Housing Revolving

Municipal Service District



	2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 201						
Restricted Intergov'tl Revenue	120,699	132,722	130,653	186,351	164,679	69.65%
Operating Revenues	-	128	10,000	389	500	0.21%
Other Financing Sources	69,000	75,000	75,000	75,000	71,266	30.14%
Investment Earnings	-	(1,564)	-	(3,812)	-	0.00%
Total Revenues	\$ 189,699	\$ 206,286	\$ 215,653	\$ 257,929	\$ 236,445	100.0%
Municipal Service District Fund - Expenditures	154,363	205,013	215,653	160,376	236,445	100.00%
Total Expenditures	\$ 154,363	\$ 205,013	\$ 215,653	\$ 160,376	\$ 236,445	100.0%

*as amended

**as of 7/28/2023

Downtown Development

Fund: 201 - Municipal Service District | Budget Unit: 5000 - Downtown Development

Mission

Enhance the economic, social, and aesthetic values of Historic Downtown Concord through business development, business recruitment, and design by leveraging of public and private partnerships.

Vision

Located at the intersection of high performance living and historic charm, Downtown Concord features and affordable urban lifestyle within the historic fabric of the center city. It is a goldmine of walkability and connectivity within Cabarrus County.

Major Services Provided

Enhance historic downtown Concord.
Business development, recruitment and design.
Leverage public and private partnerships.
Market and promote Downtown Concord.

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	2.00	2.00	2.00	2.00

FY 22-23 Major Accomplishments

- Hosted quarterly Art Walks in partnership with Cabarrus Arts Council and continued communication with downtown stakeholders regarding Streetscape and other new construction projects.
- Developed a mitigation strategy for impacted businesses regarding Streetscape and new construction projects.
- Engaged businesses and facilitated applications for façade grant projects (e.g. Lofts at 14th, Press and Porter, 2Gals, Goldberry Books, etc.) and marketed projects including Union Streetscape, new construction, renovations, events, business updates, and announcements. Secured tenants for vacant spaces downtown (i.e. Hawthorne's Pizza, Benny's Pizza).

FY 23-24 Budget Highlights

- Begin a branding and market initiative that starts building upon the new Downtown environment.
- Continue marketing and mitigation for Union Streetscape project and downtown redevelopment projects.
- Recruit new businesses for retail space in new construction and redevelopment projects. Work with the private sector on the next projects for Downtown.
- Coordinate or lead events that help drive business Downtown during the Streetscape. Assist businesses with façade grants.

FY 24-25 Planning Year Goals

- Begin new public-private partnerships for upcoming residential and commercial projects and continue façade grants.
- Celebrate and promote Downtown as major events or projects are completed.
- Partner with Cabarrus Arts Council to increase the number of performances and attendance, drawing more visitors to Downtown.

Program & Strategy Enhancements

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

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Business Activity	Develop and execute strategies to increase business activities.	Annual percentage increase in sales in 51% or more of the businesses	N/A	0%	0%	1%	N/A
Economic Development	Work in an open and transparent partnership with public and private partners to recruit and retain businesses.	Report the number of businesses who have received support from Downtown staff annually	N/A	69.00	N/A	56.00	66.00
		Report the number of businesses opened in Downtown is greater than the number of businesses closed	N/A	7.00	4.00	5.00	6.00
Marketing	Provide effective marketing services for Downtown events, businesses, venues, and available real estate.	Five percent increase annually in social media followers	N/A	8%	8%	16%	5%
Communication	Communicate and engage with all downtown stakeholders and the public sector.	Increase in percentage of businesses, property owners, and residents reporting they received communications from Downtown Concord.	N/A	29%	0%	21%	16%
Building Vacancy Rate	Reduce and maintain vacancy rates for available properties both ground floor and upper story.	Identify the number of vacant ground floor spaces are available in the MSD	N/A	6.00	7.00	8.00	N/A

Budget Charts



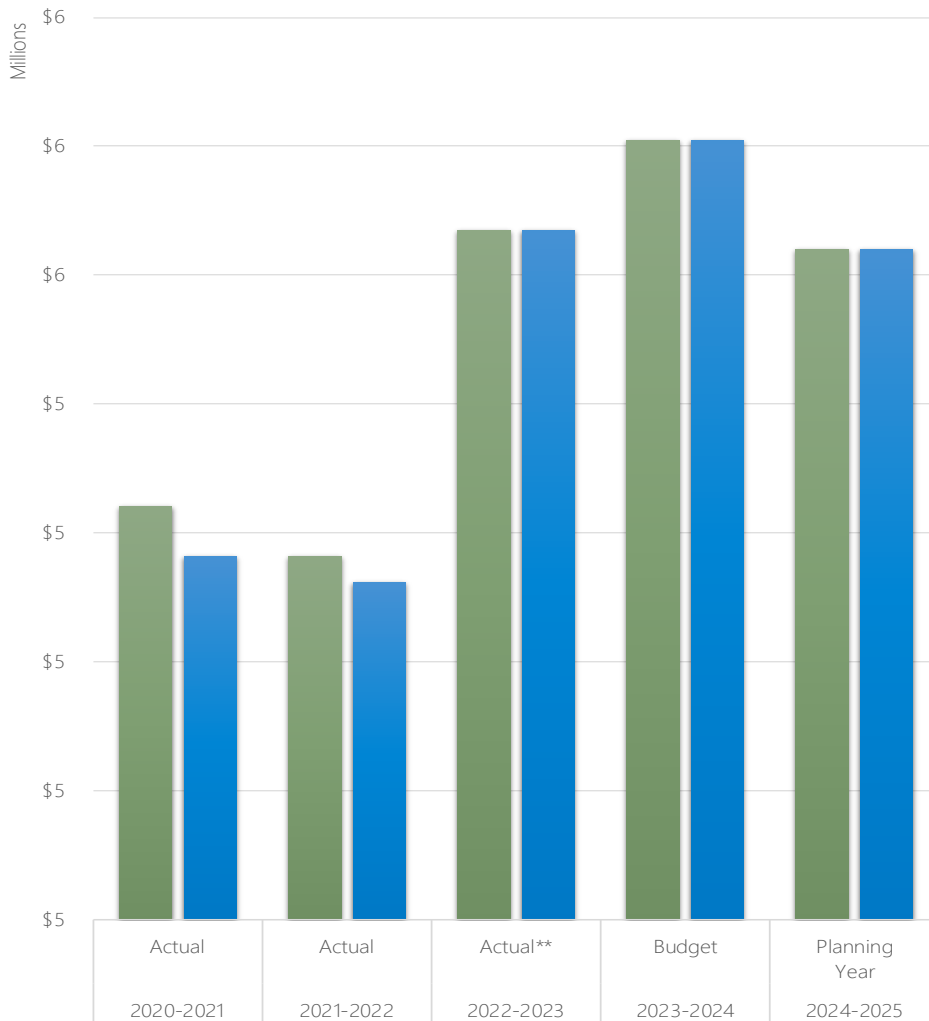
Budget By Category

Budget Unit #: 5000	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	65,638	163,722	130,391	86,902	177,836	181,994
Operations	88,726	34,731	56,656	47,251	33,898	38,951
Cost Allocations	-	6,561	28,606	26,222	24,711	26,092
Total Expenditures	\$ 154,363	\$ 205,013	\$ 215,653	\$ 160,376	\$ 236,445	\$ 247,037

*as amended

**as of 7/28/2023

Section 8 Voucher Program



	2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 210						
Restricted Intergov'tl Revenue	134,576	-	-	-	-	0.00%
Other Revenue	-	-	-	-	16,614	0.29%
Other Financing Sources	-	1,518	58,826	58,537	59,277	1.02%
Housing Revenue	5,107,270	5,162,150	6,021,565	5,610,804	5,732,556	98.69%
Total Revenues	\$ 5,241,847	\$ 5,163,668	\$ 6,080,391	\$ 5,669,341	\$ 5,808,447	100.0%
Section 8 Voucher Fund - Expenditures	5,163,603	5,124,011	6,080,391	5,669,545	5,808,447	100.00%
Total Expenditures	\$ 5,163,603	\$ 5,124,011	\$ 6,080,391	\$ 5,669,545	\$ 5,808,447	100.0%

*as amended

**as of 7/28/2023

Section 8 Voucher Program

Fund: 210 - Section 8 Voucher Program | Budget Units: 1500 - HCV Admin & 1501 - HCV HAP

Mission

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

Major Services Provided

- Decent, Safe, and Sanitary Housing
- Family Self-Sufficiency (FSS)
- Education

FTE Summary

20-21	21-22	22-23	23-24	24-25
3.61	3.40	3.46	4.97	4.97

FY 22-23 Major Accomplishments

- Completed new & existing landlord workshops.
- Worked with Douglas Development on the PBV contract renewal for Logan Villas
- Continued to lease up specialty vouchers- EHV, VASH, FUP.

FY 23-24 Budget Highlights

- Implement new marketing efforts to recruit new landlords for HCV program.
- Explore new voucher opportunities as made available by HUD and improve voucher utilization rates.
- Review payment standards to increase lease up success.
- Seek renewal of FSS grant and continue FSS programming and expand opportunities to participants.
- Add a new Housing Specialist position improve departmental efficiency and compliance.

FY 24-25 Planning Year Goals

- Continue to creatively recruit new landlords.
- Work with FSS participants to transition to home ownership and continue to improve voucher utilization rates.
- Partner with WeBuild and other non-profits and private developers to expand market rate rental units and units participating in the HCV program.

Program & Strategy Enhancements

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

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Obj.
Task Tracking	NOT IN WHITE PAGE	% of Participants Recertified by Due Date	100%	82%	100%	104%	100%
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% Utilization of Units Under Lease based on Voucher Funding (not total # of vouchers)	98%	98%	104%	108%	98%
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%	0%	0%	0%	100%
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents to promote the goal of homeownership.	# of FSS Program participants	25	41.00	35.00	30.00	80.00

Budget Charts



Budget By Category

Budget Unit #: 1500	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	261,751	299,484	319,061	331,900	401,565	416,350
Operations	4,580	3,145	3,746	3,436	5,131	5,338
Operating Expense - Control	770,105	673,303	766,121	370,625	282,159	93,305
Capital Outlay	11,654	-	-	-	-	-
Cost Allocations	-	-	53,213	48,779	48,660	53,052
Other Financing Uses	134,576	-	-	-	-	-
Total Expenditures	\$ 1,182,667	\$ 975,932	\$ 1,142,141	\$ 754,740	\$ 737,515	\$ 568,045

*as amended

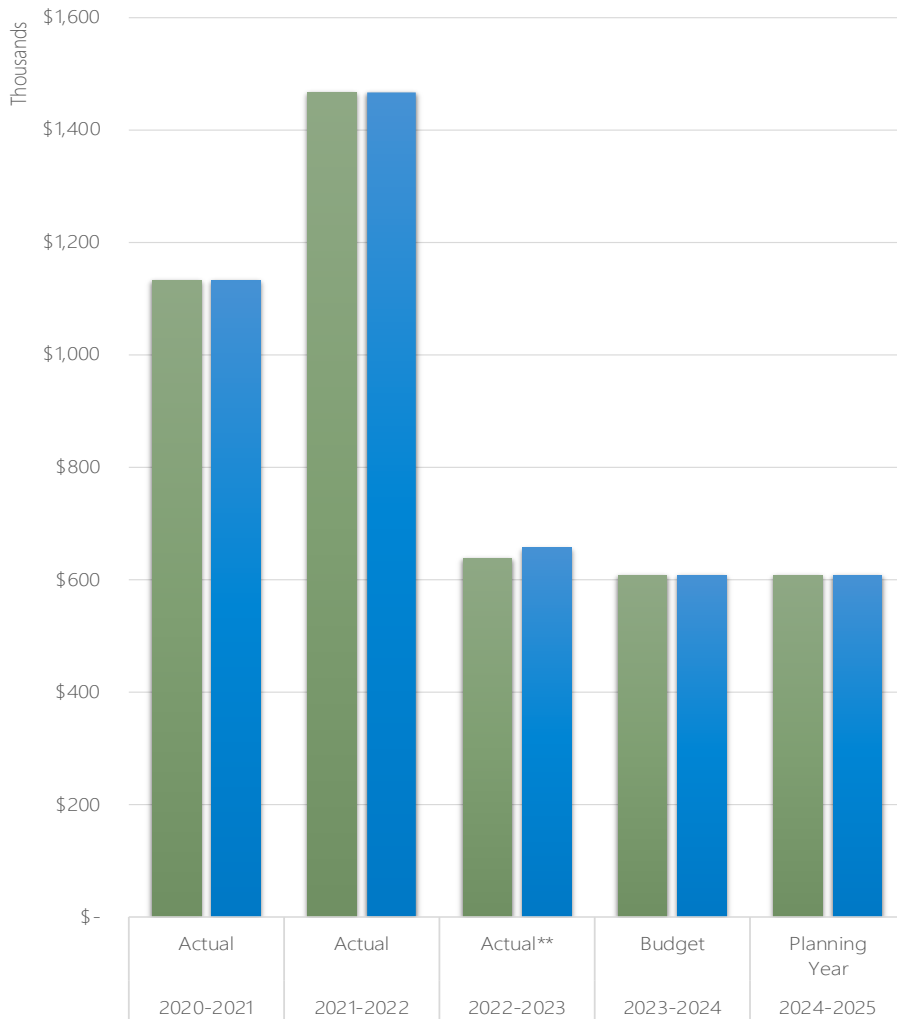
**as of 7/28/2023

Budget Unit #: 1501	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operating Expense - Control	3,980,935	4,148,078	4,938,250	4,914,805	5,070,932	5,070,932
Total Expenditures	\$ 3,980,935	\$ 4,148,078	\$ 4,938,250	\$ 4,914,805	\$ 5,070,932	\$ 5,070,932

*as amended

**as of 7/28/2023

Community Development Block Grant (CDBG)



	2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 310						
Restricted Intergov'tl Revenue	416,312	1,378,874	663,654	488,474	596,948	6632.76%
CARES Act***	708,575	83,494	-	58,319	-	0.00%
Other Revenue	7,175	4,554	346,859	90,001	9,000	100.00%
Other Financing Sources	-	-	-	-	-	0.00%
Investment Earnings	-	-	-	-	-	0.00%
Total Revenues	\$ 1,132,062	\$ 1,466,922	\$ 1,010,513	\$ 636,794	\$ 605,948	6732.8%
CDBG Fund - Expenditures	1,132,062	1,466,922	1,010,513	597,472	605,948	100.00%
Total Expenditures	\$ 1,132,062	\$ 1,466,922	\$ 1,010,513	\$ 597,472	\$ 605,948	100.0%

*as amended

**as of 7/28/2023

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

Community Development Block Grant

Fund: 310 - Community Development Block Grant | Budget Units: 3120 - CDBG Admin 2023 & 3121 - CDBG Projects 2023

Mission

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 Admin and Sub-Recipient Program Management
- Emergency Repair Program and Substantial Repair Program Assisting Low and Moderate-Income Homeowners
- Provide funding for infrastructure needs (i.e. sidewalks, road repairs) in LMI neighborhoods
- Identify and partner on Community Development efforts in LMI communities

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	1.30	1.30	1.00	1.00

FY 22-23 Major Accomplishments

- Construction of the Ceramics Center at ClearWater is complete. Two grants were awarded this year for ClearWater and the Ceramics Center totally \$60,000. Staff will continue transition with Parks and Rec to fully activate the campus. This includes the repurpose of 208 Kerr Street and the next phase of renovations.
- Hosted the open house for the former Fire Station 10 building with the Housing Department. This was the 9th and 10th unit Community Development has worked with Housing to purchase and activate as affordable rental units. Staff also partnered with Housing to complete two Fair Housing trainings, an Estate Planning class and interviews for the Repositioning Consultant who will guide Housing through the conversion process.
- Hosted first Annual Contractor meeting attended by over 20 contractors. Staff hosted the second Annual Lender and Realtor meetings. All efforts are designed to gather more attention to rehabilitation options through Community Development and Down Payment options available from Concord.

FY 23-24 Budget Highlights

- Continue working with Transportation on infrastructure needs such as the on-going sidewalk project on Old Charlotte Road and the reconstruction of the Lincoln Street Bridge.
- Continue planning for next phase of work at ClearWater with Parks and Rec to fully optimize the campus to address the community needs.
- Address community engagement and education needs for LMI residents within all of Concord. This includes special attention to the underserved Hispanic population.
- Continue to address the length of time residents who are seeking rehabilitation assistance are held on the waiting list. The waiting list currently has 30 in line, 5 of which have requested to be placed on the end of the list due to tax or mortgage issues. Staff continues to work with Code Enforcement to address identified properties. Continue partnering with Cabarrus County and Habitat to address client needs when work amount exceeds funding limits. This is encouraged by meeting monthly to discuss issues, solutions and innovative ideas.
- Work to identify new community development efforts which can revitalize LMI communities or open opportunities for LMI residents in Concord.

FY 24-25 Planning Year Goals

- Begin initial structural and architectural work for next phase of work at ClearWater.
- Partner with other departments and WeBuild to address infrastructure needs, community engagement, and education opportunities for LMI residents.
- Seek grant opportunities for future Community Development activities.

Program & Strategy Enhancements

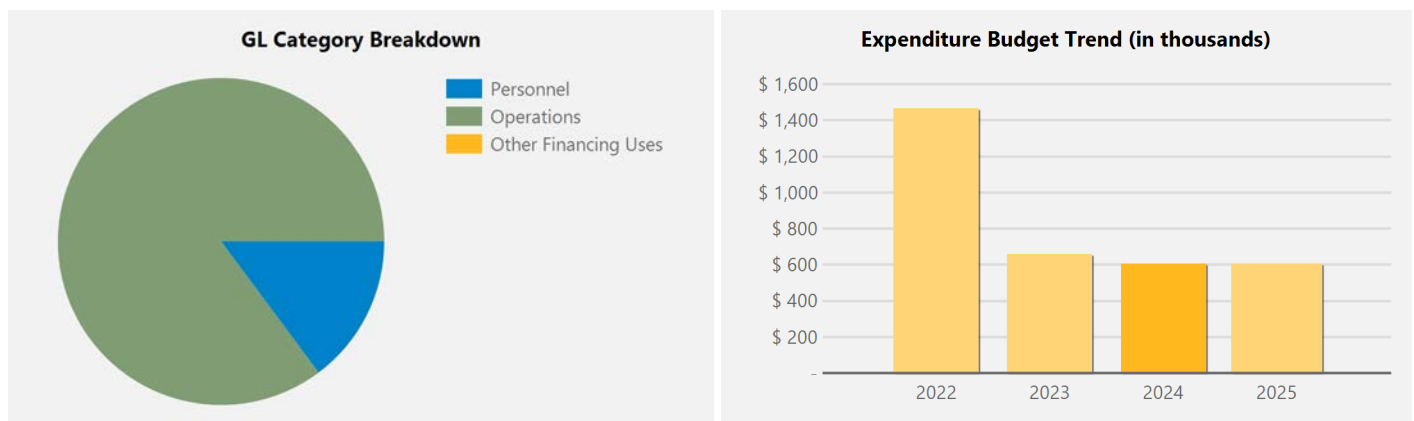
- Work to increase citizen knowledge of community development efforts through workshops and presentations such as Fair Housing and other trainings to educate about area needs, individual housing rights and how to report issues.
- Work to increase the number of contractors on the bid list to help maintain a waiting list of 5 or fewer clients.
- Seek education options for staff, which will benefit personal growth within CDBG related programs.
- Work with subrecipients to educate on the regulations of the CDBG program, thus ensuring compliance. Continue education/training for CDBG subrecipients to ensure compliance.

- Hold monthly meetings with Habitat, Cabarrus County, Independent Living and others to better assist residents needing home rehab. Encourage the partnerships with the Housing Department, Habitat Cabarrus, Cabarrus Health Alliance and other agencies to work towards goals of; more affordable housing, greater access to food, elimination of barriers to benefit residents throughout Concord.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Obj.
Administrative /Public Services	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	100%	61%	92%	93%	100%
Emergency/Su bstantial Rehabilitation	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 households assisted with emergency needs	13	2.00	2.00	1.00	13.00
		% of emergency needs funds expended	90%	57%	92%	36%	90%

Budget Charts



Budget By Category

Budget Unit #: 3118	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	75,319	112,364	118,189	115,566	89,676	91,761
Operations	8,835	13,910	4,932	16,392	29,713	35,734
Total Expenditures	\$ 84,154	\$ 126,274	\$ 123,121	\$ 131,957	\$ 119,389	\$ 127,495

*as amended

**as of 7/28/2023

Note: CDBG budgets are 'project' budgets and remain in use over multiple fiscal years.

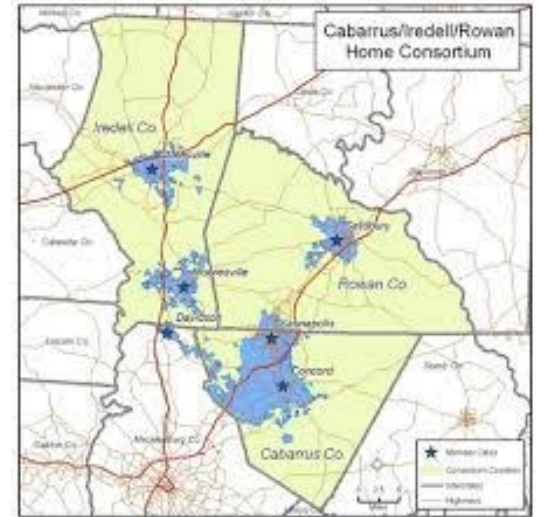
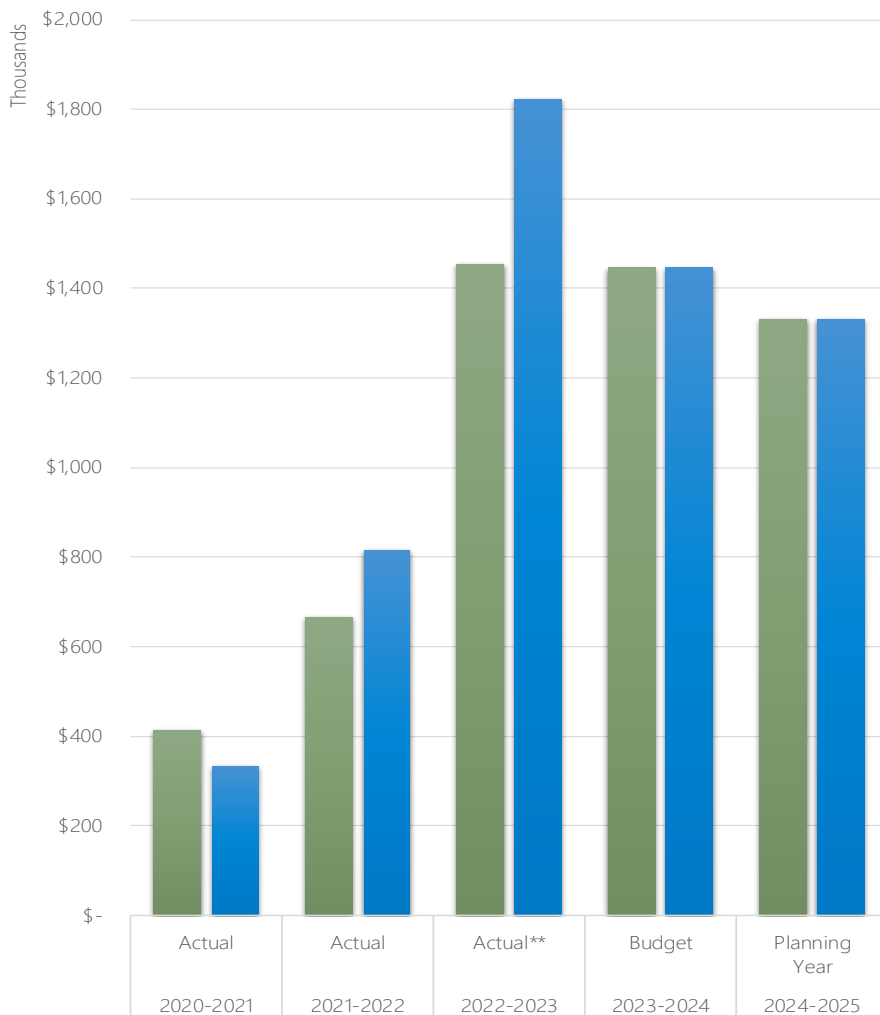
Budget Unit #: 3119	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	339,332	1,257,154	887,392	465,515	486,559	478,453
Total Expenditures	\$ 339,332	\$ 1,257,154	\$ 887,392	\$ 465,515	\$ 486,559	\$ 478,453

*as amended

**as of 7/28/2023

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

HOME Consortium



	2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 320						
Restricted Intergov'tl Revenue	273,745	556,019	1,454,997	1,373,648	1,315,523	4242.80%
Other Revenue	107,320	87,293	87,293	39,485	100,000	322.52%
Transfers	31,406	31,006	31,006	31,006	31,006	100.00%
Investment Earnings	1,614	(8,364)	-	10,957	-	0.00%
Total Revenues	\$ 414,085	\$ 665,955	\$ 1,573,296	\$ 1,455,097	\$ 1,446,529	4665.3%
HOME Fund - Expenditures	333,499	814,434	1,573,296	1,822,455	1,446,529	100.00%
Total Expenditures	\$ 333,499	\$ 814,434	\$ 1,573,296	\$ 1,822,455	\$ 1,446,529	100.0%

*as amended

**as of 7/28/2023

Home Grant

Fund: 320 - Home Grant | Budget Units: 3217 - Home Admin 2023 & 3218 - Home Projects 2023

Mission

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.
- Renovation of existing homes.

FTE Summary

20-21	21-22	22-23	23-24	24-25
1.00	0.70	0.70	1.00	1.00

FY 22-23 Major Accomplishments

- Construction on 2 new homes will be complete before year end. The contractor is on schedule to finish before contract ends, barring any supply chain or weather issues. Staff plans to have both homes under contract before year end. Completed 5 substantial rehabs and have 4 in various stages. Projects were slowed by lack of bidders, material delays and amount of work needed to bring the homes up to code. The waiting list currently has 30 in line, 5 of which have requested to be placed on the end of the list due to tax or mortgage issues. Staff continues to work with Code Enforcement to address identified properties.
- Hosted the open house for the former Fire Station 10 building with the Housing Department. This was the 9th and 10th unit Community Development has worked with Housing to purchase and activate as affordable rental units. Staff also partnered with Housing to complete two Fair Housing trainings, an Estate Planning class and interviews for the Repositioning Consultant who will guide Housing through the conversion process.
- Hosted first Annual Contractor meeting attended by over 20 contractors. Staff hosted the second Annual Lender and Realtor meetings. All efforts are designed to bring attention to construction job opportunities and Down Payment Assistance available through Community Development. Down Payment Assistance was increased to \$10,000 in an effort to help LMI residents with rising housing costs and interest rates.

FY 23-24 Budget Highlights

- Continue working with the Housing Department and WeBuild to complete the repositioning of the public housing units. This will be a multi-year, multi-funded high impact project for Housing.
- Address community engagement and education needs for LMI residents within all of Concord. This includes special attention to the underserved Hispanic population.
- Continue to address the length of time residents, who are seeking rehabilitation assistance, are held on the waiting list. Continue partnering with Cabarrus County and Habitat to address client needs when work amount exceeds funding limits. This is encouraged by meeting monthly to discuss issues, project partnerships, resources, solutions and innovative ideas.
- Continue educating and assisting HOME members to ensure HOME-ARP compliance for prospective projects in all jurisdictions.
- Continue to seek partnerships with developers and grant options for affordable housing options within the City.

FY 24-25 Planning Year Goals

- Continue working with the Housing Department and WeBuild to complete the repositioning of the public housing units.
- Continue to address residents on the waiting list to limit time on the list. Continue partnering with Cabarrus County and Habitat to address client needs when work amount exceeds funding limits.
- Seek grant opportunities for future Community Development activities.

Program & Strategy Enhancements

- Work to increase citizen knowledge of community development efforts through workshops and presentations such as Fair Housing and other trainings to educate about area needs, individual housing rights and how to report issues.
- Work to increase the number of contractors on the bid list to help maintain a waiting list of five (5) or fewer clients.
- Seek education options for staff, which will benefit personal growth within RAD, HOME and HOME-ARP related programs.
- Seek partnerships with developers and grant options for affordable housing options within the City.

- Hold monthly meetings with Habitat, Cabarrus County, Independent Living and others to better assist residents needing home rehab. Encourage the partnerships with the Housing Department, WeBuild, Habitat Cabarrus, and other agencies to work towards goals of; more affordable housing and elimination of barriers to residents throughout Concord.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Obj.
Lead Agency Administration	Provide Home Consortium members and participating CHDO's technical assistance and regular monitoring to maintain compliance with program regulations.	% of HOME consortium members and participating CHDOs that are in full compliance	100%	100%	100%	90%	100%
		% of allowable administrative funds expended	95%	54%	50%	44%	95%
Down Payment Assistance	Offer down payment assistance and homebuyer education to provide homeownership opportunities to qualified buyers.	# of households who received downpayment assistance	5	2.00	1.00	0.00	0.00
Home Rehabilitation	Rehabilitation assistance for qualified low- and moderate-income homeowners to maintain a safe and healthy living environment.	# of households assisted with whole house rehabilitation	9	6.00	8.00	6.00	9.00

Budget Charts



Budget By Category

Budget Unit #: 3215	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	82,586	67,523	72,948	46,656	-	-
Operations	68,760	31,633	83,555	66,003	131,552	120,001
Total Expenditures	\$ 151,346	\$ 99,156	\$ 156,503	\$ 112,659	\$ 131,552	\$ 120,001

*as amended

**as of 7/28/2023

Note: HOME budgets are 'project' budgets and remain in use over multiple fiscal years.

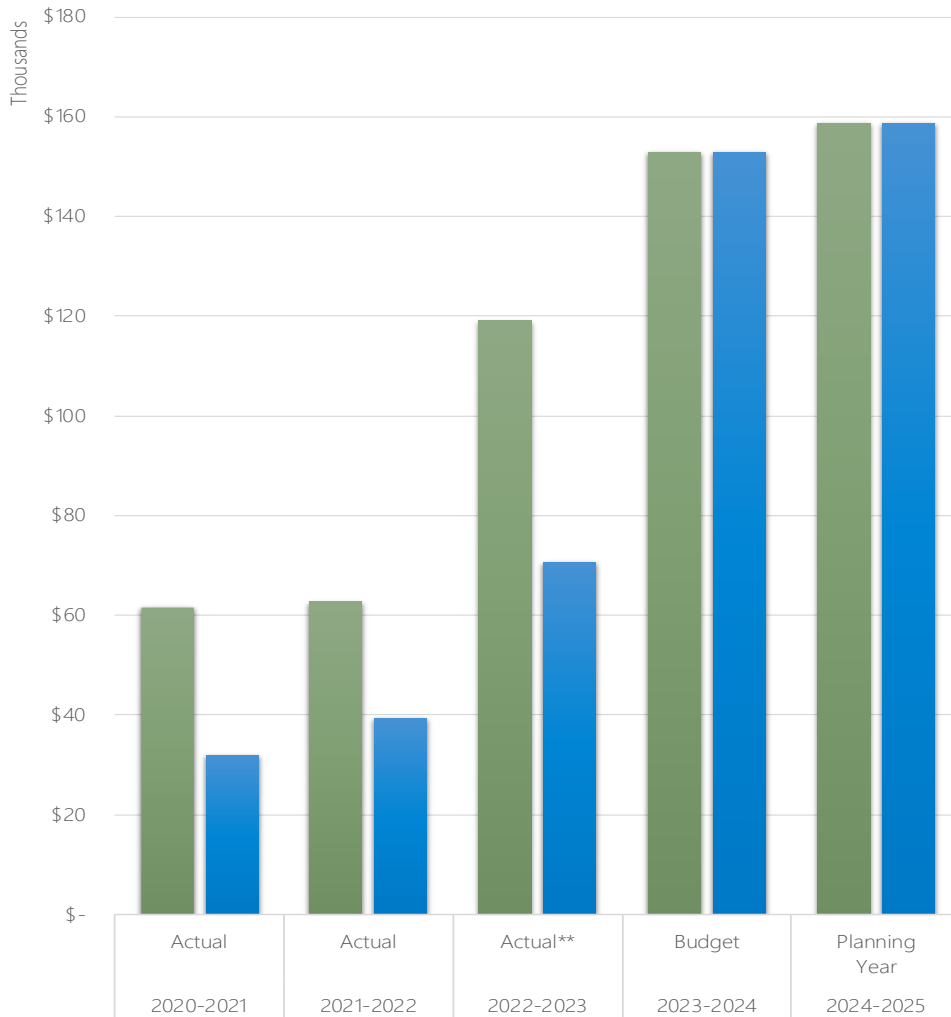
Budget Unit #: 3216	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	182,152	715,278	1,416,793	1,709,796	1,314,977	1,211,006
Total Expenditures	\$ 182,152	\$ 715,278	\$ 1,416,793	\$ 1,709,796	\$ 1,314,977	\$ 1,211,006

*as amended

**as of 7/28/2023

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

Market Rate Units



		2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 350							
	Housing Revenue	61,634	62,594	128,382	119,105	152,844	100.00%
	Investment Earnings	364	(5,924)	-	(90)	-	0.00%
	Total Revenues	\$ 61,634	\$ 62,594	\$ 128,382	\$ 119,105	\$ 152,844	100.0%
	Market Rate Units Fund - Expenditures	31,935	39,266	128,382	70,628	152,844	100.00%
	Total Expenditures	\$ 31,935	\$ 39,266	\$ 128,382	\$ 70,628	\$ 152,844	100.0%

*as amended

**as of 7/28/2023

Market Rate Units

Fund: 350 - Market Rate Units Fund | Budget Unit: 3500 - Market Rate Units

Mission

The City of Concord's Housing Department serves low-income families for whom conventional housing is unaffordable. Housing will 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. 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

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	0.00	0.00	0.00

Major Accomplishments and Performance Goals

- Maintain housing stock above quality requirements.
- Continue to explore new funding through grant opportunities being made available both locally, state, & nationally.
- Provide decent, safe, & sanitary housing in good repair – in compliance with program uniform physical condition.
- Attain & 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 & developing innovative ways to encourage more units.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Accounting	Provide accurate financial information, in a timely manner, to the City and HUD to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% of Tenant Accounts Collected	98%	86%	84%	91%	0%

Budget Charts



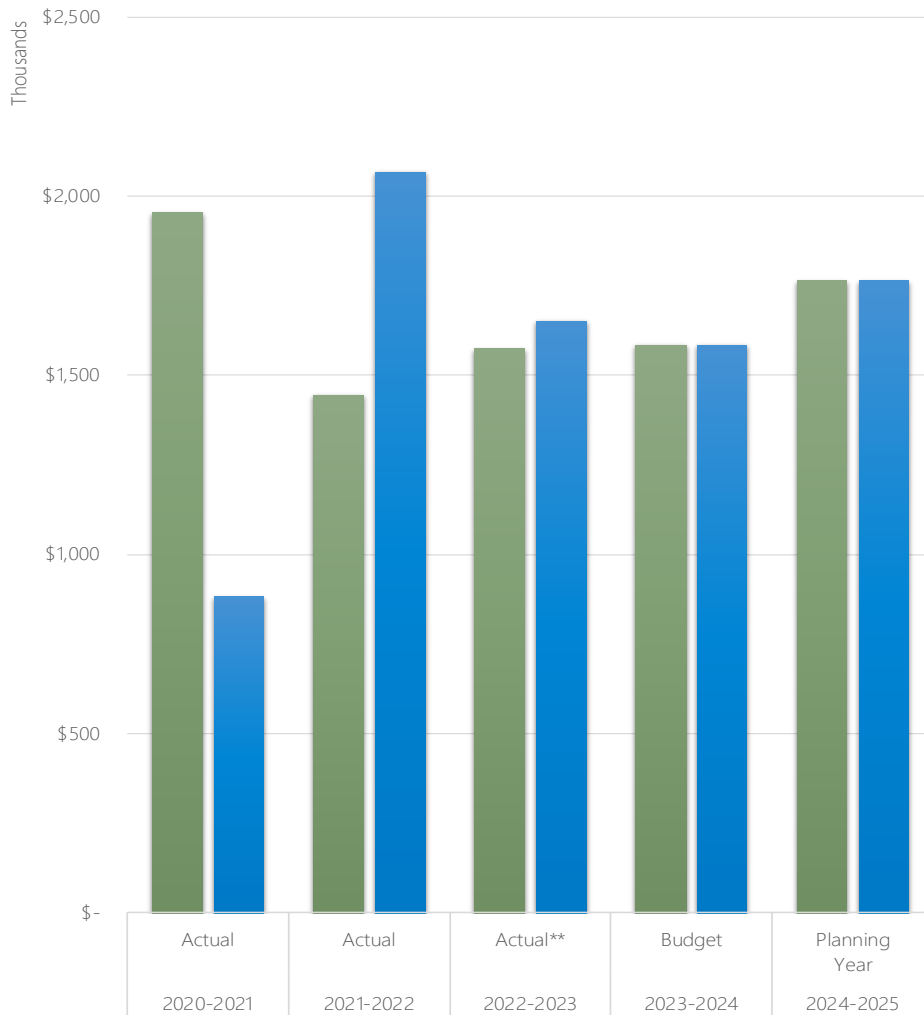
Budget By Category

Budget Unit #: 3500	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	-	41	30,000	18,977	-	-
Operating Expense - Control	929	1,580	14,211	8,724	-	-
Transfers	31,006	37,646	44,068	42,927	152,844	158,750
Other Financing Uses	-	-	40,103	-	-	-
Total Expenditures	\$ 31,935	\$ 39,266	\$ 128,382	\$ 70,628	\$ 152,844	\$ 158,750

*as amended

**as of 7/28/2023

Affordable Housing Revolving Fund



	2020-2021 Actual	2021-2022 Actual	2022-2023 Council Approved*	2022-2023 Actual**	2023-2024 Budget	2023-2024 Percentage by Source
Fund 370						
Affordable Housing Revolving fund - Revenues	1,955,100	1,445,543	1,581,721	1,574,670	1,584,000	100.00%
Total Revenues	\$ 1,955,100	\$ 1,445,543	\$ 1,581,721	\$ 1,574,670	\$ 1,584,000	100.0%
Affordable Housing Revolving Fund - Expenditures	880,385	2,067,715	1,581,721	1,650,251	1,584,000	100.00%
Total Expenditures	\$ 880,385	\$ 2,067,715	\$ 1,581,721	\$ 1,650,251	\$ 1,584,000	100.0%

*as amended

**as of 7/28/2023

Affordable Housing Revolving Fund

Fund: 370 - Revolving Housing Fund | Budget Unit: 3700 - Revolving Housing Projects Fund

Mission

N/A

Major Services Provided

- Revolving funds related to Affordable Housing within the City
- Funded by 1¢ of dedicated property taxes

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	0.00	0.00	0.00

Budget Charts



Budget By Category

Budget Unit #: 3700	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	300,000	1,000,047	1,537,380	1,404,370	200,000	50,000
Capital Outlay	15,200	-	-	-	-	-
CIP Projects	-	-	(218,128)	-	1,384,000	1,712,229
Non-Operating Expenses	565,185	1,067,669	262,469	245,881	-	-
Total Expenditures	\$ 880,385	\$ 2,067,715	\$ 1,581,721	\$ 1,650,251	\$ 1,584,000	\$ 1,762,229

*as amended

**as of 7/28/2023

Enterprise Funds



SECTION CONTENTS



Stormwater



Wastewater Resources



Electric



Golf Course



Water Resources



Aviation

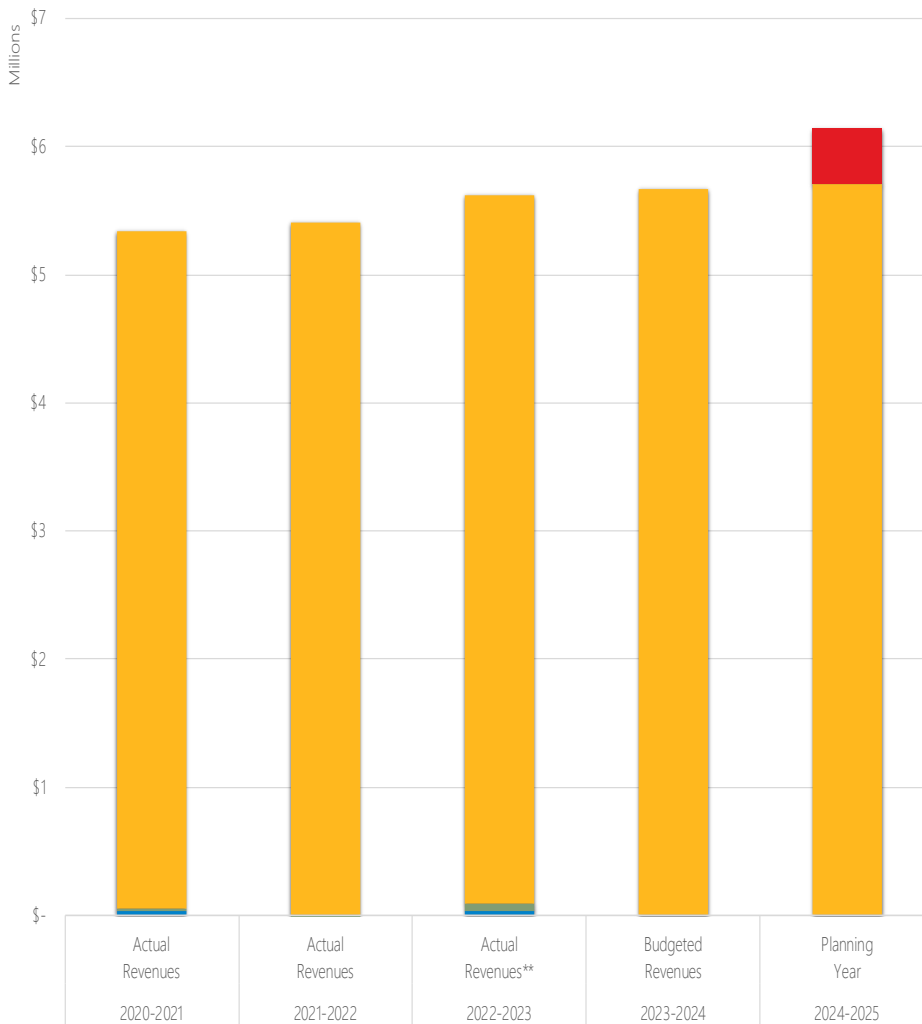


Transit



Public Housing

Stormwater Fund Revenues

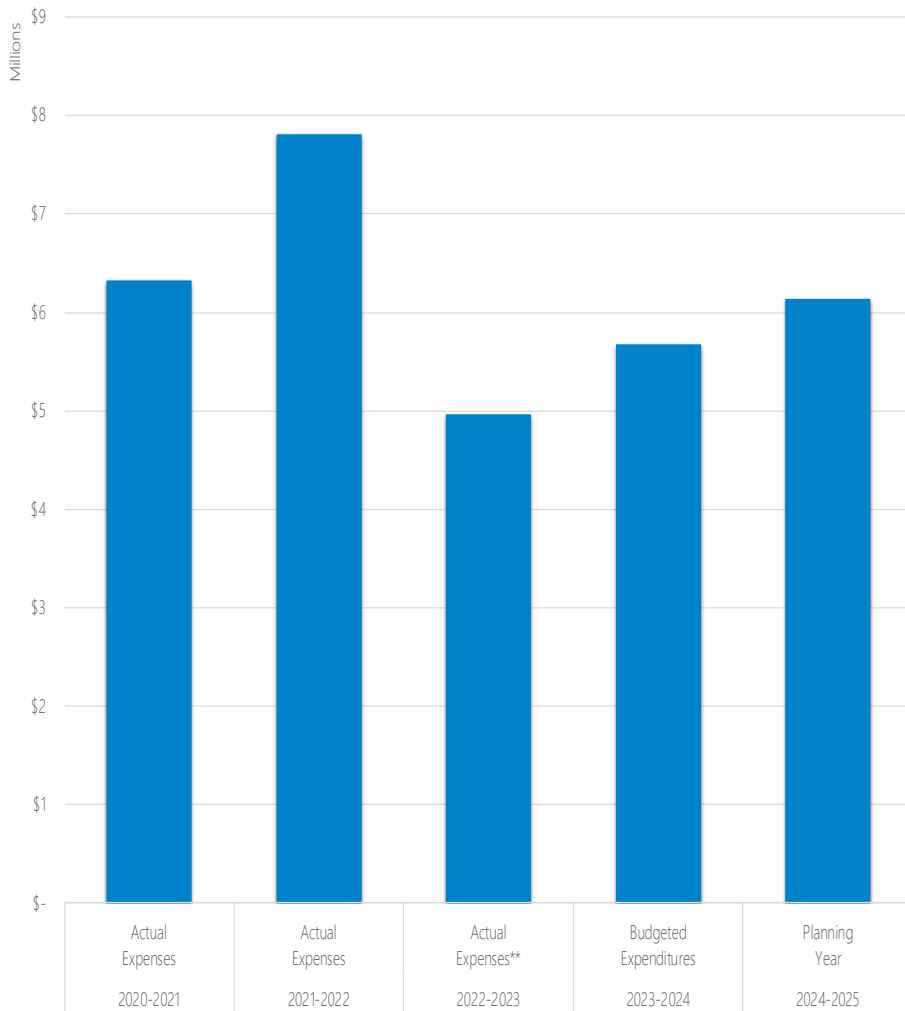


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 600							
Non-Operating Revenues	31,563	-	29,000	35,151	-	0.00%	-
Investment Earnings	25,809	(333,702)	-	58,954	-	0.00%	-
Operating Revenues	5,284,293	5,412,500	5,509,035	5,523,479	5,673,049	100.00%	5,705,075
Retained Earnings Appropriated	-	-	287,089	-	-	0.00%	438,591
Total Revenues	\$ 5,341,665	\$ 5,078,799	\$ 5,825,124	\$ 5,617,584	\$ 5,673,049	100.0%	\$ 6,143,666

* as amended

**as of 7/28/2023

Stormwater Fund Expenditures



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Stormwater Operations	6,330,634	7,807,534	5,825,124	4,961,302	5,673,049	100.0%	6,143,666
Total Expenditures	\$ 6,330,634	\$ 7,807,534	\$ 5,825,124	\$ 4,961,302	\$ 5,673,049	100.0%	\$ 6,143,666

* as amended

**as of 7/28/2023

Stormwater Operations & Maintenance

Fund: 600 - Stormwater Fund | Budget Unit: 7100 - Stormwater Operations & Maintenance

Mission

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 National Pollutant Discharge Elimination System (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 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 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

FTE Summary

20-21	21-22	22-23	23-24	24-25
20.26	21.59	21.59	21.26	21.26

FY 22-23 Major Accomplishments

- Began construction of the Mall North culvert replacement.
- Began construction of the Country Club Dr. culvert replacement.
- Completed emergency repairs to the Brookwood Ave. culvert.

FY 23-24 Budget Highlights

- Complete construction of the Mall North culvert replacement.
- Complete construction of the Country Club Dr. culvert replacement.

FY 24-25 Planning Year Goals

- Complete engineering design of Farmwood Blvd. Culvert Replacement.
- Begin construction of the Dylan Pl. culvert replacement.

Program & Strategy Enhancements

- Monitor potential regulatory changes to NPDES Stormwater Permit.
- Leverage GIS capabilities & deploy new technology to help identify issues or solutions, improve database accuracy, & enhance customer service.
- Coordinate with Engineering staff to collect GIS data for newly installed stormwater infrastructure.
- Develop/design projects recommended by the stormwater master planning & related studies.
- Evaluate the ditch maintenance program to maximize efficiencies and develop educational programs related to the Utility Credit & Adjustment Manual.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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%	99%	99%	100%
Safety	Provide training and corrective actions to support a safe working environment for co-workers and the public.	# of preventable accidents	0	0.00	0.00	0.00	0.00
Maintain NPDES Phase II Compliance	Implement required NPDES Phase II Stormwater program elements to reduce pollution and erosion caused by stormwater runoff.	Total # of Phase II education outreach touchpoints	N/A	0.00	0.00	52.00	20.00
		% of BMPs inspected annually	25%	57%	37%	47%	25%
		% of major City facilities inspected	100%	0%	100%	100%	100%
		% of minor City facilities inspected	100%	0%	20%	100%	20%
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	12.00	12.00	12.00	12.00

Budget Charts



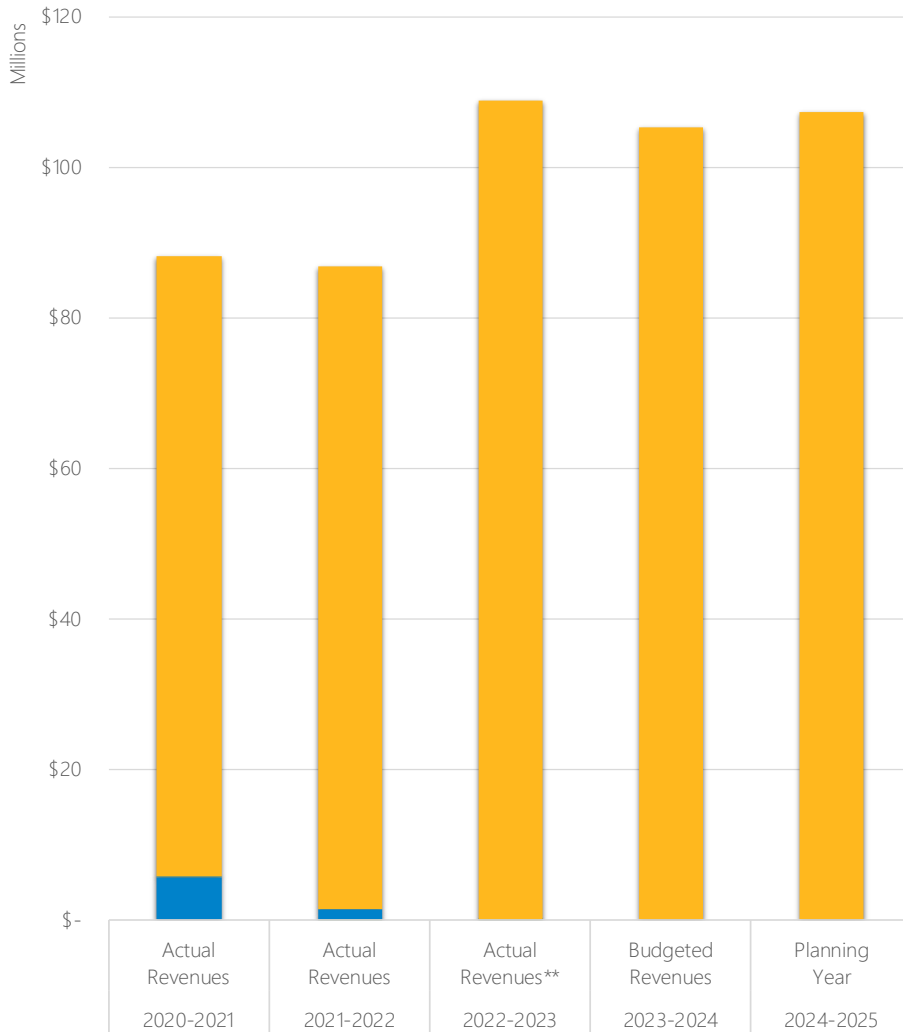
Budget By Category

Budget Unit #: 7100	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,954,900	1,582,955	1,935,017	1,851,320	1,956,745	1,942,084
Operations	389,574	641,234	959,809	742,031	636,956	649,541
Capital Outlay	-	4,619	263,198	-	430,000	110,000
Cost Allocations	704,488	738,133	2,019,765	1,851,451	2,295,890	2,293,041
Transfers	1,678,000	3,058,646	647,335	516,500	353,458	1,149,000
Depreciation & Amortization	1,848,560	1,841,100	-	-	-	-
Non-Operating Expenses	(244,888)	(59,152)	-	-	-	-
Total Expenditures	\$ 6,330,634	\$ 7,807,534	\$ 5,825,124	\$ 4,961,302	\$ 5,673,049	\$ 6,143,666

*as amended

**as of 7/28/2023

Electric Systems Revenues

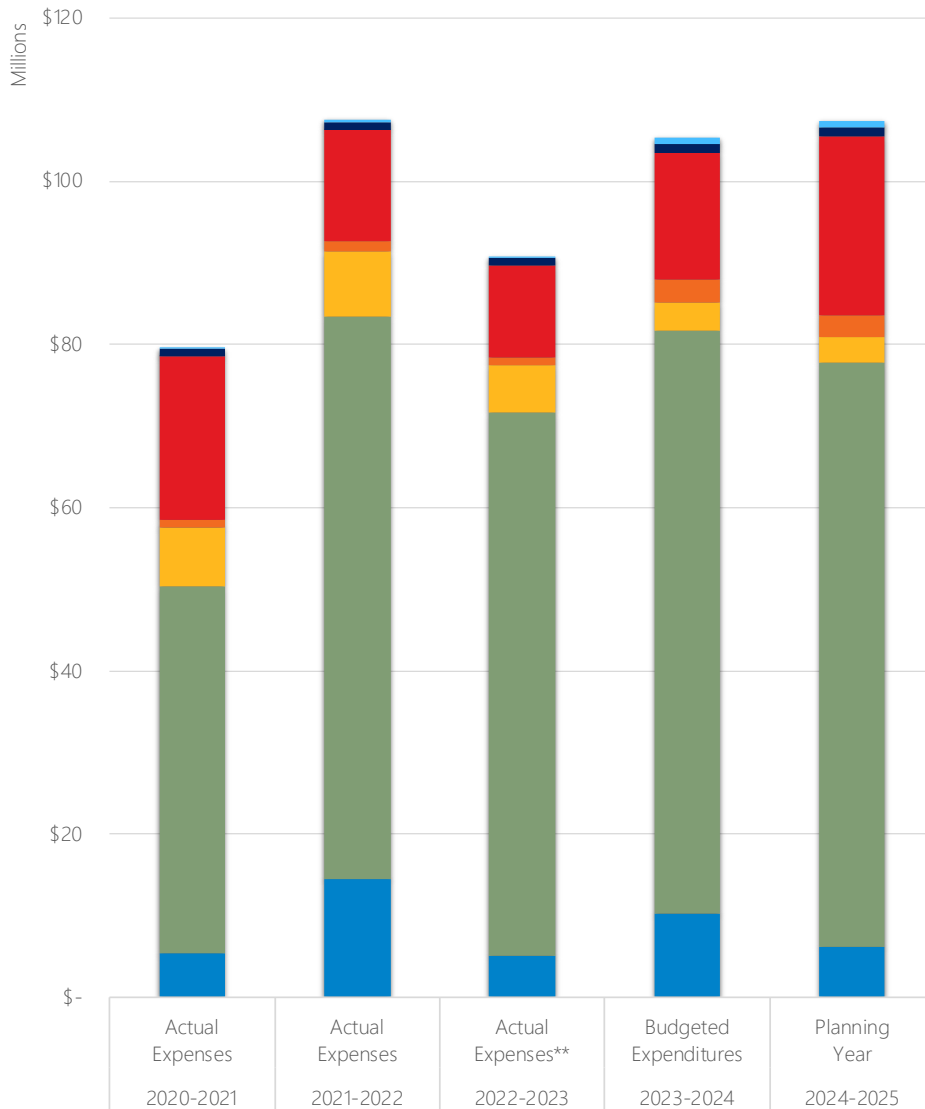


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source
Fund 610						
Non-Operating Revenues	5,566,582	1,463,433	35,255	48,031	-	0.00%
Investment Earnings	231,200	(1,967,997)	-	(45,840)	-	0.00%
Operating Revenue	82,399,131	85,491,233	105,974,114	108,872,940	105,414,000	100.00%
Retained Earnings Appropriated	-	-	0	-	-	0.00%
Total Revenues	\$ 88,196,914	\$ 84,986,670	\$ 106,009,369	\$ 108,875,132	\$ 105,414,000	100.0%

* as amended

**as of 7/28/2023

Electric Systems Expenditures



		2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit
Budget Units							
Electric Administration		5,350,294	14,531,809	10,885,216	5,012,834	10,203,711	9.7%
Purchased Power		45,060,401	68,857,364	70,385,350	66,595,595	71,549,349	67.9%
Maintenance Powerlines		7,120,223	8,099,132	6,615,763	5,827,227	3,378,372	3.2%
Tree Trimming		1,006,843	1,216,208	1,265,483	917,189	2,810,004	2.7%
Electric Construction		19,988,833	13,586,111	15,216,829	11,376,013	15,465,386	14.7%
Peak Shaving		16,812	690	-	-	-	0.0%
Electric Engineering		919,387	983,531	1,304,497	926,267	1,195,103	1.1%
Utility Locate Services		244,859	240,762	336,232	105,984	812,075	0.8%
Total Expenditures		\$ 79,707,650	\$ 107,515,606	\$ 106,009,369	\$ 90,760,109	\$ 105,414,000	100.0%

* as amended

**as of 7/28/2023

Electric Systems Administration

Fund: 610 - Electric Systems Fund | Budget Unit: 7200 - Electric Systems Administration

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
3.00	4.00	5.00	5.00	5.00

FY 22-23 Major Accomplishments

- Completion of Ella Mae P. Small Electric Systems Operations Center. Managed power supply contract for possible savings opportunities, ensuring stable electric rates.
- Continued to fund Payment in Lieu of Taxes (PILOT) and provided support to the City for tax revenue offset. Managed Rate Stabilization and Capital Improvement reserve funds for use in multiple capital projects, helping offset rate increases.
- Provided as needed funding for supporting possible audits, review of wholesale power rates, annual adjustments and system design.

FY 23-24 Budget Highlights

- Complete transition into new operations center building.
- Continue development of a robust natural gas hedging strategy.
- Develop renewable energy profiles to support advancement in technology.

FY 24-25 Planning Year Goals

- Develop a strategic plan for rate development in support of capital projects.
- Continue efforts to ensure safe and efficient work practices are employed.
- Creation of new position: Power Supply Manager.

Program & Strategy Enhancements

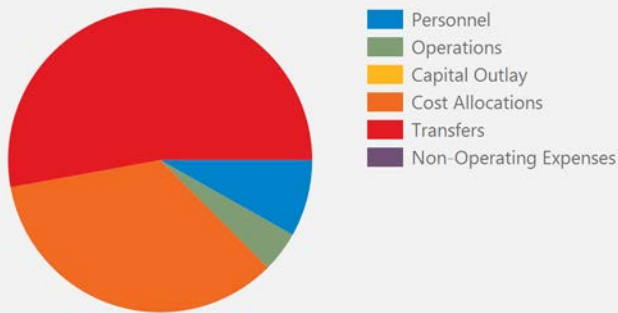
- Continuous efforts will be made to ensure proper selection of legal and engineering consultants.
- Bi-monthly staff meetings to ensure clear understanding of departmental objectives and individual roles.
- Hold regular departmental safety meetings to ensure personnel are trained and understand expectations for safe working practices.
- Staff will monitor the power supply contract to ensure all the obligations are met and power takeoff remains successful.

Performance Summary

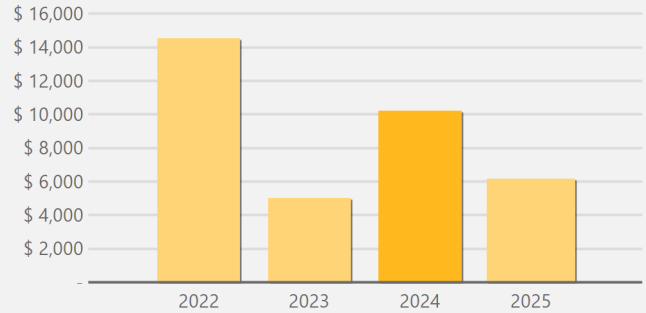
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Safety	Provide a safe work environment for employees to minimize the safety risk.	OSHA 300 reportable incidents	5	15.00	3.52	5.72	0.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7200	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	598,015	443,816	677,021	773,910	833,190	769,608
Operations	246,746	245,575	520,441	460,615	440,333	440,437
Capital Outlay	-	-	76,988	-	-	-
Cost Allocations	2,171,986	3,019,527	3,412,289	3,127,932	3,536,578	3,499,342
Transfers	2,118,035	10,950,025	6,198,477	650,377	5,393,610	1,459,619
Depreciation & Amortization	23	-	-	-	-	-
Non-Operating Expenses	215,489	(127,133)	-	-	-	-
Total Expenditures	\$ 5,350,294	\$ 14,531,809	\$ 10,885,216	\$ 5,012,834	\$ 10,203,711	\$ 6,169,006

*as amended

**as of 7/28/2023

Purchased Power

Fund: 610 - Electric Systems Fund | Budget Unit: 7210 - Purchased Power

Mission

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, reliability, and fair/equitable cost distribution
- Closely analyze monthly wholesale power bills for accuracy
- Analyze anticipated electric system peaks and determine load ratio share calculations for annual billing projections
- Explore opportunities for renewable resource inclusion

FTE Summary

20-21	21-22	22-23	23-24	24-25
0.00	0.00	0.00	0.00	0.00

Major Accomplishments and Performance Goals

- Research programs to enhance demand 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 and research options for supply hedging.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Purchased Power	Provide efficient utilization of resources to limit or reduce costs of electric system operation.	Accuracy rate for purchased power payments	100%	100%	100%	100%	100%
		Average cost of purchased power in cents	7¢	4.48¢	6.69¢	6.24¢	6.50¢

Budget Charts



Budget By Category

Budget Unit #: 7210	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	45,060,401	68,857,364	70,385,350	66,595,595	71,549,349	71,549,349
Total Expenditures	\$ 45,060,401	\$ 68,857,364	\$ 70,385,350	\$ 66,595,595	\$ 71,549,349	\$ 71,549,349

*as amended

**as of 7/28/2023

Maintenance Powerlines

Fund: 610 - Electric Systems Fund | Budget Unit: 7220 - Maintenance Powerlines

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
18.00	19.00	19.00	19.00	19.00

FY 22-23 Major Accomplishments

- Completion of Substation Q and Delivery 4.
- Completion of Substation T in the South grid sector.

FY 23-24 Budget Highlights

- Anticipated completion of Substation W .
- Anticipated completion of Substation V.
- Proposed change out of circuit breakers for Substation K1 to improve system reliability.

FY 24-25 Planning Year Goals

- Continue to improve backhaul communication for Advanced Metering Infrastructure.
- Property acquisition for Substations R and S.

Program & Strategy Enhancements

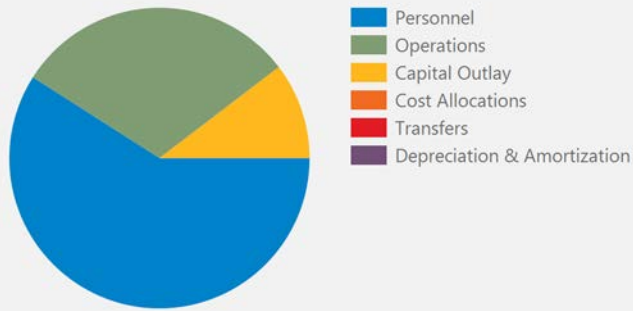
- Maintain a routine of preventive maintenance & emergency repair programs for effective power lines, substations, power delivery stations, electric metering, & SCADA.
- Staff will continue to evaluate outage data to improve system reliability.
- Career development training will continue to enhance the skill set of internal employees.
- The SCADA department will work with GIS to update and ensure a viable and reliable mapping database.

Performance Summary

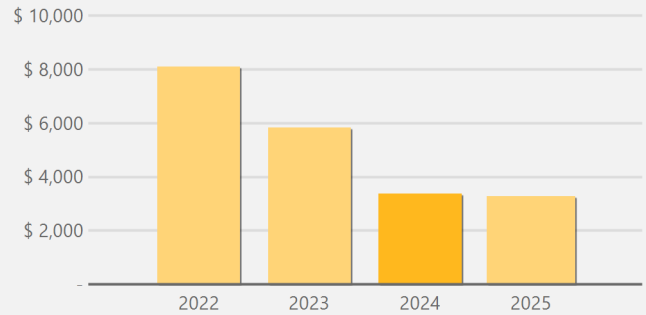
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
System Monitoring	Provide timely response to power outages for business and residential customers to minimize power disruptions.	System Average Interruption Duration Index (SAIDI) in minutes	110	23.13	185.50	34.54	110.00
		System Average Interruption Frequency Index (SAIFI)	1.10	0.43	1.69	0.52	1.10
		Customer Average Interruption Duration Index (CAIDI)	80	53.25	110.10	66.44	80.00
Electric Equipment Maintenance	Provide system maintenance of electrical equipment to ensure constant flow of power.	% of outages caused by mechanical failure	3%	7%	7%	12%	5%
Testing/Installation	Ensure the accuracy and integrity of all electric meter systems to maintain compliance with State regulations and proper billing.	# of watt-hour meters tested and/or calibrated	N/A	3,304.00	3,381.00	3,105.00	3,000.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7220	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,590,024	1,730,699	1,892,469	1,856,162	1,994,427	2,035,803
Operations	412,050	520,397	807,982	605,664	1,033,895	1,038,723
Capital Outlay	-	-	549,911	-	350,050	195,050
Cost Allocations	52,226	59,050	-	-	-	-
Transfers	4,223,000	4,996,500	3,365,401	3,365,401	-	-
Depreciation & Amortization	842,924	792,485	-	-	-	-
Total Expenditures	\$ 7,120,223	\$ 8,099,132	\$ 6,615,763	\$ 5,827,227	\$ 3,378,372	\$ 3,269,576

*as amended

**as of 7/28/2023

Tree Trimming

Fund: 610 - Electric Systems Fund | Budget Unit: 7230 - Tree Trimming

Mission

Maintain tree clearance 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
- Educate citizens on proper practices for ROW clearance

FTE Summary

20-21	21-22	22-23	23-24	24-25
10.00	10.00	10.00	10.00	10.00

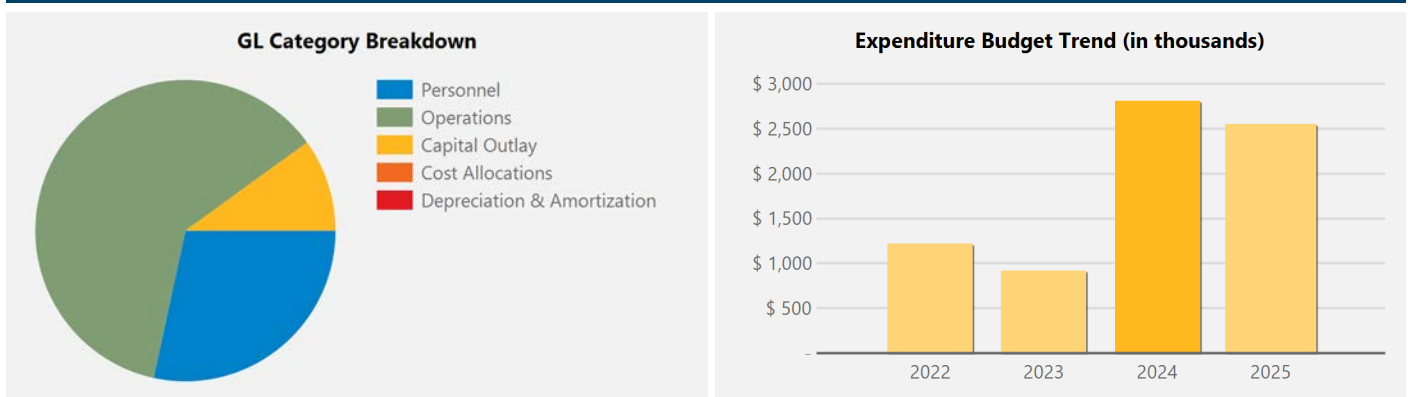
Major Accomplishments and Performance Goals

- Utilize contract labor to perform lump sum tree trimming near power lines and substations.
- Use contract labor during peak growth times to enhance levels of service.
- Train and educate new crew members to enhance skills and safety.
- Find training opportunities to enhance the service provided to customers by increasing the proficiency.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Tree Trimming	Provide thorough tree trimming and timely response to customer tree maintenance to minimize potential or further damage to electrical infrastructure and property.	% of customers receiving personal or door hanger notification of service on their property within 24	100%	100%	100%	100%	100%
		% of main circuit right-of-way trimmed and/or maintained	33.3%	12%	10%	12%	33%
		% of power outages caused by trees or tree limbs	10%	10%	15%	20%	10%

Budget Charts



Budget By Category

Budget Unit #: 7230	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	591,852	710,717	761,366	615,355	798,025	813,362
Operations	301,678	327,391	468,117	301,834	1,731,979	1,738,255
Capital Outlay	-	-	36,000	-	280,000	-
Cost Allocations	22,895	32,805	-	-	-	-
Depreciation & Amortization	90,417	145,295	-	-	-	-
Total Expenditures	\$ 1,006,843	\$ 1,216,208	\$ 1,265,483	\$ 917,189	\$ 2,810,004	\$ 2,551,617

*as amended

**as of 7/28/2023

Electric Construction

Fund: 610 - Electric Systems Fund | Budget Unit: 7240 - Electric Construction

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
37.00	37.00	37.00	37.00	37.00

FY 22-23 Major Accomplishments

- Fiber installation for Clearwater Studios.
- Completion of Substation Q and Delivery 4.
- Relocate existing utilities at Poplar Tent and Rock Hill Church Road (DOT road widening project), at the new Electric Systems Operations Center, and at the new Cabarrus County Courthouse.
- Continued construction of transmission and distribution circuits for Substation T.

FY 23-24 Budget Highlights

- Continue installation of services throughout the construction phases for Eli Lilly.
- Continue working toward completion of Substation V.
- Continue to find and utilize quality career development activities.

FY 24-25 Planning Year Goals

- Maintain a routine maintenance and repair program for transmission and distribution lines.
- Continue developing, training, and progressive promotion of employees.

Program & Strategy Enhancements

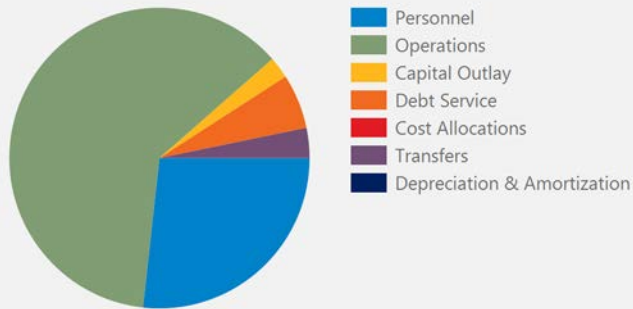
- Maintain truck/equipment replacement schedule to ensure maximum fleet availability and responsiveness to customer needs.
- Utilize contract labor as a means of providing high levels of service in periods of increased service demand.
- Regularly inspect wooden poles on the system to protect against disruptions in the system.
- Provide career development training to increase the knowledge and performance of employees.

Performance Summary

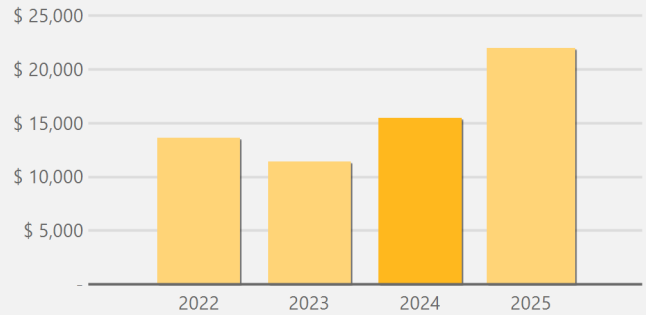
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Electric Construction	Provide timely response to calls for service to ensure that citizens obtain proper electrical service in a reasonable period.	% of service installations completed within 10 working days	99%	99%	99%	99%	99%
		% of outdoor lights installed within 5 working days	99%	99%	99%	99%	99%
		% of street lights repaired within 2 working days	99%	99%	99%	99%	99%

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7240	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	3,701,594	3,926,420	4,132,723	3,687,579	4,136,822	4,215,878
Operations	5,325,776	6,516,354	8,922,835	6,224,438	9,556,794	9,586,269
Capital Outlay	-	(1,640,982)	694,225	-	362,000	-
CIP Projects	(373,475)	-	-	-	-	-
Debt Service	421,898	388,708	1,467,046	1,463,996	909,770	908,684
Cost Allocations	1,688,164	1,373,704	-	-	-	-
Transfers	6,108,220	-	-	-	500,000	7,242,100
Depreciation & Amortization	3,149,930	3,021,907	-	-	-	-
Non-Operating Expenses	(33,274)	-	-	-	-	-
Total Expenditures	\$ 19,988,833	\$ 13,586,111	\$ 15,216,829	\$ 11,376,013	\$ 15,465,386	\$ 21,952,931

*as amended

**as of 7/28/2023

Electric Engineering Services

Fund: 610 - Electric Systems Fund | Budget Unit: 7250 - Electric Engineering Services

Mission

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 industry codes
- GIS mapping services

FTE Summary

20-21	21-22	22-23	23-24	24-25
8.00	8.00	8.00	8.00	8.00

FY 22-23 Major Accomplishments

- Installed software upgrades for Partner and Milsoft software and upgraded ArcMap.
- Verified GIS data obtained during the pole inspections and updated database.
- Developed web-based GIS map view application.

FY 23-24 Budget Highlights

- Working towards a paperless work system.
- Maintaining an ARCGIS Field Map application to collect data for pole inspections.
- Evaluate Milsoft Fieldstyle software for replacing the Partner software.

FY 24-25 Planning Year Goals

- Continue maintenance of the data in the electric GIS system database by completing the system wide inventory of assets.
- Refine database maintenance techniques as we strive to provide the highest level of integrity possible.
- 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.
- Research and develop a method for tracking after-hours map changes to be corrected within the GIS system.
- Manage the Electric Heat Pump Rebate program.

Program & Strategy Enhancements

- Find training opportunities by using cost-effective training courses.
- Refine database maintenance techniques as we strive to provide the highest level of integrity possible.
- Manage the Electric Heat Pump Rebate program.
- 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.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
GIS Application Service	Identify and address internal customer needs such as calculations and maps promptly to maintain construction and service schedules.	% of requested GIS data provided within 5 working days	N/A	99%	100%	95%	95%
Planning & Design	Provide prompt response to customers to determine their needs and desires for electric service.	% of Jobs designed and released to construction within 10 working days	N/A	99%	100%	100%	95%

Budget Charts



Budget By Category

Budget Unit #: 7250	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	781,570	796,410	881,776	798,439	872,671	890,609
Operations	82,412	129,362	380,618	127,828	272,432	275,836
Capital Outlay	-	-	42,103	-	50,000	-
Cost Allocations	22,895	26,244	-	-	-	-
Depreciation & Amortization	32,510	31,515	-	-	-	-
Total Expenditures	\$ 919,387	\$ 983,531	\$ 1,304,497	\$ 926,267	\$ 1,195,103	\$ 1,166,445

*as amended

**as of 7/28/2023

Utility Locator Service

Fund: 610 - Electric Systems Fund | Budget Unit: 7260 - Utility Locator Service

Mission

Ensure that Electric 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 infrastructure assets.
- All underground utilities are located upon request to prevent possible damage and service interruptions.

FTE Summary

20-21	21-22	22-23	23-24	24-25
5.00	5.00	3.00	3.00	3.00

FY 22-23 Major Accomplishments

- Staff moved to better align water and sewer locates with those departments. Additional contractors have also been secured to perform larger locates.
- Maintained focus on improving coordination between assigned areas to enhance response time.
- Allocated time for training to keep up with the rapidly changing field of locating.

FY 23-24 Budget Highlights

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

FY 24-25 Planning Year Goals

- Continue to invest in new technology to make our locating department more efficient and accurate.
- Keeping ahead of locates for the Google project.

Program & Strategy Enhancements

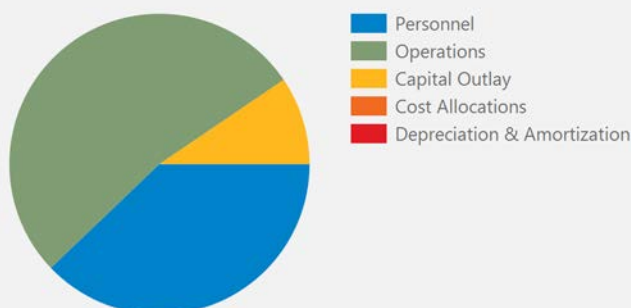
- Staff is researching available techniques, programs, & technical support to stay current with standard practices to protect the City's utility investment.
- Continue to train assigned personnel to handle locating tasks accurately and more efficiently.

Performance Summary

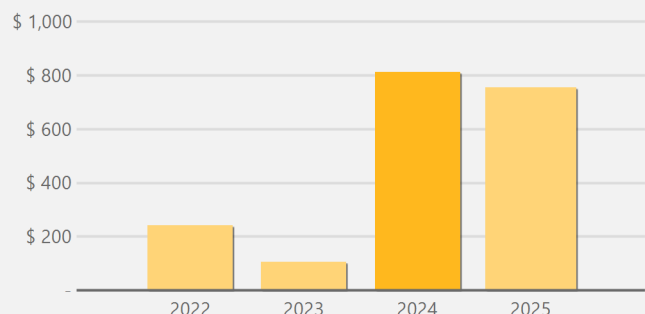
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Utility Location	Locate all utilities in compliance with the NC Underground Damage Prevention Act guidelines of accuracy and time requirements to prevent damage to underground water, wastewater, and electric infrastructure.	% of locates completed within 72 hours	99%	99%	99%	99%	100%

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



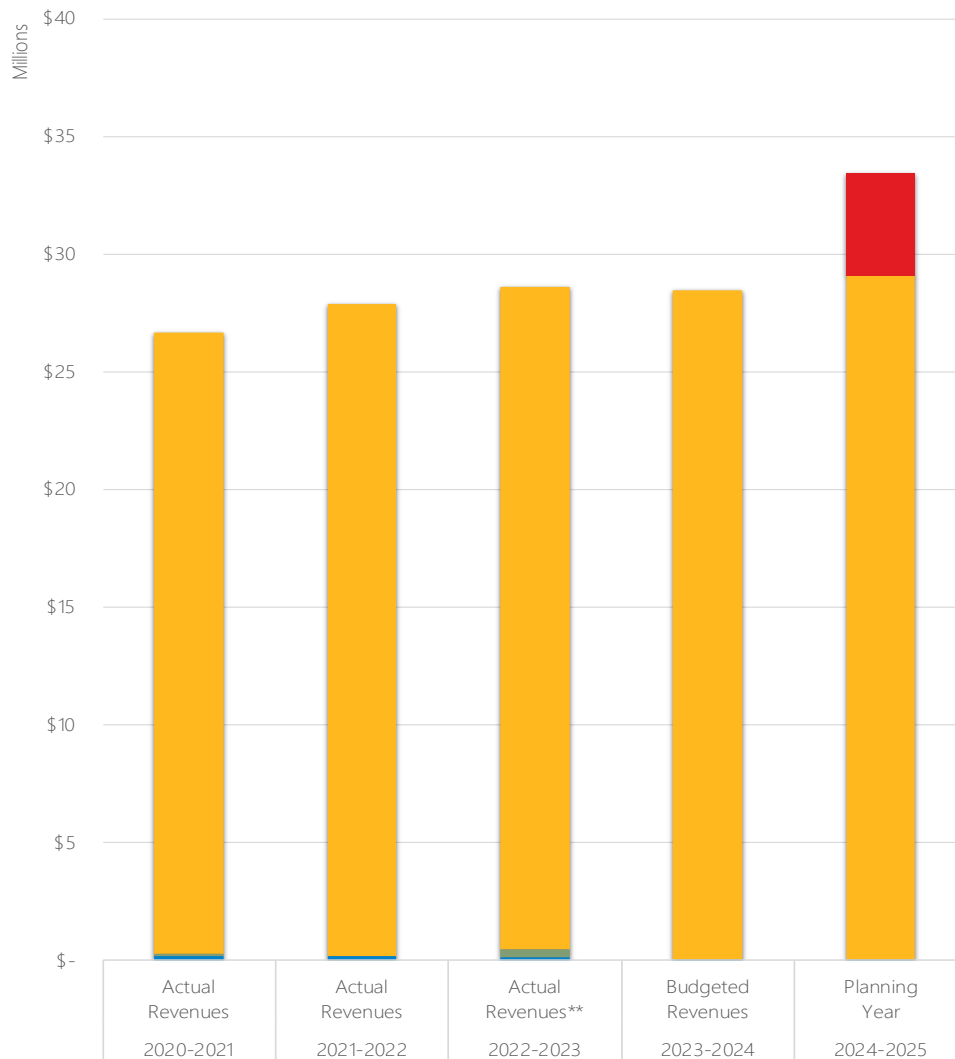
Budget By Category

Budget Unit #: 7260	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	409,893	401,718	294,588	260,391	307,519	313,603
Operations	280,139	285,870	372,248	291,363	427,556	426,473
Capital Outlay	-	-	155,692	-	77,000	15,000
Cost Allocations	(473,676)	(465,479)	(486,295)	(445,770)	-	-
Depreciation & Amortization	28,502	18,652	-	-	-	-
Total Expenditures	\$ 244,859	\$ 240,762	\$ 336,232	\$ 105,984	\$ 812,075	\$ 755,076

*as amended

**as of 7/28/2023

Water Resources Revenues

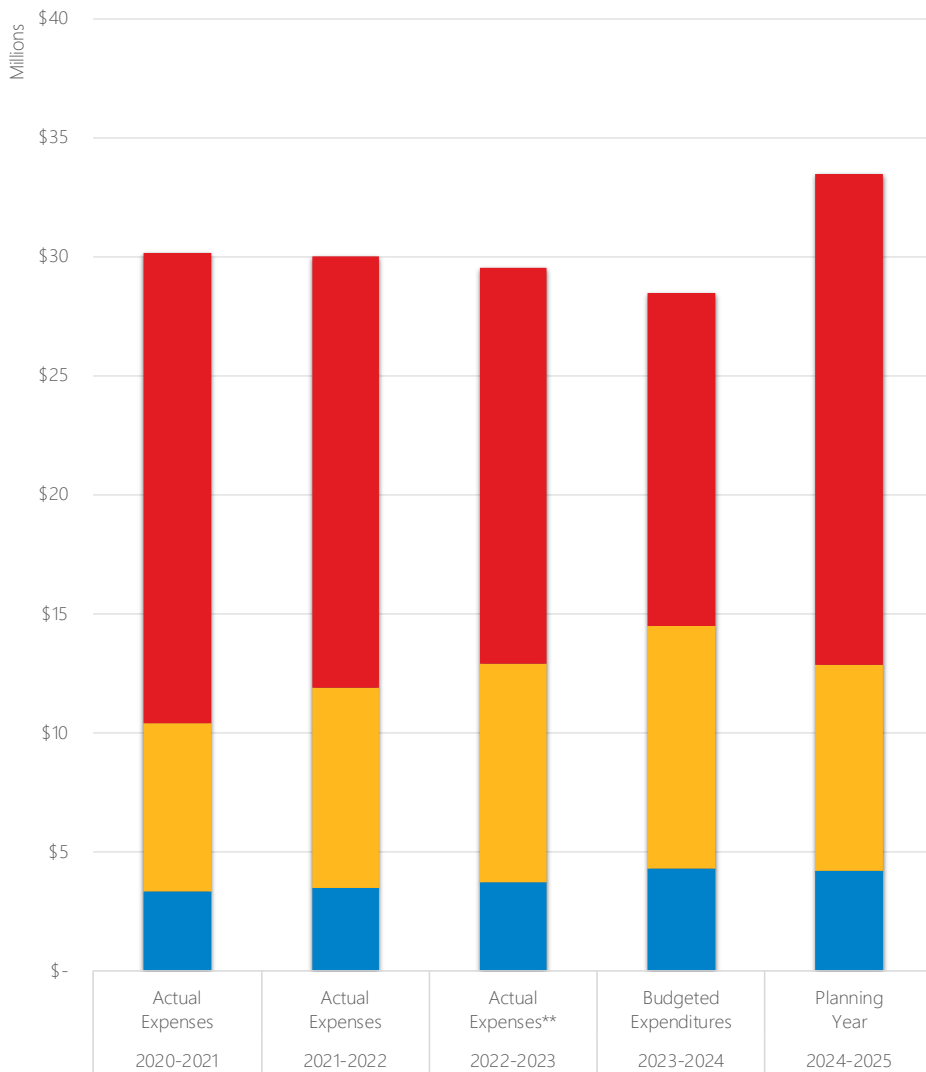


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 620							
Non-Operating Revenues	195,896	167,272	125,000	151,886	50,000	0.2%	50,000
Investment Earnings	94,622	(1,325,965)	-	325,565	-	0.0%	-
Operating Revenue	26,377,943	27,718,361	28,232,177	28,146,964	28,437,724	99.8%	29,066,959
Retained Earnings Appropriated	-	-	5,687,164	-	-	0.0%	4,371,946
Total Revenues	\$ 26,668,461	\$ 26,559,667	\$ 34,044,341	\$ 28,624,415	\$ 28,487,724	100.0%	\$ 33,488,905

* as amended

**as of 7/28/2023

Water Resources Expenditures



Budget Units	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Hillgrove Water Treatment Plant	3,324,547	3,480,064	4,321,759	3,694,348	4,294,411	15.1%	4,189,645
Coddle Creek Water Treatment Plant	7,073,739	8,398,390	11,836,729	9,207,368	10,164,141	35.7%	8,649,243
Waterlines Operation & Maintenance	19,746,360	18,149,560	17,885,853	16,650,976	14,029,172	49.2%	20,650,017
Total Expenditures	\$ 30,144,647	\$ 30,028,014	\$ 34,044,341	\$ 29,552,692	\$ 28,487,724	100.0%	\$ 33,488,905

* as amended

**as of 7/28/2023

Hillgrove Water Treatment Plant

Fund: 620 - Water Resources Fund | Budget Unit: 7330 - Hillgrove Water Treatment Plant

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
15.50	15.50	15.50	15.50	15.50

FY 22-23 Major Accomplishments

- Acquired property adjacent to Hillgrove to facilitate water quality project expansion.
- Reached 60% design on basin repair and Granular Activated Carbon (GAC) project.

FY 23-24 Budget Highlights

- Bid and begin construction of the basin repair and GAC project.
- Continue to make strategic maintenance improvements to assure plant reliability.

FY 24-25 Planning Year Goals

- Substantial progress on the basin repairs and GAC project.

Program & Strategy Enhancements

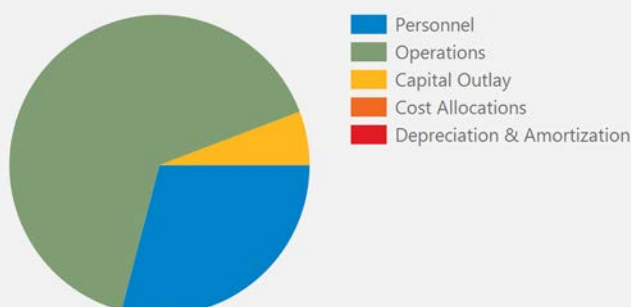
- Attend training sessions to obtain knowledge on new regulations and treatment processes.
- Attend training on OSHA safety programs.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.

Performance Summary

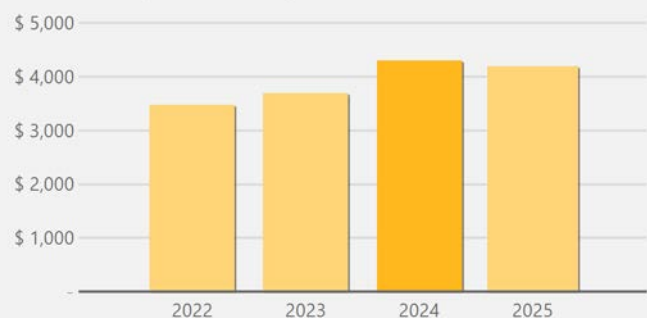
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Water Treatment & Analysis	Comply with and exceed state/ federal regulations to provide safe drinking water. Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	% 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	87%	100%	98%	99%	100%
		Gallons of water required to produce 1 finished gallon of water	1.03	1.01	1.01	1.01	1.01
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	0	0.00	0.00	0.00	0.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7330	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,033,285	1,137,874	1,204,133	1,194,069	1,248,952	1,278,122
Operations	1,885,238	1,941,184	3,093,126	2,500,280	2,796,959	2,769,023
Capital Outlay	-	-	24,500	-	248,500	142,500
Cost Allocations	45,417	49,208	-	-	-	-
Depreciation & Amortization	360,608	351,798	-	-	-	-
Total Expenditures	\$ 3,324,547	\$ 3,480,064	\$ 4,321,759	\$ 3,694,348	\$ 4,294,411	\$ 4,189,645

*as amended

**as of 7/28/2023

Coddle Creek Water Treatment Plant

Fund: 620 - Water Resources Fund | Budget Unit: 7331 - Coddle Creek Water Treatment Plant

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
15.50	15.50	15.50	15.50	15.50

FY 22-23 Major Accomplishments

- Completed construction of the 36" parallel raw water line from the reservoir to the plant.
- Began lead service line study in compliance with the new Lead and Copper Rule.
- Began design of the chlorine room rehabilitation project.

FY 23-24 Budget Highlights

- Rebuild carbon mixer and rapid mixer.
- Complete final series of chemical pump panel replacements and replace chemical feed pumps.
- Begin multi-year replacement of filter valves and actuators.

FY 24-25 Planning Year Goals

- Complete multi-year replacement of filter valves and actuators.

Program & Strategy Enhancements

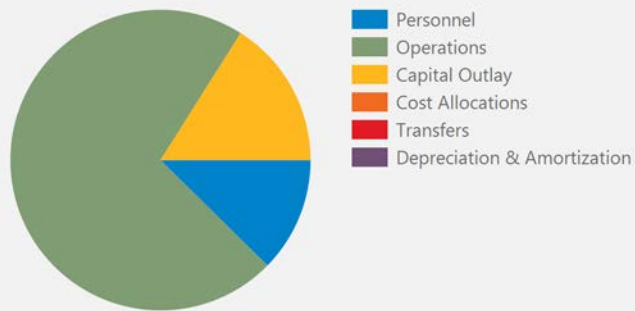
- Attend training sessions to obtain knowledge on new regulations and treatment processes.
- Network with our peers in the industry, state, and regulatory personnel.
- Plan for upgrades and technology enhancements to address future regulations and provide high quality water for years to come.
- Work to meet more stringent voluntary programs such as the Area Wide Optimization Program (AWOP).

Performance Summary

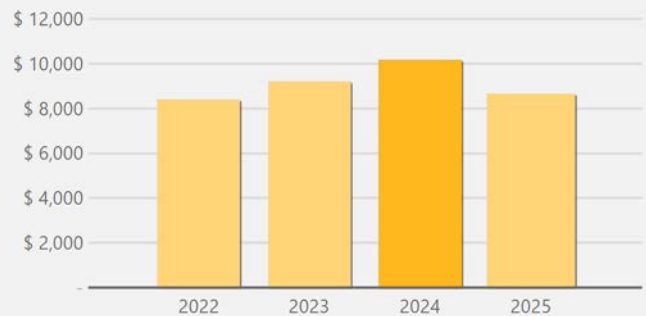
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Water Treatment & Analysis	Comply with and exceed state/ federal regulations to provide safe drinking water. Provide efficient production of treated water to reduce the total treatment cost per 1,000 gallons.	% of finished water meeting or surpassing State & 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	87%	97%	99%	99%	100%
		Gallons of water required to produce 1 finished gallon of water	1.03	1.02	1.02	1.02	1.03
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	0	0.00	0.00	0.00	0.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 7331	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,183,040	1,151,338	1,221,163	1,222,126	1,257,256	1,286,626
Operations	5,538,023	6,687,240	8,468,316	7,985,242	7,278,135	7,226,617
Capital Outlay	-	-	747,250	-	1,628,750	136,000
Cost Allocations	48,635	52,488	-	-	-	-
Transfers	10,000	200,000	1,400,000	-	-	-
Depreciation & Amortization	294,042	307,324	-	-	-	-
Total Expenditures	\$ 7,073,739	\$ 8,398,390	\$ 11,836,729	\$ 9,207,368	\$ 10,164,141	\$ 8,649,243

*as amended

**as of 7/28/2023

Waterlines Operations & Maintenance

Fund: 620 - Water Resources Fund | Budget Unit: 7340 - Waterlines Operations & Maintenance

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
37.76	40.10	41.10	41.26	42.26

FY 22-23 Major Accomplishments

- Began construction of the HWY 29/George Liles pump station.
- Completed interconnect project with Charlotte Water along HWY 73.

FY 23-24 Budget Highlights

- Complete construction of the HWY 29/George Liles pump station.
- Complete design of HWY 49 24" extension Phase 1.
- Add new Utility Locate Supervisor to complete the water resources locate team.
- Complete water line upsize as part of the streetscape project.

FY 24-25 Planning Year Goals

- Begin construction of the HWY 49 24" extension project in conjunction with the Zion Church Rd 12" extension.
- Begin planning for a new pump station in the Poplar Tent Rd area.
- Begin planning for Cross country water line projects along Stough Rd. and Rocky River Rd.

Program & Strategy Enhancements

- Perform leak detection of 10% of the existing water system to facilitate repair of small leaks before they become major water main breaks.
- 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.
- Leverage GIS capabilities in the field/office to help identify issues and solutions as well as improve database accuracy. Deploy new GIS technology.
- Program system changes and develop/design projects recommended by the water master plan and related studies.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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%	20%	20%	20%	20%
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 3/4" through 2" water service	8	6.00	6.00	12.00	12.00
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	1	6.00	5.00	1.00	1.00
Safety	Provide a safe work environment for coworkers.	# of preventable accidents	0	0.00	0.00	0.00	0.00

Budget Charts



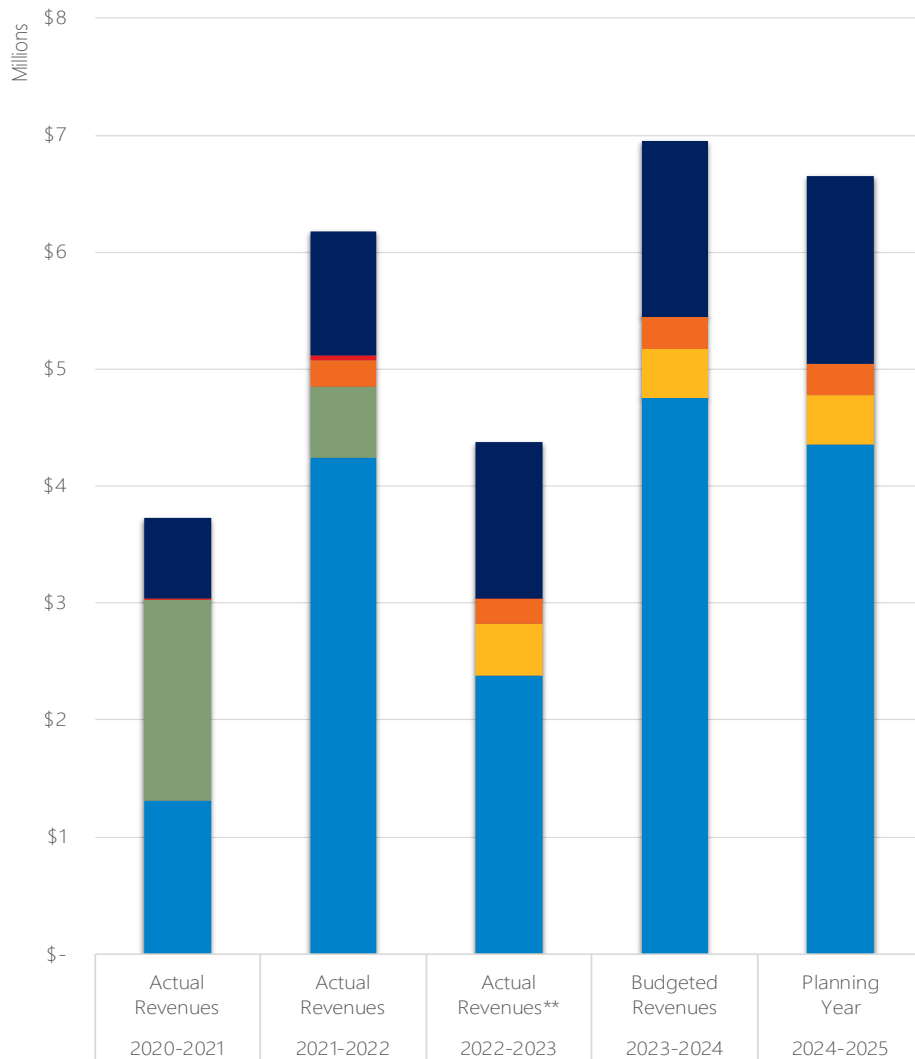
Budget By Category

Budget Unit #: 7340	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	2,697,700	2,749,518	3,090,021	2,968,792	3,505,339	3,550,943
Operations	2,720,036	1,958,615	3,595,489	2,056,038	2,047,132	2,038,456
Capital Outlay	124,421	4,619	357,244	-	890,000	794,000
Debt Service	728,419	662,517	2,799,728	2,402,224	2,635,815	3,677,030
Cost Allocations	3,015,290	3,896,411	4,009,371	3,675,257	3,950,886	3,939,588
Transfers	6,472,733	5,163,528	4,034,000	5,548,665	1,000,000	6,650,000
Depreciation & Amortization	3,764,314	3,859,830	-	-	-	-
Non-Operating Expenses	223,448	(145,478)	-	-	-	-
Total Expenditures	\$ 19,746,360	\$ 18,149,560	\$ 17,885,853	\$ 16,650,976	\$ 14,029,172	\$ 20,650,017

*as amended

**as of 7/28/2023

Transit System Revenues

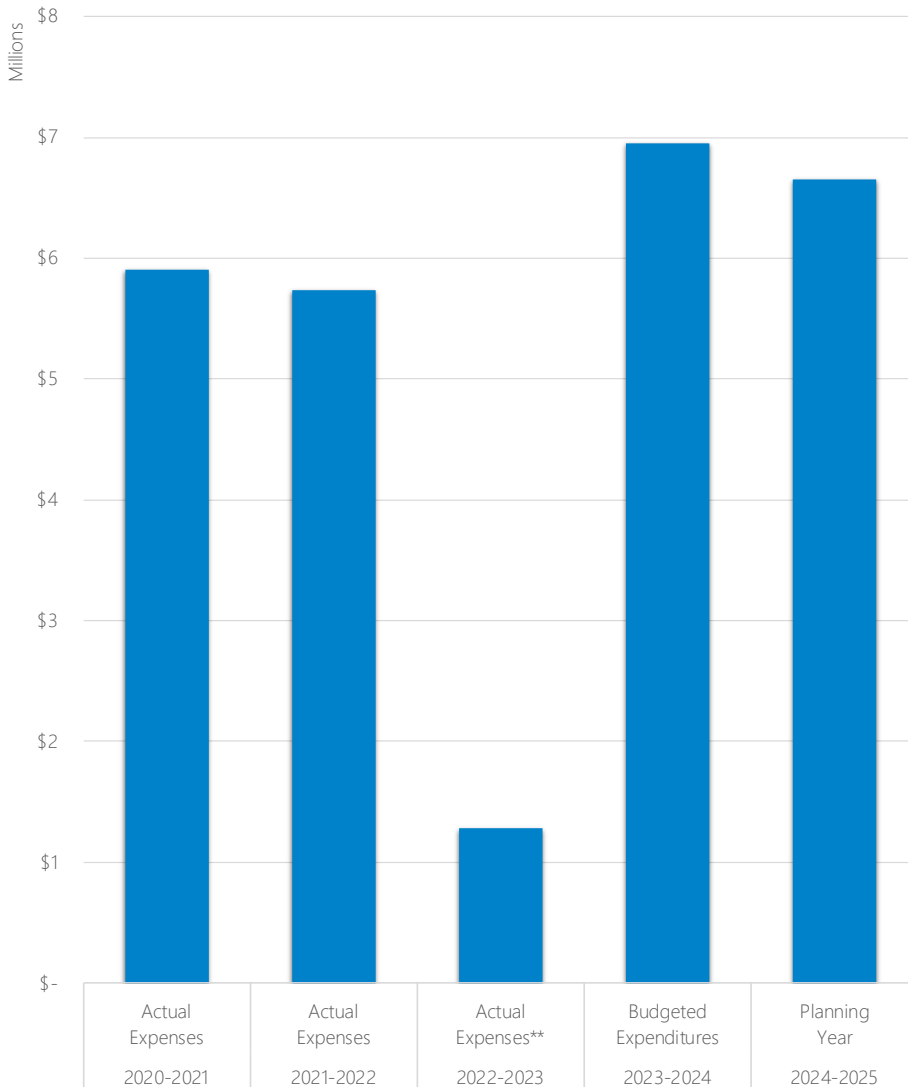


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 630							
Restricted Intergov't Revenue	1,312,119	4,238,858	5,168,690	2,381,529	4,752,701	68.38%	4,352,691
CARES Act Funding	1,711,942	610,264	(3,884,081)	(2,322,206)	-	0.00%	-
\$5 Vehicle Fee	-	-	400,000	439,693	425,000	6.12%	425,000
Operating Revenues	1,272	228,434	244,208	218,491	264,208	3.80%	264,052
Non-Operating Revenue	10,045	42,012	-	1,092	-	0.00%	-
Appropriated Retained Earnings	-	-	6,093,413	-	-	0.00%	-
Transfers	696,078	1,059,696	1,338,831	1,338,831	1,508,051	21.70%	1,610,293
Total Revenues	\$ 3,731,456	\$ 6,179,265	\$ 9,361,061	\$ 2,057,430	\$ 6,949,960	100.0%	\$ 6,652,036

* as amended

**as of 7/28/2023

Transit System Expenditures



CONNECTING COMMUNITY



Concord Kannapolis Area Transit



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Transit - Rider	5,906,183	5,733,094	9,361,061	1,278,684	6,949,840	100.0%	6,651,916
Total Expenditures	\$ 5,906,183	\$ 5,733,094	\$ 9,361,061	\$ 1,278,684	\$ 6,949,840	100.0%	\$ 6,651,916

* as amended

**as of 7/28/2023

Public Transit Fund

Fund: 630 - Public Transit Fund | Budget Units: 7650 - Transit Farebox/Local Expense & 7690 - Transit Grant Expense

Mission

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.

Vision

To continue to improve and enhance our delivery of service to the community, advance the major components of our Long Range Plan, improve, expand and create new regional mobility connections, make public transit more competitive with other modes of travel, while expanding the portfolio of mobility options we provide. Safety First, Service Second, Schedule Third.

Major Services Provided

- Fixed-route bus and curb to curb (door to door as needed) Paratransit service to the cities of Concord and Kannapolis.

FTE Summary

20-21	21-22	22-23	23-24	24-25
6.50	7.50	6.50	6.50	6.50

FY 22-23 Major Accomplishments

- Staff won two nationally competitive Federal grant applications. Combined with a 2021 Federal grant, Rider Transit replaced all 8 of our original hybrid electric bus fleet with new 35' heavy duty hybrid electric buses, to be delivered February or March 2023.
- Released an RFP for On-Call Transit Planning Services over the next 5 years, awarding the contract to two firms. Staff developed a Task Order for a Consolidation Implementation Study to unify Rider Transit and CCTS into a single countywide public transit department/agency. That study began in July 2022 and is currently in process.
- Staff will develop an in-depth Customer Service assessment of Rider and CCTS in Q3/4. Rider contracted with a firm to calibrate, certify, and maintain our Automatic Passenger Counting system, reducing human error and providing a highly accurate picture of ridership moving forward. Staff completed the procurement and upgrade of our mobile security and safety camera system on all our passenger carrying vehicles.
- Awarded two firms a contract for On Demand Transit software (ADA Paratransit, Microtransit, and Non-Emergency Medical Transportation (NEMT)).
- Filled the Rider staff Transit Planner & Technology Coordinator position. Rider will convert from our out-of-date, unsupported software system to the new modern software platform mid-February 2023, which will improve operational efficiency, on time performance and our customer experience.
- Veterans were added as a qualifying option for Rider Transit's Reduced Fare program, helping lower the cost barrier to enhanced mobility for the Veterans we serve.
- Staff made significant progress on the Bus Stop Amenity Program Plan implementation plan. Fifty-plus sites have been surveyed, engineered, and designed, and have construction cost plans developed. Phase One will be released in Q3 of FY 22-23 and is expected to be complete in Q4 of FY22-23. Staff developed and implemented two pilot transit projects, one for the The SUN Project, and the other for the Cabarrus County Reentry Program, seeking to find ways to address the mobility challenges of some of our communities most vulnerable populations.

FY 23-24 Budget Highlights

- Proceed with Phase Two of the Bus Stop Amenity Plan, working to complete the acquisition of the property necessary to move forward with the final construction and installation portion of the project.
- Transit Center repairs, updates and upgrades, to include refinishing the metal skeleton of the busway canopy, the translucent panels of the canopy system, Phase One of repair damage to the concrete busway, renovate the Transit Center restrooms, upgrade the exterior parking lot and busway lighting with brighter, more efficient LED lighting.
- Update ADA self-evaluation and bus stop ADA accessibility transition plan. This will allow staff to begin to determine which stops to address in the next Bus Stop Amenity program plan.
- Continue to seek a federally legal procurement avenue, and then available stock, to replace our Van and Light Transit Vehicles (LTVs) that have exceeded their useful life, using federal funds currently available to Rider Transit.

FY 24-25 Planning Year Goals

- Continue to work towards consolidation of Rider and CCTS and implementation of the Cabarrus County Long Range Public Transportation Master Plan. Analyze and implement new service option(s) to fully leverage economic development and employment opportunities (vanpool, micro/on demand transit, additional Fixed Route service).
- Complete the design study and cost estimate for a new Rider Transit Operations, Training and Maintenance facility. Scoping of the project will depend on the decisions related on whether of not consolidate Rider Transit and CCTS. Once a design and cost estimate is developed, seek Federal funding opportunities to fund the construction of the new facility.

- Continue work on approval for a High Capacity Transit and Transit Oriented Development Study. Actively participate in the implementation of the CONNECT Beyond Regional Transit Plan while preparing for the first 5 year update to the Cabarrus County Long Range Public Transportation Master Plan.

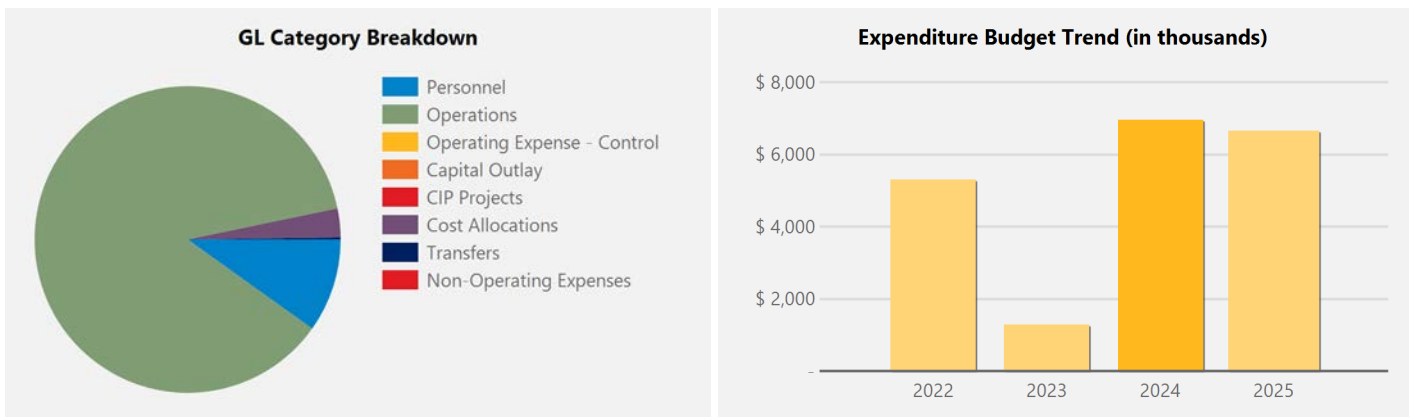
Program & Strategy Enhancements

- Investigate, implement, monitor and manage technological options to improve passenger experience and system performance.
- Ongoing monitoring of development, cost, and utilization of the ADA Paratransit program.
- Implementation of Long-Range Transit Plan recommendations specifically transit system consolidation process.
- Research the Bipartisan Infrastructure Bill while seeking new ways to effectively utilize the increased level of transit.
- Oversight and management of our Service Provider contractor to ensure the delivery of safe, customer focused, and efficient service delivery to our customers.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Obj.
Fixed Route Transit	To provide safe, quality service to riders 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 Bus Riders	500,000	321,967	305,157	318,315	300,000
		# of bus riders per revenue hour	15	8.07	7.70	7.83	8.00
		# of fixed-route preventable accidents per 100,000 miles	0.6	0.94	0.14	0.42	0.60
		# of verified bus rider complaints per 100,000 riders/trips	0.6	12.13	8.52	8.17	10.00
		On-time performance: Bus	95%	0%	86%	37%	95%
		% of Farebox Recovery	15%	0%	4%	2%	5%
Paratransit	To provide safe, quality service to riders 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 paratransit riders	20,000	12,140.00	15,306.00	19,759.00	19,500.00
		# of verified paratransit rider complaints per 10,000 riders/trips	20	0.00	0.00	3.03	10.00
		On-time performance: Paratransit	92%	89%	85%	46%	92%
		# of paratransit preventable accidents per 25,000 miles	.6	1.45	0.72	0.16	0.60

Budget Charts



Budget By Category

Budget Unit #: 7690	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	563,979	538,324	610,277	597,177	686,467	670,432
Operations	423,772	843,173	1,167,540	972,413	1,241,153	1,349,520
Cost Allocations	44,120	50,630	189,979	174,147	210,909	219,525
Transfers	-	-	-	-	14,822	-
Non-Operating Expenses	(6,125)	(6,853)	-	-	-	-
Total Expenditures	\$ 1,025,746	\$ 1,425,274	\$ 1,967,796	\$ 1,743,737	\$ 2,153,351	\$ 2,239,477

*as amended

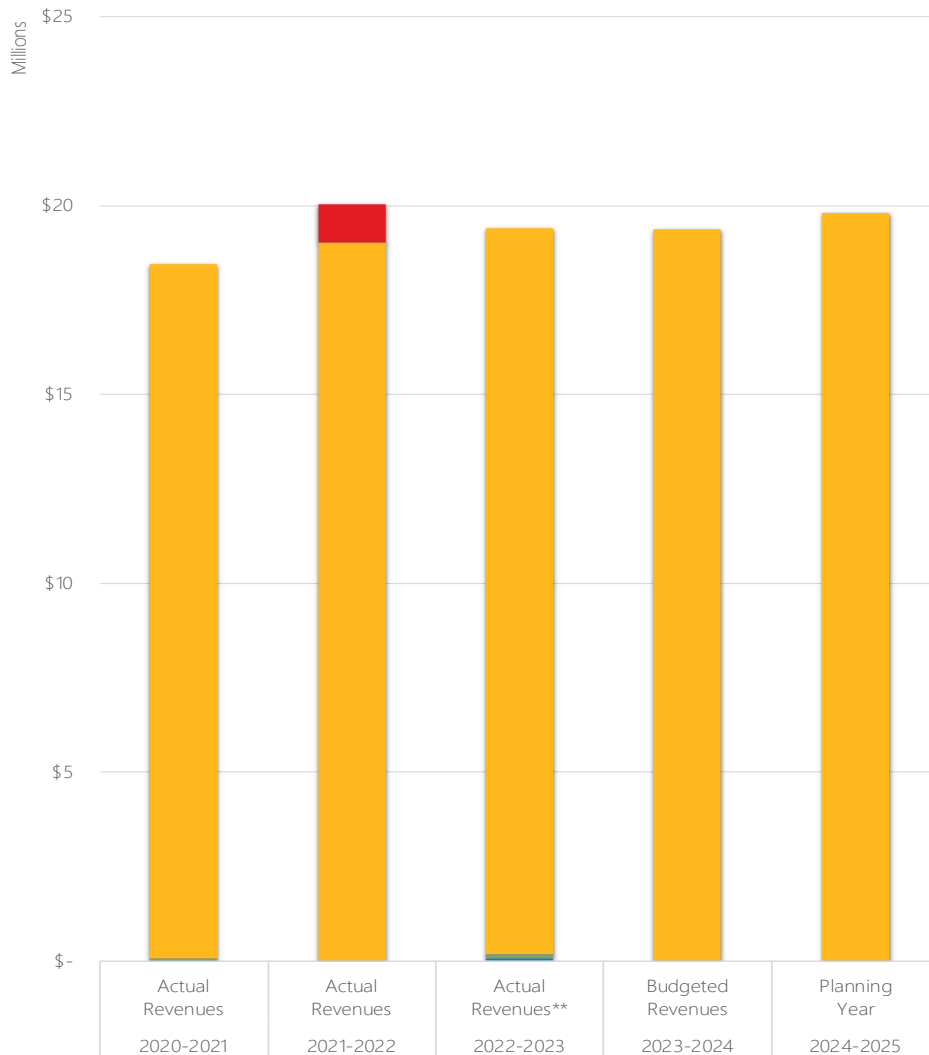
**as of 7/28/2023

Budget Unit #: 7690	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	3,921,738	3,732,460	876,598	(407,946)	4,796,489	4,412,439
Capital Outlay	-	-	6,582,782	-	-	-
Non-Operating Expenses	82,855	140,629	(66,115)	(57,106)	-	-
Total Expenditures	\$ 4,004,593	\$ 3,873,089	\$ 7,393,265	(\$ 465,053)	\$ 4,796,489	\$ 4,412,439

*as amended

**as of 7/28/2023

Wastewater Resources Revenues

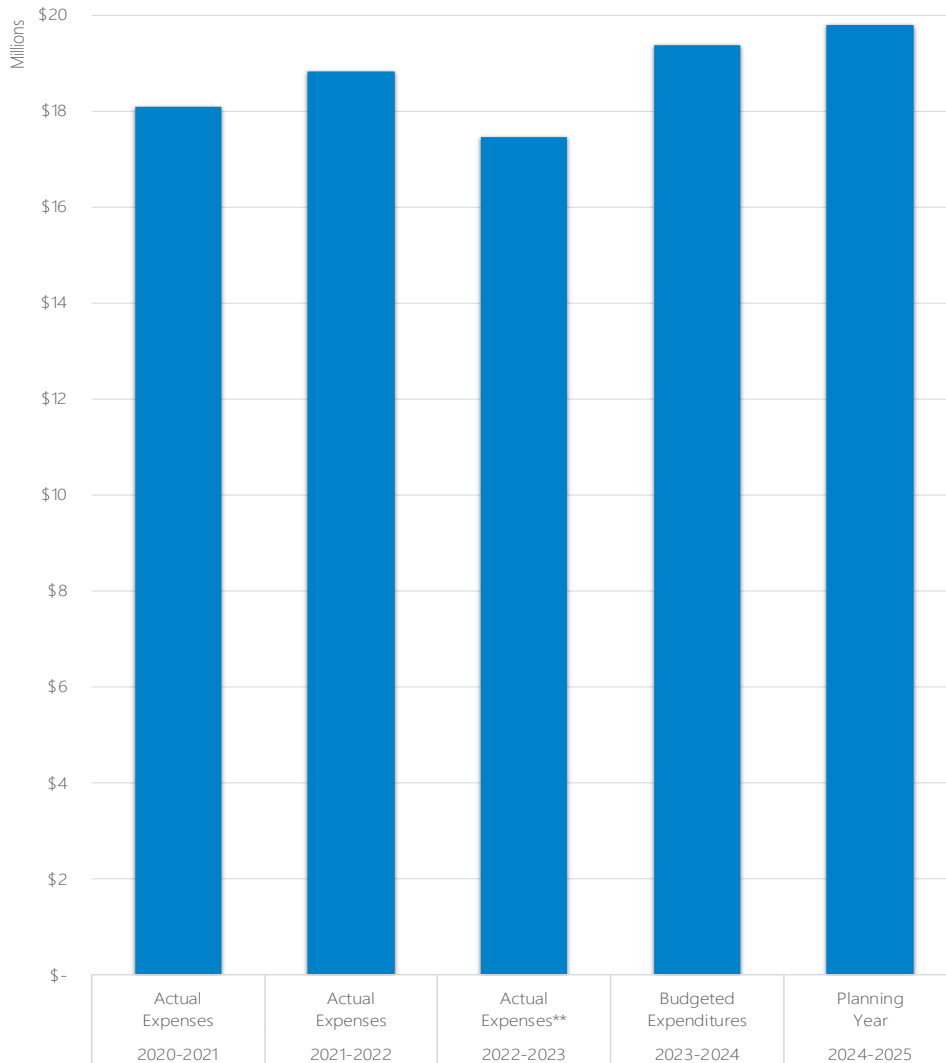


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source
Fund 640						
Non-Operating Revenues	12,887	(5,081)	29,000	46,999	-	0.0%
Investment Earnings	58,767	(972,844)	-	127,525	-	0.0%
Operating Revenues	18,364,653	19,030,040	19,106,092	19,212,175	19,379,116	100.0%
Retained Earnings Appropriated	-	-	196,508	-	-	0.0%
Transfers	-	1,000,000	-	-	-	0.0%
Total Revenues	\$ 18,436,308	\$ 19,052,114	\$ 19,331,600	\$ 19,386,699	\$ 19,379,116	100.0%

* as amended

**as of 7/28/2023

Wastewater Resources Expenditures



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit
Wastewaterlines Operations & Maint.	18,082,100	18,816,843	19,331,600	17,466,608	19,379,116	100.0%
Total Expenditures	\$ 18,082,100	\$ 18,816,843	\$ 19,331,600	\$ 17,466,608	\$ 19,379,116	100.0%

* as amended

**as of 7/28/2023

Wastewaterlines Operations & Maintenance

Fund: 640 - Wastewater Resources Fund | Budget Unit: 7420 - Wastewaterlines Operations & Maintenance

Mission

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

FTE Summary

20-21	21-22	22-23	23-24	24-25
31.48	31.81	31.81	32.98	32.98

FY 22-23 Major Accomplishments

- Completed construction of the Province Green pump station elimination project.
- Completed construction of the Grounds sewer Phase 1.

FY 23-24 Budget Highlights

- Complete construction of the Grounds sewer Phase 2.
- Begin planning and design for the Rocky River Tributary upsize near Rocky River Golf Course.
- Begin construction of the Coddle Creek Tributary Outfall near Rock Hill Church Rd.

FY 24-25 Planning Year Goals

- Begin construction of the Rocky River Tributary upsize near Rocky River Golf Course.

Program & Strategy Enhancements

- 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. Perform lining and manhole rehabilitation programs to address the oldest or most defective system areas.
- 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 plan and related studies.
- 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	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Manage & Maintain the 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	80%	100%	100%	100%	80%
		% of high-priority lines inspected	N/A	100%	100%	100%	100%
		% of food service facilities inspected	N/A	100%	100%	100%	100%
		# of reportable SSOs	0	6.00	4.00	3.00	0.00
Right-of-way Protection Program	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.	Miles of right-of-way mowed	82	150	122	123	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	N/A	63	42	18	57
Safety	Provide training and corrective actions to support a safe work environment for coworkers and the public.	# of preventable accidents	0	0.00	0.00	0.00	0.00

Budget Charts



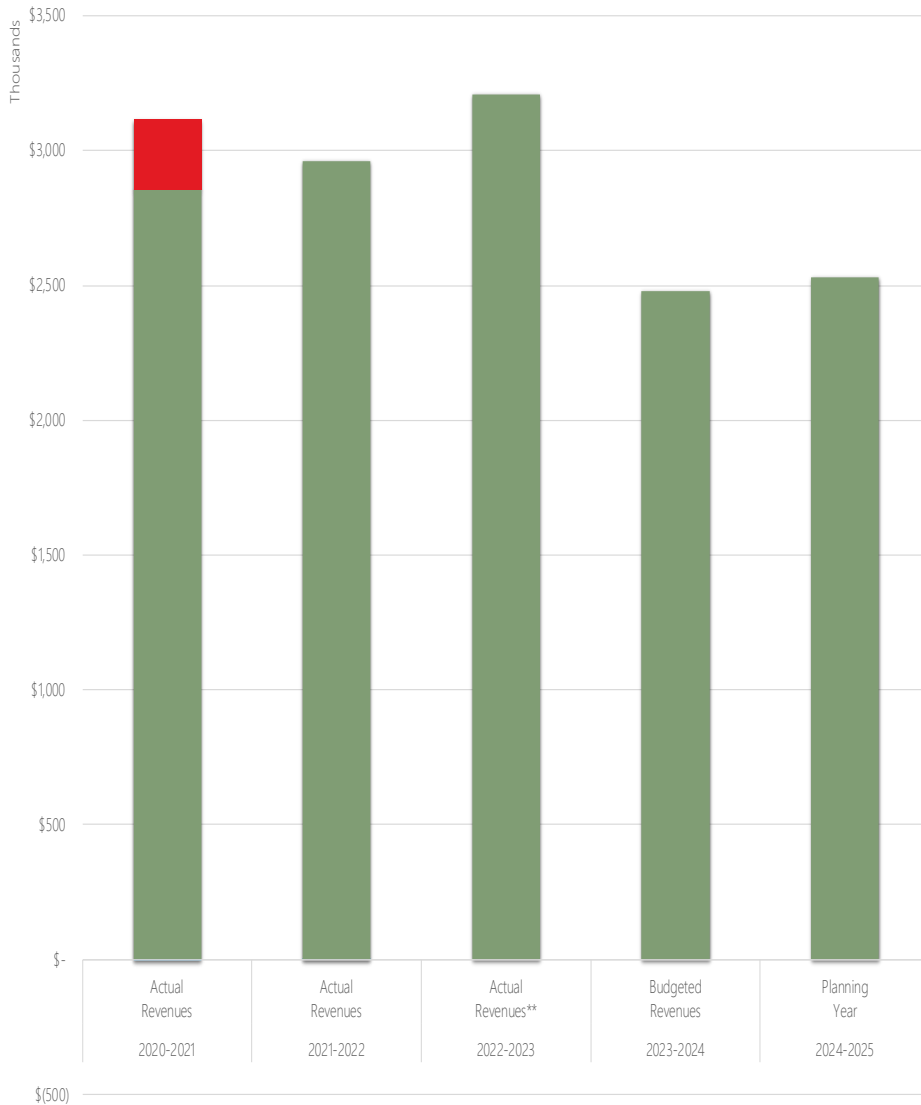
Budget By Category

Budget Unit #: 7420	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	3,582,200	2,408,642	2,783,220	2,648,958	3,027,531	3,012,329
Operations	8,141,439	7,922,965	11,372,819	10,772,518	11,798,091	11,575,695
Capital Outlay	566,203	(9,239)	933,292	-	664,000	345,000
Debt Service	167,919	142,811	1,258,946	1,257,039	243,527	243,322
Cost Allocations	2,107,358	2,275,408	2,591,324	2,375,380	2,605,182	2,613,580
Transfers	802,503	2,250,314	392,000	410,041	1,040,785	2,000,000
Depreciation & Amortization	3,795,646	3,862,242	-	-	-	-
Non-Operating Expenses	(1,081,168)	(36,301)	-	2,672	-	-
Total Expenditures	\$ 18,082,100	\$ 18,816,843	\$ 19,331,600	\$ 17,466,608	\$ 19,379,116	\$ 19,789,926

*as amended

**as of 7/28/2023

Rocky River Golf Course Revenues

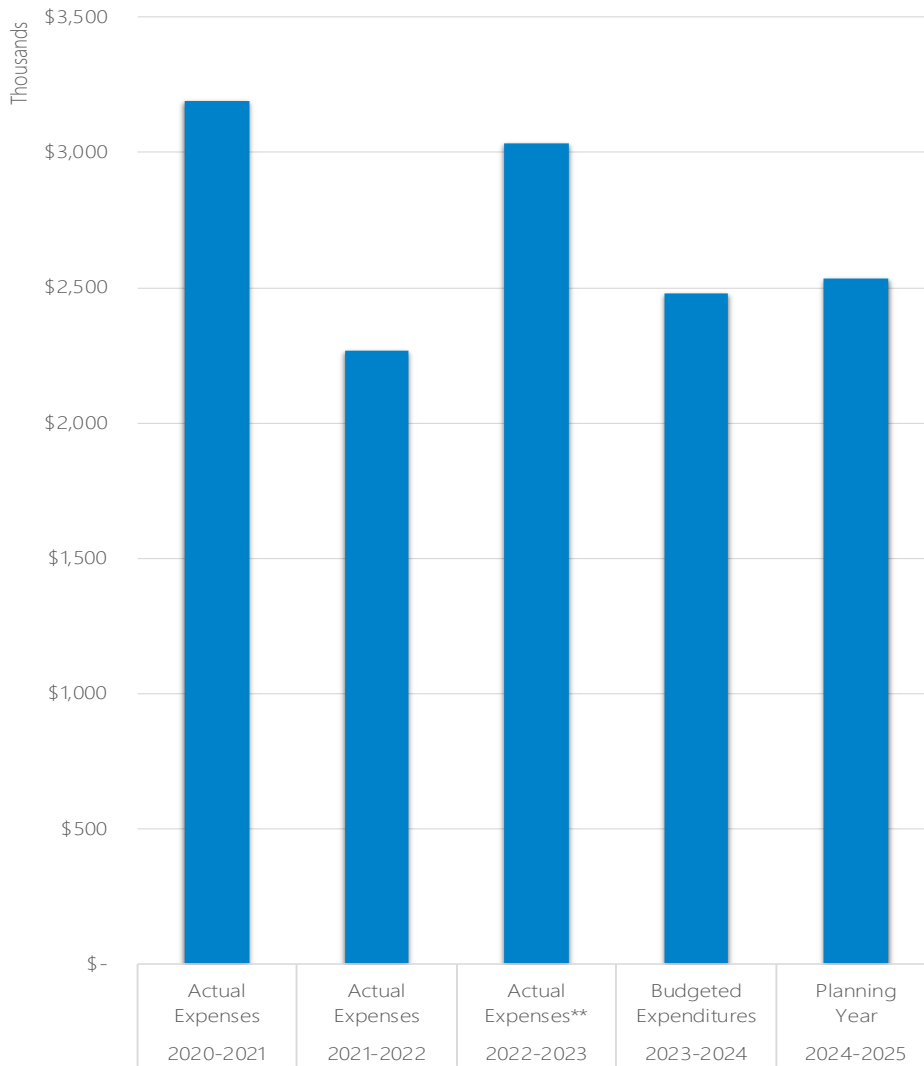


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source
Fund 650						
Other Revenue	(4,782)	1,325	-	-	-	0.00%
Operating Revenues	2,853,523	2,958,591	2,965,997	3,210,892	2,479,349	100.00%
Appropriated Retained Earnings	-	-	166,271	-	-	0.00%
Transfer from Gen Fund	260,394	-	-	-	-	0.00%
Total Revenues	\$ 3,109,134	\$ 2,959,916	\$ 3,132,268	\$ 3,210,892	\$ 2,479,349	100.0%

* as amended

**as of 7/28/2023

Rocky River Golf Course Expenditures



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit
Rocky River Golf Club	3,189,508	2,266,762	3,132,268	2,990,089	2,479,349	100.0%
Total Expenditures	\$ 3,189,508	\$ 2,266,762	\$ 3,132,268	\$ 2,990,089	\$ 2,479,349	100.0%

* as amended

**as of 7/28/2023

Rocky River Golf Club

Fund: 650 - Golf Course Fund | Budget Unit: 7501 - Rocky River Golf Club

Mission

The Golf Course is committed to excellence in offering a full-service quality golf facility and consistently providing high quality course conditions and customer service.

Major Services Provided

- Full-Service Golf Facility:
 - o Bar and grill, banquet facilities, and associated catering services
 - o Practice range with putting green and target greens
 - o Complete instructional programs by PGA professionals through clinics and individual golf lessons
 - o Retail merchandising of golf-related apparel and equipment
 - o Maintenance of Clubhouse landscaping and irrigation

FTE Summary

20-21	21-22	22-23	23-24	24-25
Contract	Contract	Contract	Contract	Contract

FY 22-23 Major Accomplishments

- New and improved Club Car vehicles (fleet & utility) to better serve customer base and assist with operations.
- ADR up over \$1/rnd YTD compared to FY22 and Food & Beverage revenue up over \$1/round YTD compared to FY22.
- 66% of budgeted revenue achieved through month 7 of FY.

FY 23-24 Budget Highlights

- 4.7% increase in total revenue.
- Increased payroll budget by 6.5% to better facilitate elevated staffing levels and new managers.
- 18.9% increased in Pro Shop revenue.
- Total Cost of Sales increased 14.9% primarily due to new lease agreement(s).
- Reduced # of group rounds November - February in anticipation of Clubhouse CIP construction.

FY 24-25 Planning Year Goals

- Continue to evaluate market/comp set in order to appropriately structure fees.
- Leverage F&B operation and facilities for increased "non-golf" revenue.
- Focus on outing & event operations to steadily increase ADR.

Program & Strategy Enhancements

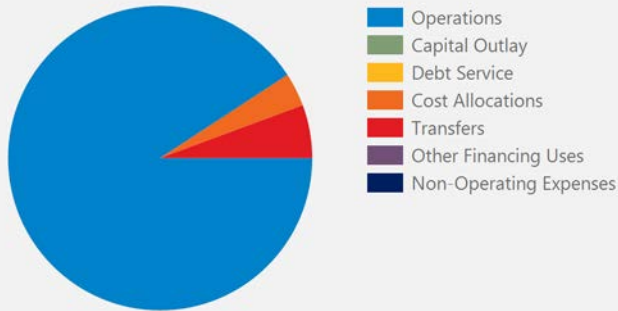
- Continue to host local high school teams and promote the game to new players.
- Emphasis on player/community development and engagement through clinics, leagues, event marketing, and junior golf.
- Increase F&B revenue capture and enhance overall operations.
- Leverage growing customer database and social media presence to keep consumers up-to-date on Rocky River GC content and services.

Performance Summary

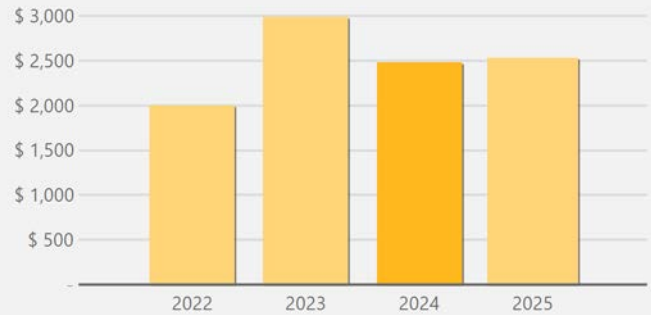
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Full Service Golf Facility	Consistently provide a quality golf facility at an affordable rate with superlative customer service to both residents and non-residents of the City of Concord to provide the best possible golf experience and maximize both recreational use and revenue.	# of rounds played: 18-hole equivalent	34,000	46,164.00	44,712.00	43,078.00	37,840.00
		# of pass-holder rounds played: 18-hole equivalent	5,000	3,276.00	3,387.00	76.00	3,276.00
		Average Golf + Food/Beverage revenue per 18-hole round	N/A	\$61.47	\$65.62	\$72.75	\$65.52
		Average operating cost per 18-hole round	N/A	\$42.22	\$46.15	\$51.98	\$54.80

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



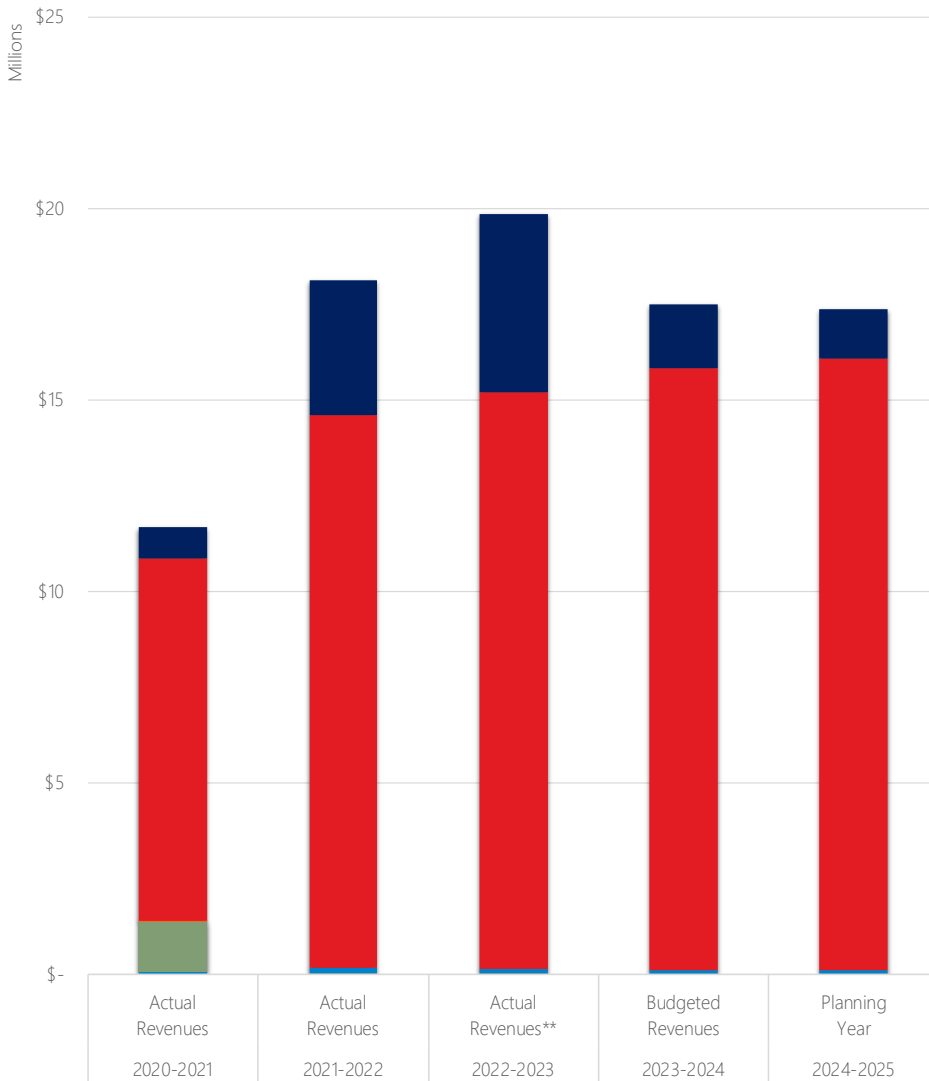
Budget By Category

Budget Unit #: 7501	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Operations	2,144,078	2,085,776	2,636,253	2,543,758	2,251,238	2,251,341
Capital Outlay	-	-	45,430	-	-	-
Debt Service	940,163	-	-	-	-	-
Cost Allocations	-	-	51,053	46,799	88,286	90,526
Transfers	-	2,745	399,532	399,532	139,825	190,306
Other Financing Uses	-	82	-	-	-	-
Non-Operating Expenses	-	(88,683)	-	-	-	-
Total Expenditures	\$ 3,084,240	\$ 1,999,919	\$ 3,132,268	\$ 2,990,089	\$ 2,479,349	\$ 2,532,173

*as amended

**as of 7/28/2023

Aviation Revenues

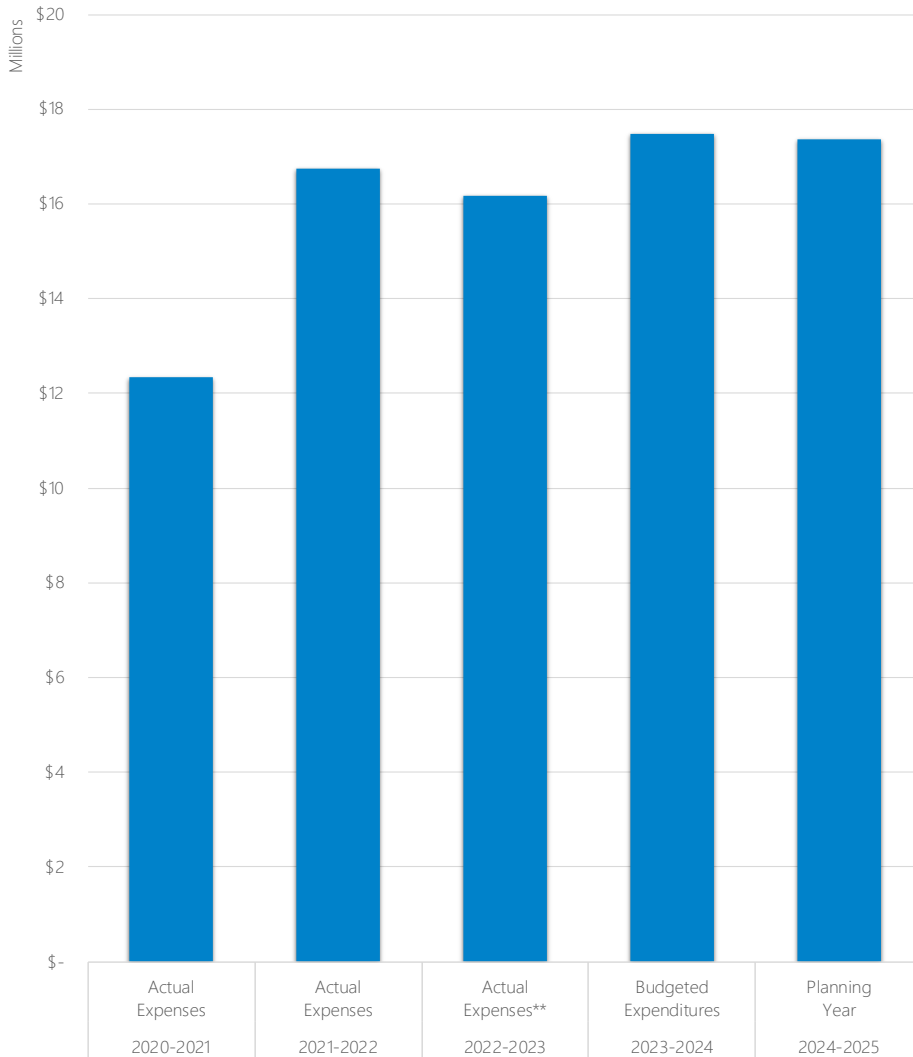


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 680							
Licenses	68,851	161,189	115,000	147,403	115,000	0.66%	115,000
Restricted Intergovt Revenue	1,304,067	-	-	-	-	0.00%	-
Non-Operating Revenue	7,760	(139,391)	-	-	-	0.00%	-
Investment Earnings	33,880	(380,239)	-	(54,665)	-	0.00%	-
Operating Revenue	9,459,832	14,434,372	15,356,130	15,046,187	15,711,106	89.83%	15,962,514
Appropriated Retained Earnings	-	-	0	-	-	0.00%	-
Transfers	816,046	3,551,156	4,660,058	4,660,058	1,664,120	9.51%	1,291,442
Total Revenues	\$ 11,690,437	\$ 17,627,086	\$ 20,131,188	\$ 19,798,983	\$ 17,490,226	100.0%	\$ 17,368,956

* as amended

**as of 7/28/2023

Aviation Expenditures



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Aviation Operations	12,334,296	16,740,230	20,131,188	16,173,989	17,490,226	100.0%	17,368,956
Total Expenditures	\$ 12,334,296	\$ 16,740,230	\$ 20,131,188	\$ 16,173,989	\$ 17,490,226	100.0%	\$ 17,368,956

* as amended

**as of 7/28/2023

Aviation Operations

Fund: 680 - Aviation Fund | Budget Unit: 4530 - Aviation Operations

Mission

The Aviation Department's mission is to provide services in a safe and secure manner that exceed expectations for the corporate, business, and general aviation 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

FTE Summary

20-21	21-22	22-23	23-24	24-25
45.50	47.50	51.50	51.50	54.50

FY 22-23 Major Accomplishments

- Completion of the T-hangar insulation removal project.
- Completion of the ramp strengthening project with the addition of 2 hard stands.
- Implementation of new software to better track safety/security concerns as part of the ISBAH program.

FY 23-24 Budget Highlights

- Continue to make repairs and improvements to aging buildings - window treatment replacements, flooring replacements, etc.
- Continue to replace aging ground support equipment and airfield maintenance equipment.
- Host the next AAAE General Aviation conference in Concord.
- Complete the fuel farm upgrade project with repaving of the driving pavement.
- Complete the ISBAH stage 3 certification.

FY 24-25 Planning Year Goals

- Start planning for adding a new corporate hangar.
- Continue making improvements to aging buildings.
- Continue to upgrade airfield infrastructure.

Program & Strategy Enhancements

- Implementing new lease management software.
- ISBAH Stage 2 certification.
- Completing ramp extension project and working on securing grant funding to extend roadway to future corporate hangar development area.
- Completion of General Aviation parking lot rehabilitation project.
- Updating airport rules and regulations along with the minimum standards.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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.	# of based aircraft	200	200.00	226.00	222.00	190.00
		% of office space leased	100%	98%	100%	100%	100%
		# of 139 Inspection discrepancies	0	0.00	0.00	0.00	0.00
Fixed Base Operations & 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%

Budget Charts



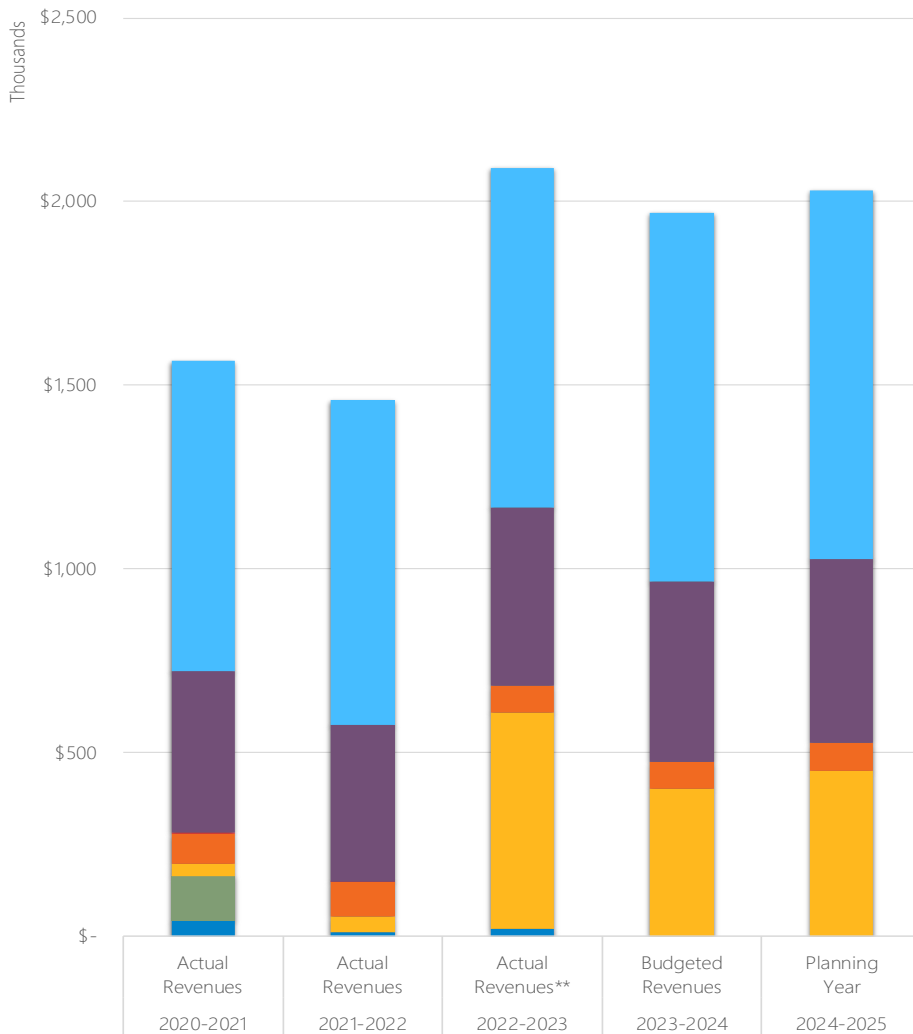
Budget By Category

Budget Unit #: 4530	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	3,141,175	3,318,254	3,701,000	3,341,483	3,882,171	4,062,583
Operations	5,307,228	9,478,770	12,974,242	10,934,158	11,352,129	11,173,290
Capital Outlay	(100,400)	-	776,799	(33,019)	250,000	130,000
Debt Service	447,587	185,104	1,158,273	1,155,025	1,129,533	971,700
Cost Allocations	503,390	496,903	747,045	684,791	697,307	728,531
Transfers	-	10,650	573,829	91,550	179,086	302,852
Depreciation & Amortization	2,859,022	3,353,320	-	-	-	-
Other Financing Uses	100,400	-	-	-	-	-
Non-Operating Expenses	75,893	(102,772)	200,000	-	-	-
Total Expenditures	\$ 12,334,296	\$ 16,740,230	\$ 20,131,188	\$ 16,173,989	\$ 17,490,226	\$ 17,368,956

*as amended

**as of 7/28/2023

Public Housing Revenues

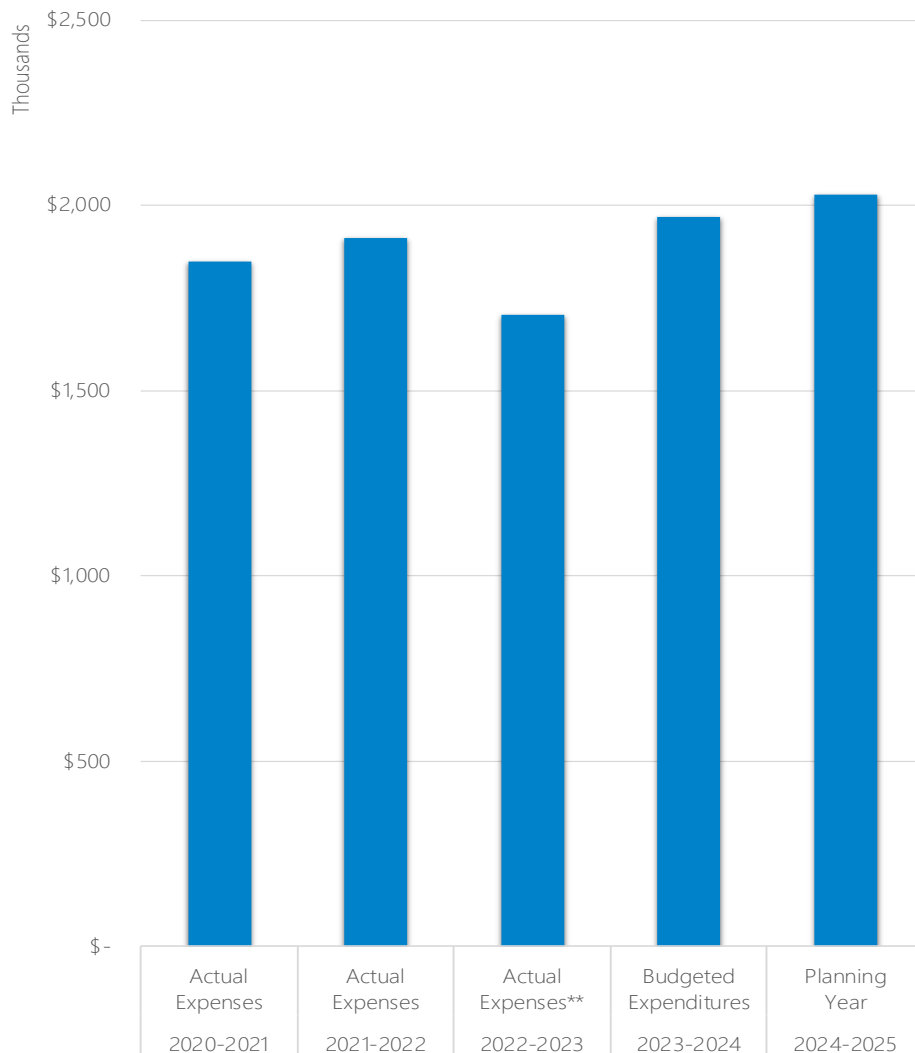


	2020-2021 Actual Revenues	2021-2022 Actual Revenues	2022-2023 Council Approved*	2022-2023 Actual Revenues**	2023-2024 Budgeted Revenues	2023-2024 Percentage by Source	2024-2025 Planning Year
Fund 690							
Non-Operating Revenue	41,318	12,388	-	21,210	-	0.0%	-
Cares Act Funding	120,928	-	-	-	-	0.0%	-
Transfers	34,741	40,211	617,157	586,457	400,613	20.3%	451,248
Other Income	83,655	94,774	70,000	75,548	75,000	3.8%	75,000
FSS Escrow Forfeitures	2,129	1,296	-	-	-	0.0%	-
Dwelling Rental	439,710	426,374	445,000	482,730	490,000	24.9%	500,000
Interest	(1,737)	(46,083)	-	(1,824)	-	0.0%	-
Contrib Op Subsidy Curren	843,128	885,762	871,920	926,824	1,003,865	51.0%	1,003,865
Total Revenues	\$ 1,563,873	\$ 1,414,721	\$ 2,004,077	\$ 2,090,945	\$ 1,969,478	100.0%	\$ 2,030,113

* as amended

**as of 7/28/2023

Public Housing Expenditures



Budget Unit	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Budgeted Expenditures	2023-2024 Percentage by Budget Unit	2024-2025 Planning Year
Public Housing Operations	1,847,738	1,912,351	2,004,077	1,704,662	1,969,479	100.0%	2,030,114
Total Expenditures	\$ 1,847,738	\$ 1,912,351	\$ 2,004,077	\$ 1,704,662	\$ 1,969,479	100.0%	\$ 2,030,114

* as amended

**as of 7/28/2023

Public Housing Operations

Fund: 690 - Public Housing Fund | Budget Unit: 1000 - Public Housing Operations

Mission

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

Major Services Provided

- Decent, Safe, and Sanitary Housing for our Residents
- Administer the Family Self-Sufficiency program

FTE Summary

20-21	21-22	22-23	23-24	24-25
8.35	8.60	8.66	8.17	8.17

FY 22-23 Major Accomplishments

- Maintained housing stock in accordance with HUD standards. Applied for and were awarded the FSS grant for another year.
- Continued to promote self-sufficiency through educational programming, credit repair, resident programming and participation activities. Installed additional security using grant funds in the Mary Chapman and Logan Homes communities. Continued to manage market rate rentals owned by the City; added 4 units on Vance Street and 1 unit on Allison Street to our portfolio.
- Worked with the Fire Department and CMO on a new Firefighter Affordable Housing Program.

FY 23-24 Budget Highlights

- Begin the repositioning study using Selenium Consulting Partners to determine options for repositioning Public Housing units.
- Enhanced programming efforts by the Resident Services Coordinator and Resident Council.
- Remediate tree issues that impact REAC scores and continue to invest in appliance and HVAC replacements.
- Create a new position to assist with administrative and compliance responsibilities.

FY 24-25 Planning Year Goals

- Seek additional grant opportunities to support Housing's mission (Jobs Plus, ROSS).
- Continue the repositioning process, seeking HUD approval and securing financing options.

Program & Strategy Enhancements

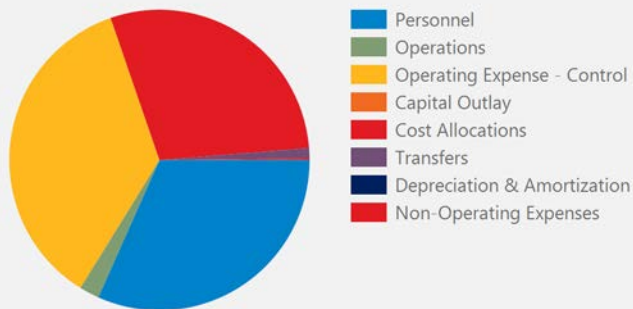
- Promote fair housing.
- Attain and maintain a high level of standards and professionalism in day-to-day management of all program components.
- Provide opportunity for very low-income/low-income families of all races, ethnicities, national origins, religions, ethnic backgrounds & disabilities.
- Provide decent, safe, & sanitary housing in good repair to comply with program uniform physical condition standards for very low/low-income families.

Performance Summary

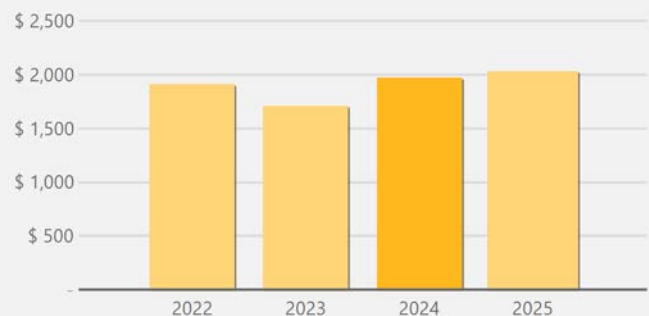
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Decent, Safe, & Sanitary Housing	Provide high quality housing to residents/clients to obtain a safe & enjoyable living environment.	% of leased up units	100%	98%	97%	96%	100%
		Average # of Days to Turnover Unit for Move-In	15	72.00	174.00	95.00	15.00
		% of Maintenance Requests completed within 5 days of request	N/A	96%	97%	99%	95%
Family Self-Sufficiency	Provide Family Self-Sufficiency support resources to our housing residents to promote the ultimate goal of homeownership.	# of FSS participants under program	30	37.00	33.00	29.00	30.00
Accounting	Provide accurate financial information, in a timely manner, to Housing & Urban Development to comply with local/state/federal laws, governmental accounting, & regulatory requirements.	% Tenant Accounts Collected	98%	75%	80%	77%	98%
		% of Tenant Accounts Receivables Balance	N/A	21%	66%	13%	3%
		% of Tenant Accounts Collected by Due Date	N/A	61%	61%	53%	90%
Task Tracking	Continue Task Tracking/Management by objectives, which incorporates appropriate elements of PHAS, SEMPA, MASS, & similar measures.	% of participants recertified under program	N/A	80%	99%	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	N/A	15.00	59.00	103.00	130.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 1000	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	577,911	626,955	684,064	511,389	623,900	637,645
Operations	34,812	34,599	44,201	45,189	42,419	44,784
Operating Expense - Control	614,285	799,785	828,496	750,652	706,829	701,593
Capital Outlay	(38,058)	-	-	-	-	90,000
Cost Allocations	-	-	439,971	403,307	571,314	553,097
Transfers	-	-	-	-	21,664	-
Depreciation & Amortization	539,104	550,233	-	-	-	-
Other Financing Uses	120,928	-	-	-	-	-
Non-Operating Expenses	(1,243)	(99,222)	7,345	(5,875)	3,353	2,995
Total Expenditures	\$ 1,847,738	\$ 1,912,351	\$ 2,004,077	\$ 1,704,662	\$ 1,969,479	\$ 2,030,114

*as amended

**as of 7/28/2023

Internal Services Fund



SECTION CONTENTS



Utilities Collections



Engineering



Billing



Purchasing

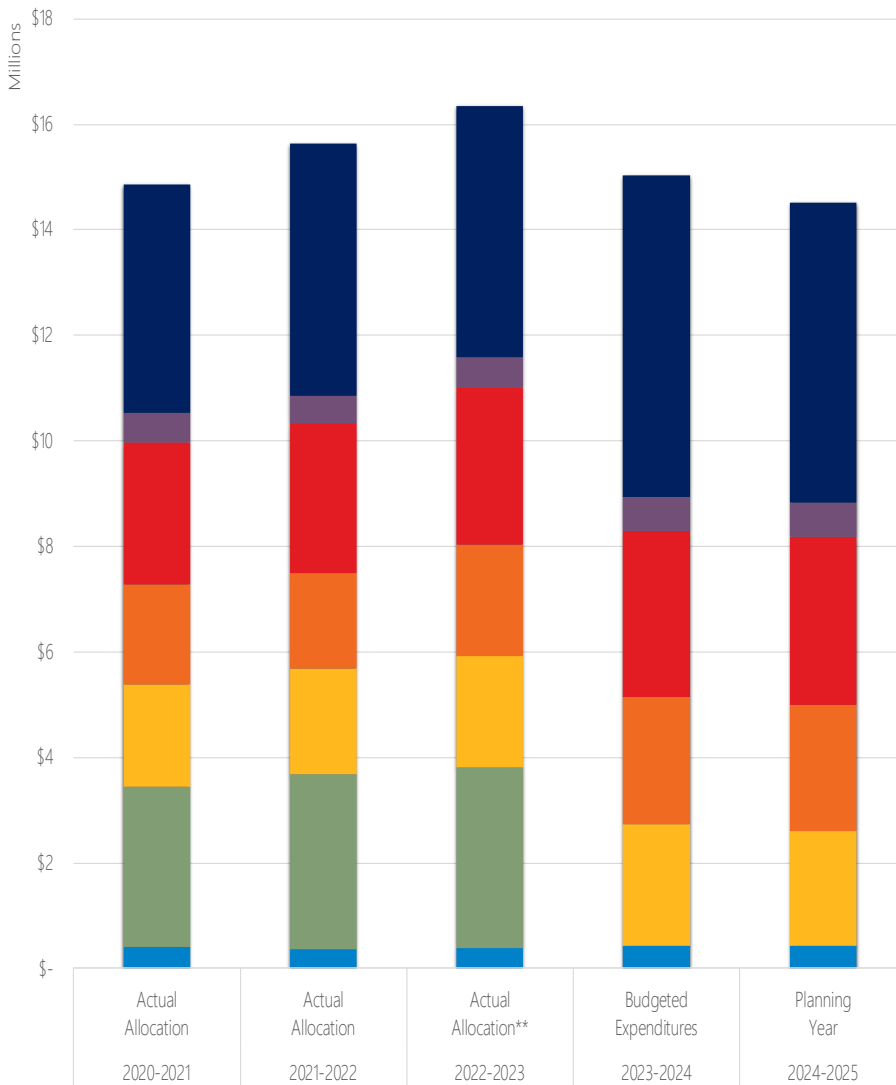


Customer Care



Buildings & Grounds

Internal Service Fund Allocated Costs



		2020-2021	2021-2022	2022-2023	2022-2023	2023-2024	2023-2024
		Actual Allocation	Actual Allocation	Council Approved*	Actual Allocation**	Budgeted Expenditures	Percentage by Budget Unit
Fund 800 Budget Units							
Utilities Collections		406,673	354,436	424,990	376,259	435,724	2.9%
Data Services		3,039,034	3,329,981	4,196,223	3,442,757	-	0.0%
Billing		1,934,667	1,996,561	2,287,982	2,095,938	2,299,199	15.3%
Customer Care		1,886,793	1,816,253	2,275,676	2,109,643	2,405,711	16.0%
Engineering		2,706,590	2,835,823	3,102,521	2,974,925	3,156,178	21.0%
Purchasing		547,909	516,932	680,588	579,316	645,854	4.3%
Buildings & Grounds		4,346,321	4,788,686	5,346,921	4,770,219	6,088,941	40.5%
Total Allocated Costs to other City Departments		\$ 14,867,988	\$ 15,638,672	\$ 18,314,901	\$ 16,349,057	\$ 15,031,607	100.0%

* as amended

**as of 7/28/2023

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

Utilities Collections

Fund: 800 - Internal Service Fund | Budget Unit: 4200 - Utilities Collections

Mission

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

- Timely & Accurate Utility Payment Processing

FTE Summary

20-21	21-22	22-23	23-24	24-25
3.75	3.75	3.75	3.75	3.75

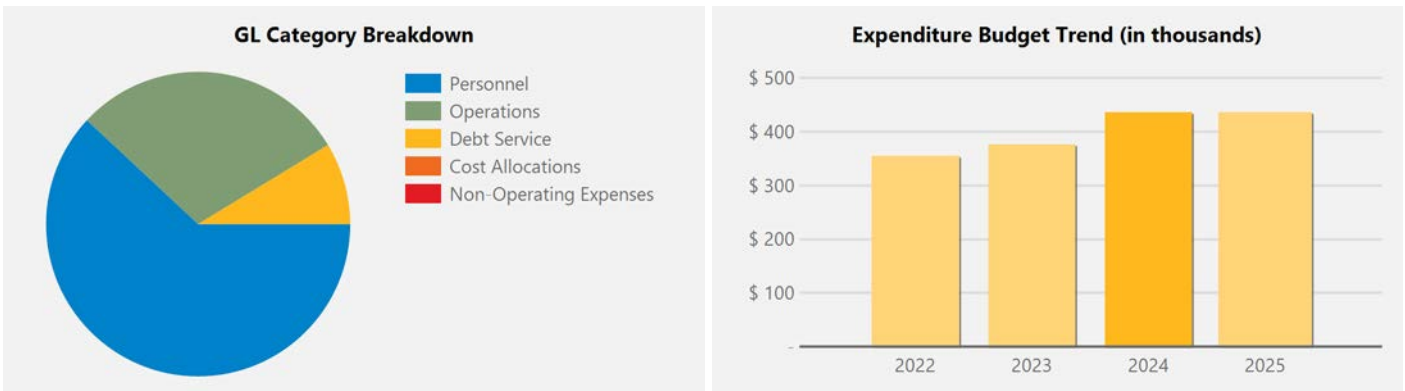
Major Accomplishments and Performance Goals

- Transition to SilverBlaze software to replace eCare.
- Research and/or modify online payment options for better access, more efficiency, and increased ease of use.
- Continue to address PCI compliance standards by creating separate payment portals on the City's website.
- Installed outside facing payment kiosk to allow for 24-hour customer access. The Payment Counter will be redesigned to meet changing needs.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Utility Payment Processing	Provide accurate posting of utility payments to maintain customer satisfaction and reduce corrections.	# of monthly adjustments for incorrect postings	5	4.30	4.60	2.00	5.00

Budget Charts



Budget By Category

Budget Unit #: 4200	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	354,975	347,452	266,083	240,009	269,913	277,084
Operations	99,921	105,034	131,284	108,627	127,911	131,296
Debt Service	27,682	27,623	27,623	27,623	37,900	27,677
Cost Allocations	(406,673)	(354,436)	(424,990)	(389,574)	(435,724)	(436,057)
Non-Operating Expenses	(75,905)	(125,673)	-	-	-	-
Total Expenditures	-	-	-	(\$ 13,315)	-	-

*as amended

**as of 7/28/2023

Billing

Fund: 800 - Internal Service Fund | Budget Unit: 4215 - Billing

Mission

Provide accurate and on-time monthly meter readings and utility billing statements for all Residential, Commercial, Industrial, Institutional, and Municipal utility customers service by the City of Concord. The Billing Department exemplifies the highest level of customer service to both our external and internal customers.

Vision

To be unsurpassed in providing excellent service reliability and billing accuracy.

Major Services Provided

- Utility Billing Services
- Meter Reading Services for Electric, Water, and Wastewater
- Residential Electric and Water meter installs
- Residential, commercial, and industrial move order completion

FTE Summary

20-21	21-22	22-23	23-24	24-25
16.25	16.25	16.25	16.25	16.25

FY 22-23 Major Accomplishments

- Automatic E-bill enrollment default increased E-billing by 34.48%.
- Manually read approximately 14,000 AMR and AMI meters while meeting a 100% bill date performance goal.
- Increased AMR meter reading efficiency with Itron FCS software installation.

FY 23-24 Budget Highlights

- Streamline billing processes by utilization of AMI functions. Reporting accuracy of the Smart metering system will eliminate several current manual processes.
- Realign and continue to reassign duties and responsibilities of the Billing department as the Smart Metering system implementation continues to progress.
- Focus on bill cycle initialization automation process.

FY 24-25 Planning Year Goals

- Increase the frequency of billing statement processing to allow due date flexibility to optimize customer options.
- Implement quality assurance measures utilizing Smart Metering system to identify and decrease error rates.
- Continue promoting products and services offered by City of Concord to enhance customer billing experience such as E-billing, pre-authorized payment, Budget billing and real-time monitoring.

Program & Strategy Enhancements

- The combined manual & automated process to exchange water meters to AMI is still in progress with continued efforts towards 100% automated process.
- Work closely with both Water and Electric departments as we continue with meter installation.
- Attend trainings & meetings about our utility software to gain current updates, which will help us better serve our utility customers.
- Remain focused on the integrity and quality of the information delivered in the bills as we work through the AMI deployment.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
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 # of Meter Re-Reads per Month	800	577.00	76.00	126.00	350.00
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 Bill Date	100%	89%	100%	100%	100%
Key Accounts	Provide on-time and accurate reporting to our monthly key account customers.	Monthly Key accounts reporting Harrisburg, Kannapolis, WSACC, Housing	100%	New	New	100%	100%

Budget Charts



Budget By Category

Budget Unit #: 4215	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,508,798	1,659,383	1,300,858	1,292,127	1,300,373	1,325,654
Operations	466,649	632,031	755,285	673,656	666,622	676,881
Capital Outlay	-	-	106,000	-	90,000	45,000
Debt Service	126,105	125,839	125,839	125,839	172,653	126,085
Cost Allocations	(1,934,667)	(1,996,561)	(2,287,982)	(1,936,213)	(2,299,199)	(2,173,620)
Transfers	-	-	-	-	69,551	-
Depreciation & Amortization	21,310	25,947	-	-	-	-
Non-Operating Expenses	(188,195)	(446,639)	-	4,316	-	-
Total Expenditures	-	-	-	\$ 159,725	-	-

*as amended

**as of 7/28/2023

Customer Care

Fund: 800 - Internal Service Fund | Budget Unit: 4220 - Customer Care

Mission

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:
 - o Connect/Disconnect Utility Services
 - o Install Electric and Water Meters
 - o Disconnect Unpaid Accounts/Reconnect after Payment Received
 - o Leak Adjustments: Research, Calculate, and Advise Customer
- Research Customer Inquiries:
 - o Issue Service Order/Contact Customer when Completed

FTE Summary

20-21	21-22	22-23	23-24	24-25
25.00	25.00	24.00	24.00	24.00

FY 22-23 Major Accomplishments

- Tested and completed telework implementation for 6 additional Customer Care staff employees for a total of 9 employees. Implementation includes replacing desktops with laptops, docking stations, and soft headsets.
- Reclassified an additional 2 existing Customer Care Specialist positions to new Customer Care Specialist II positions for a total of 4 Specialist II positions. Customer Care Specialist IIs are dual phone and web-based chat agents with additional duties. One Customer Care Specialist was moved to Solid Waste in anticipation for bringing garbage & recycling in-house.
- Cross-trained employees to process tap applications as well as water leak adjustments in order to assist with increase efficiency of overall departmental work flow.

FY 23-24 Budget Highlights

- Replace 4 desktops to laptops with docking stations and soft headsets for additional staff as needed for emergencies and telework capabilities.
- Continue to monitor levels of live Web Chat interactions and reclass positions as necessary to ensure coverage.

FY 24-25 Planning Year Goals

- Develop an online (paperless) training manual that can be easily accessed and updated electronically as changes in policy and procedure occur so Customer Care staff can stay current with changing information.
- Complete desktop replacement with laptops and docking stations to allow additional Customer Care staff to be prepared for emergencies.

Program & Strategy Enhancements

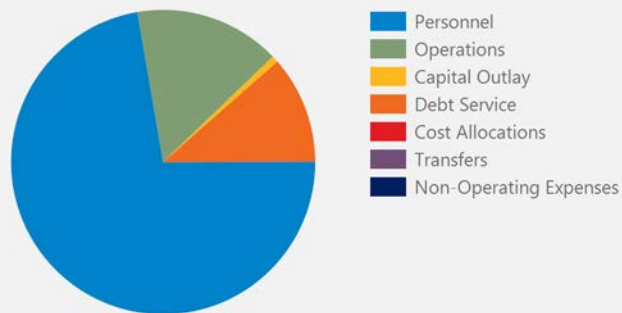
- Continue to incorporate Customer Service training.
- Monitor and provide coaching/feedback to staff to ensure quality and improved service levels.
- Dedicated staff to be trained as multimedia Customer Care agents.

Performance Summary

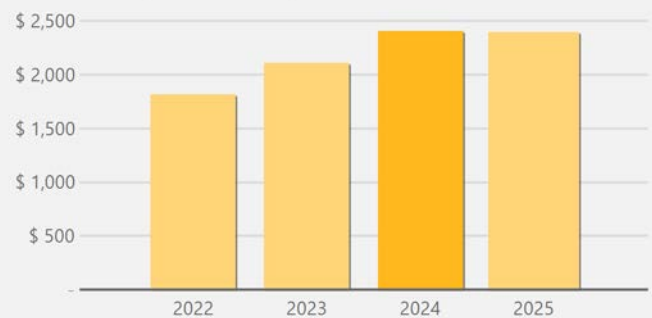
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Customer Service Delivery	Provide excellent service and information to residential and commercial customers while efficiently assisting a high number of customers daily.	Average # of Customers seen per day by each Customer Service Representative	>17	10.00	6.25	6.00	10.00
		% of Total Calls Abandoned	15%	15%	4%	8%	15%
		% of Calls Answered	85%	85%	96%	92%	85%
		Average # of Re-Queued Calls	<50	50.00	42.00	25.00	50.00
		% of Meter Tampering Charges Recovered	25%	68%	53%	62%	68%

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4220	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	1,938,577	2,228,799	1,674,838	1,597,069	1,738,845	1,787,946
Operations	90,641	119,933	401,338	313,074	373,868	404,563
Capital Outlay	-	-	-	-	17,000	-
Debt Service	199,923	199,500	199,500	199,500	273,718	199,890
Cost Allocations	(1,886,793)	(1,816,253)	(2,275,676)	(2,069,536)	(2,405,711)	(2,392,399)
Transfers	-	-	-	-	2,280	-
Non-Operating Expenses	(342,348)	(731,980)	-	-	-	-
Total Expenditures	-	-	-	\$ 40,107	-	-

*as amended

**as of 7/28/2023

Engineering

Fund: 800 - Internal Service Fund | Budget Unit: 4230 - Engineering

Mission

Provide quality, innovative, and cost-effective engineering consulting 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

FTE Summary

20-21	21-22	22-23	23-24	24-25
26.00	26.00	26.00	26.00	26.00

FY 22-23 Major Accomplishments

- Designed and monitored the construction of the Poplar Tent 24" water line extension; 24,345 feet of wastewater collection system extension for an estimated value of \$3.1 million; 26,013 feet of water distribution system extension for an estimated value of \$5.9 million; and 7.39 miles of new roads, for an estimated value of \$43.4 million.
- Designed, inspected, and managed the Brookwood Culvert emergency repair.
- Designed the Country Club Culvert replacement, the Zion Church Rd. Water Line extension, and the Province Green Pump Station Elimination.
- Monitored the construction and administration of the contract for the Duval and Glen Eagles Culvert replacements and the contract for the Grounds Sewer Phase I.
- Completed the master plan for the Rutherford Cemetery expansion.
- Completed the YMCA- Dorton Park Greenway and the Hartsell Recreation Center Greenway.

FY 23-24 Budget Highlights

- Continue to develop software for the permitting module of Project Tracker, the project management software.
- Purchase of a new GPS unit for the survey crew to complete the set needed to perform surveys more efficiently.
- Replace large format plotter.

FY 24-25 Planning Year Goals

- Continue with staff computer replacement.
- Upgrade survey equipment.
- Develop modules to our project management software- Project Tracker.

Program & Strategy Enhancements

- Make improvements to the Civil 3D template so the software can be used more efficiently by the Design & Survey divisions.
- Use the time tracking software to monitor effective use of staff time.
- Construction inspectors will continue using laptops to file reports & update as-built drawings to improve accuracy and reduce cost.
- Complete development of permitting module of the Project Tracker Software.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Construction Inspection	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.	% Rating Satisfaction with Construction Branch as "Very" or "Somewhat" Satisfied	95%	100%	100%	100%	95%
Design	Provide the best possible construction inspection service to City administration and departments so projects can be executed according to City standards, completed in a timely manner, within budget, and technically correct.	% rating satisfaction with Design Branch as "very or "somewhat" satisfied	95%	100%	100%	100%	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	95%	100%	100%	100%	95%
Customer Service	Provide excellent service and information to residential and commercial customers.	% Rating Overall Satisfaction with Department as "Very" or "Somewhat" Satisfied	95%	100%	100%	100%	95%

Budget Charts



Budget By Category

Budget Unit #: 4230	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	2,781,079	2,852,047	2,733,773	2,686,428	2,892,377	2,969,348
Operations	222,830	295,151	301,750	288,497	202,381	194,145
Capital Outlay	-	-	66,998	-	31,775	6,353
Cost Allocations	(2,706,590)	(2,835,823)	(3,102,521)	(2,705,013)	(3,156,178)	(3,169,846)
Transfers	-	-	-	-	29,645	-
Depreciation & Amortization	60,687	60,242	-	-	-	-
Non-Operating Expenses	(358,006)	(371,618)	-	-	-	-
Total Expenditures	-	-	-	\$ 269,912	-	-

*as amended

**as of 7/28/2023

Purchasing

Fund: 800 - Internal Service Fund | Budget Unit: 4250 - Purchasing

Mission

To effectively and efficiently provide the highest level of support to all City Departments through policy guidance, process assistance, product accuracy, availability, and the safe receipt and storage of the materials delivered for daily operations.

Major Services Provided

- Vendor Record Maintenance
- Purchase Order Processing
- Monitor, Order, Receive, Stock, and Process Utility Material and PPE Requests
- Receive and Store City UPS, FedEx, and Freight Deliveries
- Process USPS Mail Citywide
- Review and Advertise Invitations for Bids
- Process Non-Wheeled City Surplus Property
- Administer the City Uniform Rental and Copier Leasing Contracts

FTE Summary

20-21	21-22	22-23	23-24	24-25
7.00	7.00	7.00	7.00	7.00

Major Accomplishments and Performance Goals

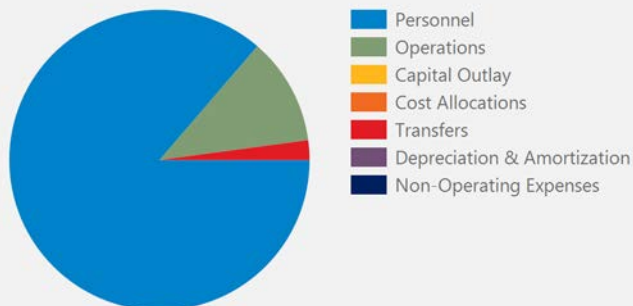
- Continue to identify surplus property and stagnant inventory.
- Continue to streamline purchase order process for maximum efficiency.
- Monitor the uniform and copier service contracts for improving internal customer service.
- Assist City Departments with Purchasing Policy and N.C. General Statute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

Performance Summary

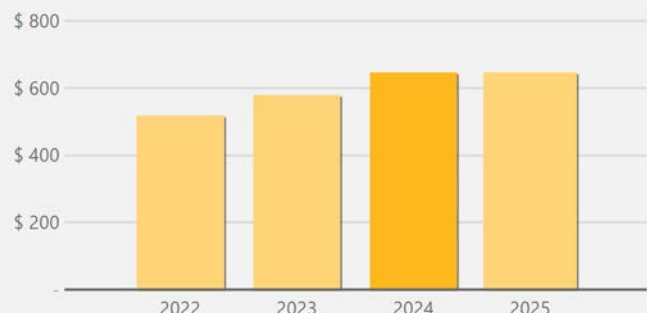
Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Procurement & Warehouse Management	To effectively and efficiently provide the highest level of support to all City Departments through policy guidance, process assistance, product accuracy, availability, and the safe receipt and storage of the materials delivered for daily operations.	total purchasing budget divided by the total # of purchase orders	N/A	New	\$283.41	\$446.23	\$285.00
		number of bids/3 admin staff	N/A	New	21.00	16.00	20.00
		total lines of materials/4 warehouse staff	N/A	New	3,758.75	4,591.75	3,700.00
		number of freight items processed / 4 warehouse staff	N/A	New	310.25	169.25	300.00
		# of surplus auctions/ admin staff	N/A	New	22.33	34.00	22.00
		# of vendor creations or changes / 3 admin staff	N/A	New	0.00	163.67	10.00

Budget Charts

GL Category Breakdown



Expenditure Budget Trend (in thousands)



Budget By Category

Budget Unit #: 4250	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	592,638	661,370	552,883	539,804	557,502	571,141
Operations	42,996	35,994	61,306	39,512	74,670	74,341
Capital Outlay	-	-	66,399	-	-	-
Cost Allocations	(547,909)	(516,932)	(680,588)	(526,340)	(645,854)	(645,482)
Transfers	-	-	-	-	13,682	-
Depreciation & Amortization	8,493	5,455	-	-	-	-
Non-Operating Expenses	(96,218)	(185,886)	-	-	-	-
Total Expenditures	-	-	-	\$ 52,976	-	-

*as amended

**as of 7/28/2023

Buildings & Grounds Maintenance

Fund: 800 - Internal Service Fund | Budget Unit: 4270 - Buildings & Grounds Maintenance

Mission

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
- Custodial Services
- Grounds Maintenance
- Urban Forestry

FTE Summary

20-21	21-22	22-23	23-24	24-25
52.50	57.50	59.50	59.50	59.50

FY 22-23 Major Accomplishments

- Facilitated improvements at Fire Station #1, including new stucco, new trim molding, and paint. Black lighting fixtures were added to give the building an updated look that still maintains the historical value of the building. The project addressed cracked stucco and coping which was allowing water intrusion causing damage to the interior of the building. This project also allowed aesthetic improvements to the exterior keeping true to the historical appearance of the building.
- An administrative assistant was added to the team this year to support the Director and Deputy with administrative duties such as payroll, purchase order requisitions, paying and processing invoices, creating personnel requisitions, creating PANs, etc. The addition of this position has made it possible for the administrative team to focus more on departmental organization and has improved efficiency such that Buildings and Grounds can better serve Team Concord.
- Our Custodial Supervisor was reclassified to a Custodial Manager. Doing so created an opportunity for to add a supervisor to the team. This position will offer support and supervision in the field while giving the Manager the opportunity to focus on administrative duties, evaluate the effectiveness of the custodial division, and make improvements that will benefit all stakeholders within the City of Concord.

FY 23-24 Budget Highlights

- Evaluate effectiveness and benefits of adding an Administrative Assistant to the department.
- Evaluate effectiveness and benefits of reclassifying the Custodial Supervisor to Custodial Manager.
- Evaluate park, greenway, and athletic field maintenance relative to increased services in City Parks and Recreation facilities.
- Implement the retooled work order system to better support the department, the City, and the budget team in determining how to best charge out services.
- The Buildings Maintenance Manager was reclassified and has a new title - Buildings Systems and Services Manager. The retitled position will focus on creating a systemized approach to building maintenance throughout the City.

FY 24-25 Planning Year Goals

- Replace all UV light bulbs within HVAC units to aid in combating airborne viruses in City facilities.
- Work closely with Parks and Recreation on projects related to the approved bond package ensuring the Grounds division is staffed appropriately and able to deliver service when needed.
- NCDOT Maintenance Agreements were discussed at the January 2023 Planning Session. The current agreement with NCDOT is for mowing, bed maintenance, and trash removal for exits 49, 52, 54, and 55 comprising 43 acres. NCDOT has approached the City regarding two possible new agreements for the maintenance of George Liles Parkway and exits 58 and 60. Staff was directed to further research and establish costs of such agreements reporting findings back to Council for further discussion and consideration.

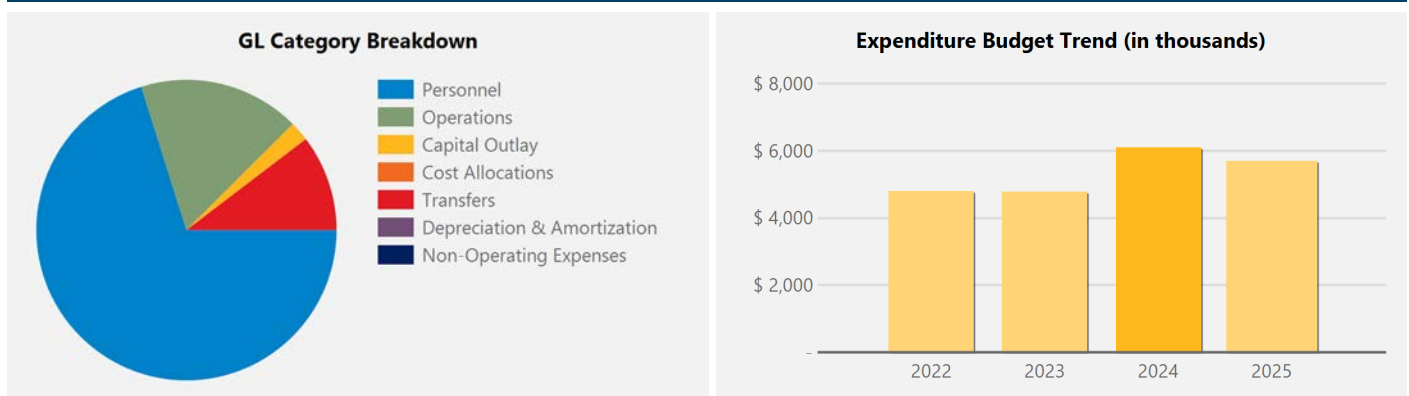
Program & Strategy Enhancements

- Encourage staff to participate in career development.
- Identify and present topics specific to the work of each division to increase skill and trade knowledge.

Performance Summary

Major Service Area	Program Goal	Performance Measure	Industry Benchmark	FY 21 Actual	FY 22 Actual	FY 23 Year End	FY 24 Obj.
Building Maintenance	Provide timely responses to and completion of routine and emergency maintenance calls to ensure safe and productive working environments. Provide quality custodial services to City employees/customers to provide a clean and safe working environment.	% of HVAC Requests Completed Within 24 Hours	96%	92%	96%	98%	96%
		% of Electrical Maintenance Requests Completed Within 2 Days	98%	90%	90%	90%	88%
		% of Routine Building Maintenance Requests Completed Within 2 Days	99%	0%	0%	95%	96%
		% of Custodial Requests Responded to/Completed Within 4 Hours	100%	98%	97%	99%	100%
		% of City employees rating satisfaction with custodial services as "very good" or "good"	99%	100%	98%	100%	96%
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. Provide the highest level of public park facility maintenance to meet or exceed expectations of visitors.	% of landscaped medians + assigned facilities maintained/mowed according to schedule and on-time	90%	95%	96%	98%	95%
		% of mowing schedules completed on-time	95%	98%	98%	98%	96%
		% of graffiti and vandalism responded to within 24 hours	100%	100%	100%	100%	100%
Urban Forestry	Have well-maintained forest space in our communities, City facilities, parks, and greenways that will allow residents to enjoy all the benefits that trees provide and will create attractive venues to improve business traffic and increase property value.	# of trees replaced per tree removed	2.00	1.50	5.10	0.00	2.00
		% of tree acreage saved of total land permitted for development	N/A	0%	0%	0%	0%
		Spending on trees per capita	\$2.00	\$2.14	\$2.22	\$1.40	\$2.00

Budget Charts



Budget By Category

Budget Unit #: 4270	2020-2021 Actual Expenses	2021-2022 Actual Expenses	2022-2023 Council Approved*	2022-2023 Actual Expenses**	2023-2024 Expenditure Budget	2024-2025 Planning Year
Personnel	3,935,297	3,529,917	4,021,389	3,673,768	4,270,350	4,350,064
Operations	941,825	1,069,978	1,114,185	1,096,451	1,060,067	1,117,100
Capital Outlay	-	-	211,347	-	128,000	225,000
Cost Allocations	(4,346,321)	(4,788,686)	(5,346,921)	(4,748,222)	(6,088,941)	(5,692,164)
Transfers	-	-	-	-	630,524	-
Depreciation & Amortization	197,445	216,085	-	-	-	-
Non-Operating Expenses	(728,246)	(27,295)	-	-	-	-
Total Expenditures	-	-	-	\$ 21,996	-	-

*as amended

**as of 7/28/2023



Academy-Gibson Pump Track

FY 2024 -2028

CAPITAL

IMPROVEMENT

PLAN (CIP)



J.E. "Jim" Ramseur Park

Introduction & Summary Information



SECTION CONTENTS



How to Read Pages

A guide to understanding CIP Project pages.



CIP Process & Calendar

Read about the process and view a calendar with important dates.



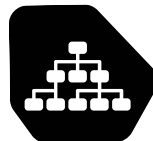
Manager's CIP Message

The City Manager's CIP highlights.



Fund & Budget Unit Structure

How the City organizes its funds and budget units.



Appropriated Fund Matrix

The fund and budget unit structure in a matrix.



City CIP Expenditures

CIP cost summary for the next 5 fiscal years.



Listing of Capital Projects

A listing of all CIPs projected for the next 5 fiscal years.



CIP Ordinance

The adopted Capital Projects Ordinance.

How to Read Individual Project Pages

Section 1(a):

Includes the CIP title, budget unit associated with the project (ex. If the project is a transportation project the budget unit would be 8600), functional area, and the priority rank, which shows the importance of a particular project.

Section 1(b):

Includes the total cost of the CIP, which is the expected cost of the project plus the appropriations to date, annual project costs, and the type of project.

Section 2(b):

This section explains what has already been done and what would happen if the project were to be delayed.

Section 3:

This section details the costs that can be capitalized with the project the specific use of the funds, and which year(s) they will affect.

Section 5:

This section details how the specific project will be paid for. Just like the operating budget, the revenues must match all expenditures.

Section 6:

If a department has provided any visuals about the project, they will be here.

Section 2(a):

This section allows departments to describe the project in detail.

Section 2(c):

This section explains the importance of the project, why it is being requested, and how it fits into the City's goals.

Section 4:

This section outlines any known operating impacts a project might have and which year(s) they will affect.

Section 7:

If this project involves working with other departments or has implications on another department, a department will indicate it here.

Section 1		CIP Title					Budget Unit #	
Budget Unit		Functional Area					Priority Rank	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2020-21	Unappropriated Subsequent Years				Total Requested Funds	Type of Project
			Year 2 FY2021-22	Year 3 FY2022-23	Year 4 FY2023-24	Year 5 FY2024-25		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required
								<input type="checkbox"/> Expansion <input type="checkbox"/> Renovation
Section 2								
Description								
History, Status, or Impact if Delayed								
Justification or Link to City Goals								
Section 3								
Capital Costs								
Activity	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Future\$	Total	
Prelim Design/ Plans								
Engineering / Arch Serv								
Land/ ROW/ Acquisition								
Clear/ Grade/ Site Prep								
Building/ Utility Construction								
Heavy Equip/ Apparatus								
Light Equip/ Furniture								
Hardware/Software								
Total Capital Cost								
Section 4								
New or Additional Impact on Operating Budget								
Type of Expenditure	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Future\$	Total	
Total								
Section 5								
Method(s) of Financing								
Funding Sources(s)	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Future\$	Total	
Total								
Section 6								
Maps / Charts / Tables / Pictures								
Section 7								
Comments for Other Depts.								

CIP Process & Calendar

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:

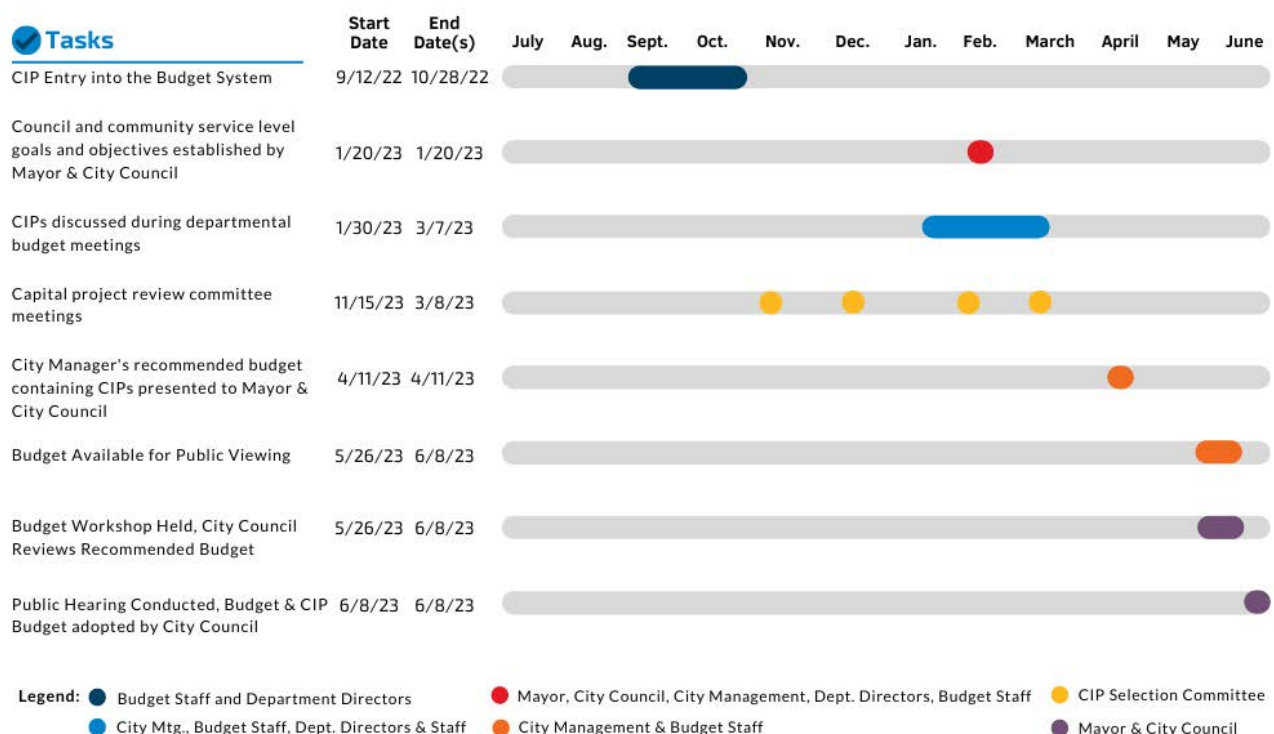
- acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicle or equipment purchases,
- any land purchases not associated with another CIP project, or
- capital road maintenance or construction greater than \$100,000 – excluding recurring or routine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

FY 2024-28 Capital Improvement Plan (CIP) Development Calendar



CIP Message

May 26, 2023

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'm pleased to present you the Capital Improvement Plan (CIP) for the fiscal years 2024-2028. The CIP serves as a long-range planning tool used to help the City match revenues with major capital (items or projects with a cost over \$100,000) needs over a five-year period. Projects in the CIP are derived from City Council's priorities, citizen requests, master planning efforts, and departmental recommendations. This CIP book is provided with my recommended budget. Fiscal year (FY) 2024 projects are included in the operating budget for City Council approval. Subsequent fiscal year projects are unfunded and presented for planning purposes only.

All budgets are constrained by available revenues and current economic conditions, and that is no different for Concord. With recent inflation, capital projects continue to be prioritized so that available funds are allocated based on need, Council priority, and their impact on service provision. FY 2024 includes funding for a variety of City projects.

Meeting the Needs of Growth

Parks Updates & Expansions: Citizens voted to approve the \$60 million general obligation bond package in November 2022. This year, the City will issue debt for the first group of projects, totaling approximately \$41 million, depending on final bids. Groundbreaking will begin for six projects that will update existing parks or add brand new parks throughout the City. These parks projects are the results of an extensive public input process and will increase accessibility to recreation opportunities and greenspace.

Public Safety: In FY 2024, a new Fire Station 6 is planned with a new, co-located David District Police Substation at Concord Padgett Regional Airport. Fire will also expand Fire Station 3 to make room for a necessary exercise facility and purchase ARFF Certification Equipment to be located at the Airport. Our Police substations are aging, and as such, the Charlie District Substation will receive a renovation in FY 2024. Emergency Communications has outgrown the existing 911 Center and will construct a new larger facility near Fire Station 3 to accommodate future needs for additional Telecommunicators. Projects such as these reiterate the City's commitment to keeping our citizens safe by ensuring our public safety team members have adequate space in which to work.

Fleet Facility: As our City grows both in square mileage and population, the services we provide must also grow to meet new and changing needs. The expansion of our fleet to accommodate additional public safety vehicles, solid waste equipment related to service changes, and other utilities vehicles means that our current Fleet Maintenance Facility is no longer large enough to keep up with the resulting increase in maintenance needs. FY 2024's CIP includes funding to begin the construction of a new Fleet Facility that will meet our needs for future decades.

Maintaining City Facilities & Infrastructure

Streets & Traffic: Our Transportation department continues to actively identify projects throughout the City to improve roadways and congestion. One such project is Poplar Tent at Harris intersection improvements, which will reduce congestion in a location that is currently operating beyond capacity. The Transportation department will replace the computer system that controls traffic signals, extend sidewalks at Roberta Road Middle School, and add funds toward the replacement of the concrete paving materials on Spring Street.

Technology Needs: Technology is more than a convenience; it is a necessity for service provision across City services. The FY 2024 CIP positions us to be more proactive in the future. We will conduct an audit of our fiber system to map and better understand our current network. In tandem with this project, aging network switches will be replaced to allow for growth and longevity of our system. The Finance and HR departments will begin work on a combined ERP system to better meet the current and future departmental needs.

Cemeteries: One of the less discussed, but important services Concord provides are burial services. The City has three cemeteries – Oakwood, Rutherford, and West Concord. This year’s CIP includes funds to expand the capacity of Rutherford Cemetery. In FY 2024, an additional 400 grave sites will be developed on the property.

Utilities: Reliable infrastructure and accessibility are important tenets of the City’s capital improvement plan. The City’s Water department will issue a revenue bond in FY 2024 to make necessary improvements to the Hillgrove Water Treatment plant. Other improvements will also be made through the CIP to increase capacity, pressure, and flow. The CIP includes the distribution exits for Electric Substation T. Other infrastructure projects include two sewer outfalls and one stormwater culvert.

First-Year CIP Project Listing

A total of \$94,242,233 in capital projects has been identified for FY 2024. A list of all first-year projects and their primary funding sources (in parenthesis) can be found below. Project costs listed below include both the amounts listed in the Capital Project Ordinance as well as the operating expenses included with each project. Additional project details are available on the following pages of this document.

Parks & Recreation Capital Projects Fund

- Caldwell Park Improvements: \$7,289,118 (*G.O. Bond Proceeds*)
- J.E. Ramseur Park Development: \$19,300,000 (*G.O. Bond Proceeds*)
- Dorton Park Improvements: \$4,628,787 (*G.O. Bond Proceeds*)
- Poplar Tent Trailhead Park: \$1,680,000 (*G.O. Bond Proceeds*)
- Academy Recreation Center/Gibson Village Complex Development: \$5,967,680 (*G.O. Bond Proceeds*)
- David Phillips Activity Center Park Development: \$2,650,000 (*G.O. Bond Proceeds*)

Fire Station Projects Fund

- Fire Station 3 Expansion: \$585,000 (*Transfer from General Fund*)
- Fire Station 6/David District PD Substation: \$9,780,000 (*Financing Proceeds*)
- ARFF Certification Equipment: \$275,000 (*Transfer from General Fund*)

Transportation Capital Projects Fund

- Traffic Signal Central System Replacement: \$1,500,000 (*2.5¢ Allocation from General Fund, Future Grants*)
- Poplar Tent at Harris Intersection Improvements: \$11,860,000 (*2.5¢ Allocation from General Fund, STBG-DA Grant*)
- Roberta Road Middle School Sidewalk Extension: \$370,000 (*Vehicle Fees - Designated Sidewalk Funds*)
- Spring Street Concrete Road Replacement: \$344,777 (*Designated 0.5¢ Transportation Reserve*)

General Capital Projects Fund

- Renovate Charlie District Police Substation: \$250,000 (*Transfer from General Fund, Future Projects Reserves*)
- Communications Building at Fire Station 3: \$2,145,000 (*Financing Proceeds*)
- IT Switches Transition: \$460,000 (*Transfer from General Fund*)
- Rutherford Cemetery Expansion: \$138,000 (*Transfer from General Fund*)
- Fleet Services Facility: \$11,401,871 (*General Capital Reserve, Transfers from Stormwater, Electric, Water Capital Projects, Transit, Sewer, Aviation, Public Housing, Internal Service funds*)
- Fiber Network Expansion: \$525,000 (*Future Projects Reserves, Transfers from Water Capital Projects, Aviation, and Electric Funds*)
- Finance/HR ERP System: \$250,000 (*Future Projects Reserves*)

Electric Projects Fund

- Substation T – Distribution Exits: \$500,000 (*Transfer from Electric*)

Stormwater Projects Fund

- Farmwood Boulevard Culvert Replacement: \$193,000 (*Future Projects Reserves*)

Water Projects Fund

- Zion Church Road 12" Parallel Water Line: \$1,597,000 (*Future Projects Reserves*)
- GAC Contactors at Hillgrove Water Treatment Plant: \$6,095,000 (*Revenue Bond Proceeds*)

- Hillgrove WTP Settling Basin Improvements: \$2,230,000 (*Revenue Bond Proceeds*)
- Cross Country 16" Water Line Extension – NC Highway 49 to Rocky River Road: \$200,000 (*Future Projects – System Development Fees*)
- Rocky River Road 16" Water Line - Hearth Lane to Archibald Road: \$200,000 (*Future Projects – System Development Fees*)

Wastewater Capital Projects Fund

- Coddle Creek Tributary Outfall from US Highway 29 to Rock Hill Church Road: \$1,587,000 (*Future Projects – System Development Fees*)
- Rocky River Tributary Outfall near John Q Hammons Drive: \$240,000 (*Future Projects Reserves*)

First-Year Revenue Sources

Pay-as-you-go: Whenever possible, pay-as-you-go ("Transfer from --- Fund") is the preferred method of funding CIP projects.

2.5¢ Allocation from the General Fund: City Council has designated the equivalent of 2.5 cents of the revenue generated by the property tax to be set aside for Transportation Projects. Of this allocation, 0.5 cents is earmarked for concrete street replacement.

Capital Reserve Funds: These funds have been set aside for use in funding capital projects. Currently, the City uses three separate Capital Reserve Funds: General Capital Reserve, Utility Capital Reserve, and Parks & Recreation Capital Reserve.

Future Projects Reserves: In some instances, capital projects are completed at a lower cost than originally budgeted. Any remaining funding from such projects can be re-allocated to new capital projects within the same fund.

Financing Proceeds: The City has the ability to take out debt for capital assets and projects. The main way debt is issued to the City is through bonds. The City follows a strict policy on when to take out debt. However, it is sometimes a necessary tool to finance capital projects.

Vehicle Fees: The City collects a \$30 fee for vehicles registered within City limits. Twenty dollars from this fee goes directly to fund transportation projects and street resurfacing. Sidewalk extensions are allocated \$5. The remaining \$5 goes to the Concord-Kannapolis Rider Transit system.

Grant/Future Grant Funds: The City continues to aggressively pursue state and federal grant funding and has been successful in many of these efforts. Examples of grant funding include NCDOT reimbursements, Congestion Mitigation and Air Quality (CMAQ) grants, Parks and Recreation Trust Fund (PARTF) grants, and Surface Transportation Block Grants (STBG).

G.O. Bond Proceeds: General Obligation ("G.O.") Bonds are a type of debt issued by the City that must be approved by voters and are backed by the full faith and credit of Concord's taxing authority.

Revenue Bond Proceeds: The City may issue revenue bonds for projects that are backed by a specific revenue source – such as water, sewer, or electric fees. The main way debt is issued to the City is through bonds. The City follows a strict policy on when to take out debt. However, it is sometimes a necessary tool to finance capital projects.

Conclusion

The following pages of this document provide additional detail on the projects listed above as well as those in future planning years. This document is considered a "living" document that serves as a planning guide and will be adjusted as existing projects change and new needs arise.

Respectfully submitted,



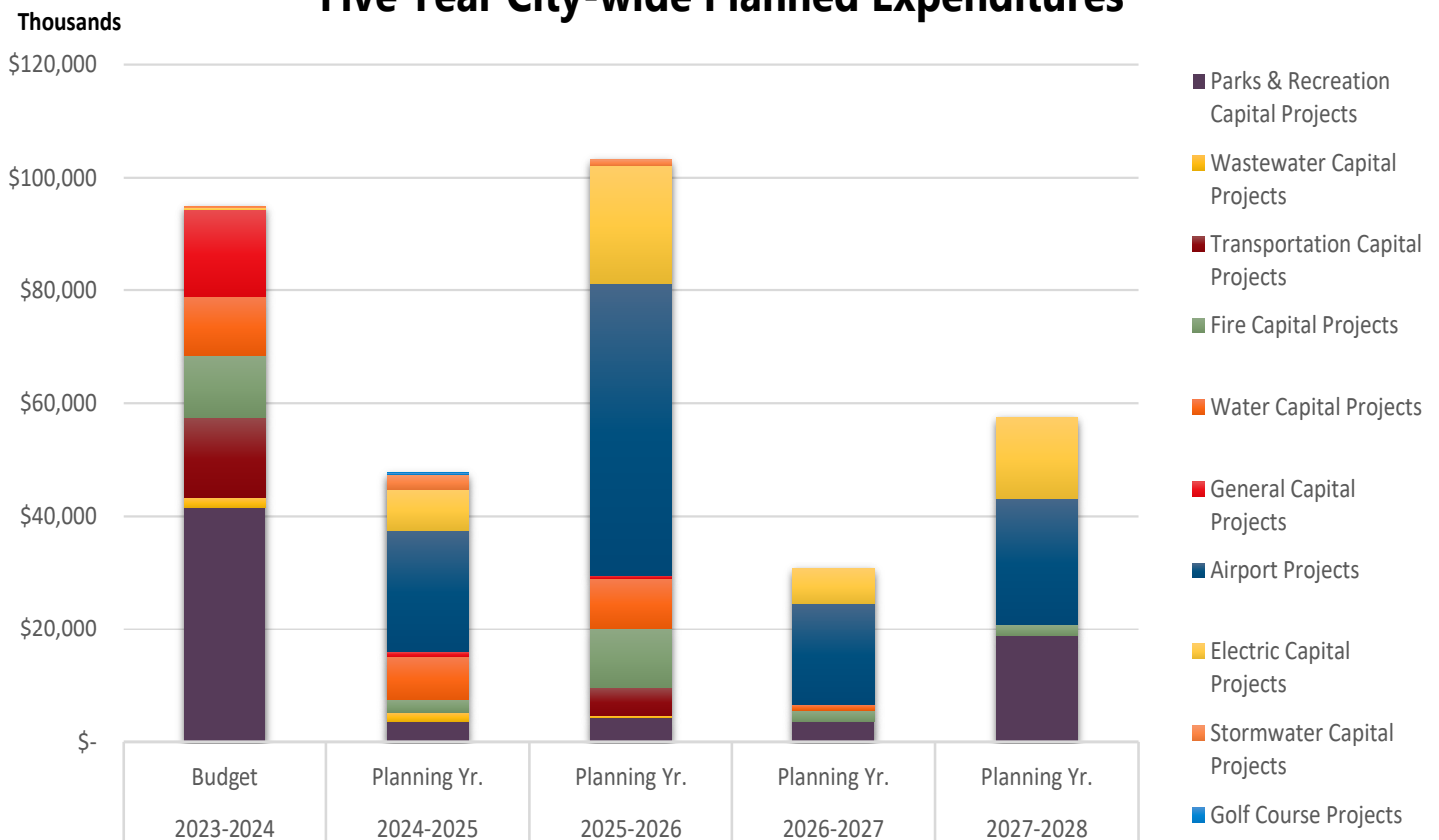
Lloyd Wm. Payne, Jr. ICMA-CM
City Manager

Summary of City CIP Expenditures

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
By Fund					
Parks & Recreation Capital Projects	41,515,585	3,620,000	4,208,892	3,542,609	18,789,549
Wastewater Capital Projects	1,827,000	1,600,000	500,000	-	-
Transportation Capital Projects	14,074,777	-	4,775,000	-	-
Fire Capital Projects	11,087,714	2,268,550	10,687,170	2,053,387	2,083,539
Water Capital Projects	10,322,000	7,550,000	8,896,500	1,001,500	-
General Capital Projects	15,389,871	926,993	580,363	(3,000)	(3,000)
Airport Projects	-	21,582,050	51,443,090	17,988,676	22,283,000
Electric Capital Projects	500,000	7,242,100	21,000,000	6,214,000	14,285,500
Stormwater Capital Projects	193,000	2,649,000	1,120,000	-	-
Golf Course Projects	-	215,000	-	-	-
Total Expenditures	\$ 94,909,947	\$ 47,653,693	\$ 103,211,015	\$ 30,797,172	\$ 57,438,588

Note: Funds may include operating expenditures that are not included in the capital project ordinance.

Five Year City-wide Planned Expenditures



Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
420 - Parks & Recreation Capital Projects															
8300 - P&R- CAPITAL PROJECTS	Caldwell Park Improvements	Transfer from General Capital Reserve, Bond Proceeds	2,138,960	7,289,118	-	-	-	-	8,892	-	8,892	-	8,892	2,322,453	11,777,207
	J.E. "Jim" Ramseur Park Development	Transfer from General Capital Reserve, Bond Proceeds	4,497,587	19,300,000	-	-	-	-	-	-	449,687	-	578,165	35,000,000	59,825,439
	Dorton Park Improvements	Bond Proceeds	990,500	4,628,787	-	-	-	-	-	-	-	2,424,090	3,570	-	8,046,947
	Poplar Tent Trailhead Park	Bond Proceeds	160,000	1,680,000	-	-	-	-	-	-	-	-	3,251	-	1,843,251
	Academy Recreation Center/Gibson Village Complex Development	Bond Proceeds	976,400	5,967,680	-	-	-	-	-	-	86,576	4,315,720	62,195	8,691	11,417,262
	David Phillips Activity Center Park Development	Bond Proceeds	420,000	2,650,000	-	-	-	-	-	-	-	-	-	8,922	3,078,922
	Clarke Creek Greenway Development, Cox Mill Loop	CMAQ Grant, Transfer from P&R Reserve, Transfer from General Capital Reserve	2,366,786	-	-	3,620,000	-	-	-	58,500	176,269	-	118,149	12,119,740	18,459,444
	Coddle Creek Greenway Development	Transfer from General Fund, Transfer from P&R Reserve, Transfer from General Capital Reserve	788,520	-	-	-	-	4,200,000	-	-	-	-	79,966	9,642,500	14,710,986
	Hartsell Park Improvements	Bond Proceeds	919,488	-	-	-	-	-	-	-	13,385	7,220,000	13,385	-	8,166,258
	WW Flowe Park Phase One Improvements (Phase I)	Transfer from General Capital Reserve, Bond Proceeds	665,000	-	-	-	-	-	-	-	-	2,552,000	-	2,805,300	6,022,300
	Wilson Street Park Development	Bond Proceeds	90,000	-	-	-	-	-	-	-	-	960,000	-	125,917	1,175,917
	McEachern Greenway Development - Hospital Phase	Transfer from General Fund, Transfer from P&R Reserve	1,336,903	-	-	-	-	-	-	2,749,300	-	-	124,966	2,273,300	6,484,469
	Irish Buffalo Creek Greenway	Transfer from General Fund, Transfer from P&R Reserve	198,480	-	-	-	-	-	-	-	-	325,200	-	3,084,187	3,607,867
	Hector Henry II Greenway, Cannon Crossing, 73 Phase & Cox Mill Loop	Transfer from General Fund, Transfer from P&R Reserve	738,181	-	-	-	-	-	-	-	-	-	-	696,000	1,434,181
Parks & Recreation Capital Projects Fund Total - Expense			16,286,805	41,515,585	-	3,620,000	-	4,200,000	8,892	2,807,800	734,809	17,797,010	992,539	68,087,010	156,050,450
Parks & Recreation Capital Projects Fund - Revenue Sources & Totals															
	Transfer from General Fund		889,035	-	-	-	-	1,138,042	-	1,087,830	-	325,200	-	5,857,300	9,297,407
	Transfer from General Capital Reserve		8,523,073	-	-	-	-	-	-	-	-	-	-	61,048,119	69,571,192
	Bond Proceeds		625,000	41,515,585	-	-	-	-	-	-	-	17,471,810	-	-	59,612,395
	Transfer from P&R Reserve		3,771,583	-	-	2,120,000	-	3,061,958	-	1,719,970	-	-	-	836,574	11,510,085
	CMAQ Grant		-	-	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
		Grant Proceeds	2,478,114	-	-	-	-	-	-	-	-	-	-	-	2,478,114
		Operating Revenue (for CIP)	-	-	-	-	-	-	8,892	-	734,809	-	992,539	345,017	2,081,257
Parks & Recreation Capital Projects Fund Total - Revenue			16,286,805	41,515,585	-	3,620,000	-	4,200,000	8,892	2,807,800	734,809	17,797,010	992,539	68,087,010	156,050,450
426 - Fire Station Projects															
8670 - FIRE STATION PROJECTS	Fire Station 3 - Expansion	Transfer from General Fund	-	585,000	-	-	2,500	-	2,800	-	2,800	-	3,000	-	596,100
	Fire Station 6 & David District Police Substation	Financing Proceeds	300,000	9,780,000	447,714	-	1,186,850	-	1,106,850	-	1,106,850	-	1,106,850	-	15,035,114
	ARFF Certification Equipment	Transfer from General Fund	-	275,000	-	-	10,000	-	12,000	-	12,000	-	14,000	-	323,000
	Fire Station 13 (Flowes Store Rd.)	Financing Proceeds	-	-	-	300,000	769,200	6,200,000	765,520	-	931,737	-	959,689	-	9,926,146
	SCBA Replacements	Transfer from General Capital Reserve	-	-	-	-	-	2,600,000	-	-	-	-	-	-	2,600,000
Fire Capital Projects Fund Total - Expense			300,000	10,640,000	447,714	300,000	1,968,550	8,800,000	1,887,170	-	2,053,387	-	2,083,539	-	28,480,360
Fire Capital Projects Fund - Revenue Sources & Totals															
		Transfer from General Fund	-	860,000	-	-	-	-	-	-	-	-	-	-	860,000
		Financing Proceeds	-	9,780,000	-	300,000	-	6,200,000	-	-	-	-	-	-	16,280,000
		Transfer from General Capital Reserve	300,000	-	-	-	-	2,600,000	-	-	-	-	-	-	2,900,000
		Operating Revenue (for CIP)	-	-	447,714	-	1,968,550	-	1,887,170	-	2,053,387	-	2,083,539	-	8,440,360
Fire Capital Projects Fund Total - Revenue			300,000	10,640,000	447,714	300,000	1,968,550	8,800,000	1,887,170	-	2,053,387	-	2,083,539	-	28,480,360
423 - Transportation Capital Projects															
8600 - TRANSPORTATION PROJECTS	Traffic Signal Central System Replacement	Designated 2.5¢ Transportation Reserve, Future Grants	-	1,500,000	-	-	-	-	-	-	-	-	-	-	1,500,000
	Poplar Tent at Harris Intersection Improvements	Federal Aid, Designated 2.5¢ Transportation Reserve	3,220,000	11,860,000	-	-	-	-	-	-	-	-	-	-	15,080,000
	Concord Farms Road Realignment	Designated 2.5¢ Transportation Reserve	-	-	-	-	-	4,000,000	-	-	-	-	-	-	4,000,000
	Dorland Ave Realignment Phase II	Designated 2.5¢ Transportation Reserve	-	-	-	-	-	775,000	-	-	-	-	-	-	775,000
	Roberta Rd. Middle School Sidewalk Extension	Designated PIP Sidewalks	-	370,000	-	-	-	-	-	-	-	-	-	-	370,000
	Spring Street Ph. I Concrete Road Replacement	Designated 0.5¢ Transportation Reserve - Concrete Streets	-	344,777	-	-	-	-	-	-	-	-	-	-	344,777
Transportation Capital Projects Fund Total - Expense			3,220,000	14,074,777	-	-	-	4,775,000	-	-	-	-	-	-	22,069,777
		Designated 2.5¢ Transportation Reserve	-	1,639,000	-	-	-	4,775,000	-	-	-	-	-	-	6,414,000
		Designated PIP Sidewalks	-	370,000	-	-	-	-	-	-	-	-	-	-	370,000
		Future Grants	-	1,200,000	-	-	-	-	-	-	-	-	-	-	1,200,000
		Designated 0.5¢ Transportation Reserve - Concrete Streets	-	344,777	-	-	-	-	-	-	-	-	-	-	344,777
		Federal Aid	1,543,000	10,521,000	-	-	-	-	-	-	-	-	-	-	12,064,000

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
		Transfer from General Fund	652,000	-	-	-	-	-	-	-	-	-	-	-	652,000
		NCDOT Share	750,000	-	-	-	-	-	-	-	-	-	-	-	750,000
		Payment In Lieu	275,000	-	-	-	-	-	-	-	-	-	-	-	275,000
Transportation Capital Projects Fund Total - Revenue			3,220,000	14,074,777	-	-	-	4,775,000	-	-	-	-	-	-	22,069,777
430 - General Capital Projects															
8800 - BOC ADMIN PROJECTS & 8804 - GENERAL CAPITAL PROJECTS	Renovate Charlie District Police Substation	Transfer from General Fund, Future Projects - Reserves	-	250,000	120,000	-	-	-	-	-	-	-	-	-	370,000
	Communications Building at Fire Station 3	Financing Proceeds	-	2,145,000	-	-	-	-	-	-	-	-	-	-	2,145,000
	Rutherford Expansion	Transfer from General Fund	204,000	138,000	-	-	-	-	-	-	-	-	-	-	342,000
	Fleet Services Facility	Transfer from General Capital Reserve, Transfer from Capital Projects, Transfer from Stormwater, Transfer from Electric, Transfer from Transit, Transfer from Sewer, Transfer from Aviation, Transfer from Public Housing, Transfer from Internal Service	8,810,100	11,401,871	-	-	154,993	-	54,993	-	-	-	-	-	20,421,957
	IT Switches Transition	Transfer from General Capital Reserve, Transfer from Stormwater, Transfer from Electric, Transfer from Transit, Transfer from Sewer, Transfer from Aviation, Transfer from Public Housing, Transfer from Internal Service, Transfer from Future Projects Reserves - Water	260,000	460,000	100,000	-	-	-	-	-	-	-	-	-	820,000
	BOC Expanded Parking at Old Fuel Station	Transfer from General Capital Reserve	-	-	-	-	-	528,370	-	-	-	-	-	-	528,370
	Fiber Network Expansion	Transfer from Internal Service, Transfer from Future Projects Reserves - Water, Transfer from Electric, Transfer from Aviation, Future Projects - Reserves	149,182	525,000	-	-	(3,000)	-	(3,000)	-	(3,000)	-	(3,000)	-	662,182
	Automated Wash Equipment	Transfer from General Capital Reserve	-	-	-	-	-	-	-	-	-	-	-	483,535	483,535

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
	Fleet Facility Redesign for Radio Shop	Transfer from General Capital Reserve	-	-	-	275,000	-	-	-	-	-	-	-	-	275,000
	Finance/HR ERP System	Transfer from General Fund, Future Projects - Reserves	250,000	250,000	-	500,000	-	-	-	-	-	-	-	-	1,000,000
General Capital Projects Fund Total - Expense			9,673,282	15,169,871	220,000	775,000	151,993	528,370	51,993	-	(3,000)	-	(3,000)	483,535	27,048,044
General Capital Projects Fund - Revenue Sources & Totals															
		Transfer from General Capital Reserve	78,640	8,020,076	-	275,000	-	528,370	-	-	-	-	-	483,535	9,385,621
		Transfer from General Fund	8,784,542	748,000	-	500,000	-	-	-	-	-	-	-	-	10,032,542
		Future Projects - Reserves	-	665,000	-	-	-	-	-	-	-	-	-	-	665,000
		Financing Proceeds	810,100	2,145,000	-	-	-	-	-	-	-	-	-	-	2,955,100
		Transfer from Capital Projects	-	526,792	-	-	-	-	-	-	-	-	-	-	526,792
		Transfer from Electric	-	1,109,506	-	-	-	-	-	-	-	-	-	-	1,109,506
		Transfer from Aviation	-	179,086	-	-	-	-	-	-	-	-	-	-	179,086
		Transfer from Stormwater	-	353,458	-	-	-	-	-	-	-	-	-	-	353,458
		Transfer from Transit	-	14,822	-	-	-	-	-	-	-	-	-	-	14,822
		Transfer from Sewer	-	640,785	-	-	-	-	-	-	-	-	-	-	640,785
		Transfer from Public Housing	-	21,664	-	-	-	-	-	-	-	-	-	-	21,664
		Transfer from Internal Service	-	745,682	-	-	-	-	-	-	-	-	-	-	745,682
		Operating Revenue (for CIP)	-	-	220,000	-	151,993	-	51,993	-	(3,000)	-	(3,000)	-	417,986
General Capital Projects Fund Total - Revenue			9,673,282	15,169,871	220,000	775,000	151,993	528,370	51,993	-	(3,000)	-	(3,000)	483,535	27,048,044
473 - Electric Capital Projects															
6949 - ELECTRIC PROJECTS	100 kV Interconnect Between Delivery #4 and Sub E	Transfer from Electric	500,000	-	-	4,901,600	-	-	-	-	-	-	-	-	5,401,600
	Delivery #1 Replacement	Transfer from Electric	700,000	-	-	2,240,500	-	-	-	-	-	-	-	-	2,940,500
	AMI System	Transfer from Electric	-	-	-	100,000	-	8,000,000	-	-	-	-	-	-	8,100,000
	Construction of New Electric Substation S on US Highway 601 South	Transfer from Electric	1,235,000	-	-	-	-	6,500,000	-	-	-	-	-	-	7,735,000
	100 kV Tie Line - Liles Blvd to Sub O	Transfer from Electric	-	-	-	-	-	1,500,000	-	5,214,000	-	-	-	-	6,714,000
	Construction of New Electric Substation R on Poplar Tent Road	Transfer from Electric	1,000,000	-	-	-	-	-	-	-	-	6,750,000	-	-	7,750,000
	Construction of New Electric Substation U near Cabarrus Arena	Transfer from Electric	-	-	-	-	-	-	-	1,000,000	-	7,535,500	-	-	8,535,500
	Construction of New Electric Substation N in Copperfield Blvd Location	Transfer from Electric	2,046,500	-	-	-	-	5,000,000	-	-	-	-	-	-	7,046,500

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
	Substation T Distribution Exits	Transfer from Electric	-	500,000	-	-	-	-	-	-	-	-	-	-	500,000
Electric Capital Projects Fund Total - Expense			5,481,500	500,000	-	7,242,100	-	21,000,000	-	6,214,000	-	14,285,500	-	-	54,723,100
Electric Capital Projects Fund - Revenue Sources & Totals															
		Transfer from Electric	3,781,500	500,000	-	7,242,100	-	21,000,000	-	6,214,000	-	14,285,500	-	-	53,023,100
		Transfer from Utility Capital Reserve	1,700,000	-	-	-	-	-	-	-	-	-	-	-	1,700,000
Electric Capital Projects Fund Total - Revenue			5,481,500	500,000	-	7,242,100	-	21,000,000	-	6,214,000	-	14,285,500	-	-	54,723,100
474 - Stormwater Capital Projects															
7103 - STORMWATER PROJECTS	Dylan Place Culvert Replacement - Upper	Transfer from Stormwater	-	-	-	1,149,000	-	-	-	-	-	-	-	-	1,149,000
	Farmwood Boulevard Culvert Replacement	Future Projects - Reserves	171,000	193,000	-	-	-	1,120,000	-	-	-	-	-	-	1,484,000
	Kerr Street Culvert Replacement	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	1,275,000	1,275,000
	Bridlewood Drive Culvert Replacement	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	2,040,000	2,040,000
	Miramar Culvert Replacements - Palaside Drive & Grandview Drive	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	2,245,000	2,245,000
	Morris Glen Drive Culvert Replacement	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	811,000	811,000
	Yvonne Drive Culvert Replacements	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	2,221,000	2,221,000
	Spring Street Culvert Replacement	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	822,000	822,000
	Miramar Culvert Replacement - Miramar Drive	Future Projects - Reserves	-	-	-	1,500,000	-	-	-	-	-	-	-	-	1,500,000
	Guy Avenue/Franklin Avenue Culvert Replacements	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	1,871,000	1,871,000
	Glenwood Drive Culvert Replacement	Transfer from Stormwater	-	-	-	-	-	-	-	-	-	-	-	1,488,000	1,488,000
Stormwater Capital Projects Fund Total - Expense			171,000	193,000	-	2,649,000	-	1,120,000	-	-	-	-	-	12,773,000	16,906,000
Stormwater Capital Projects Fund - Revenue Sources & Totals															
		Transfer from Stormwater	171,000	-	-	1,149,000	-	-	-	-	-	-	-	12,773,000	14,093,000
		Future Projects - Reserves	-	193,000	-	1,500,000	-	1,120,000	-	-	-	-	-	-	2,813,000
Stormwater Capital Projects Fund Total - Revenue			171,000	193,000	-	2,649,000	-	1,120,000	-	-	-	-	-	12,773,000	16,906,000
429 - Water Capital Projects															
	5 MGD Booster Pump Station - Poplar Tent Area	Transfer from Water	-	-	-	450,000	-	3,000,000	-	-	-	-	-	-	3,450,000
	Zion Church Road 12" Parallel Water Line	Future Projects - System Development Fees	100,000	1,597,000	-	-	-	-	-	-	-	-	-	-	1,697,000
	GAC Contactors at Hillgrove WTP	Bond Proceeds	8,975,000	6,095,000	-	-	-	-	-	-	-	-	-	-	15,070,000

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
8700 - WATER CAPITAL PROJECTS	Hillgrove WTP Settling Basin Improvements	Bond Proceeds	4,800,000	2,230,000	-	-	-	-	-	-	-	-	-	-	7,030,000
	Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road	Future Projects - System Development Fees	-	200,000	-	-	-	2,795,000	-	-	-	-	-	-	2,995,000
	Rocky River Road 16" Water Line (Hearth Lane to Archibald Road)	Future Projects - System Development Fees	-	200,000	-	-	-	2,100,000	-	-	-	-	-	-	2,300,000
	Stough Road 24" Water Line Extension (Roberta Road to NC Highway 49)	Future Projects - System Development Fees, Transfer from Water	500,000	-	-	7,000,000	-	-	-	-	-	-	-	-	7,500,000
	Union Cemetery Road Realignment	Transfer from Water	30,000	-	-	100,000	-	-	-	-	-	-	-	-	130,000
	Poplar Tent Road Widening - East of I-85 to George Liles Boulevard	Transfer from Water	200,000	-	-	-	-	1,001,500	-	1,001,500	-	-	-	-	2,203,000
	Miami Church Road 12"/24" Parallel Water Line Extension - US Highway 601 to Cold Springs Road	Transfer from Utility Capital Reserve	-	-	-	-	-	-	-	-	-	-	-	7,800,000	7,800,000
	Cold Springs Road 12" Water Line Extension - Miami Church Road to NC Highway 49	Transfer from Water	-	-	-	-	-	-	-	-	-	-	-	10,805,000	10,805,000
	George Liles Pkwy Phase 4 - Roberta Road to NC Highway 49	Transfer from Water	-	-	-	-	-	-	-	-	-	-	-	1,250,000	1,250,000
	Poplar Tent Road Widening - Derita Road to NC Highway 73	Transfer from Water	-	-	-	-	-	-	-	-	-	-	-	3,300,000	3,300,000
	US Highway 601 24" Water Line Extension - Zion Church Road to Miami Church Road	Transfer from Water	-	-	-	-	-	-	-	-	-	-	-	4,183,000	4,183,000
	NC Highway 3 Widening - Dale Earnhardt Boulevard to US Highway 601	Transfer from Water	-	-	-	-	-	-	-	-	-	-	-	1,100,000	1,100,000
Water Capital Projects Fund Total - Expense			14,605,000	10,322,000	-	7,550,000	-	8,896,500	-	1,001,500	-	-	-	28,438,000	70,813,000
Water Capital Projects Fund - Revenue Sources & Totals															
	Transfer from Water		230,000	-	-	5,650,000	-	4,001,500	-	1,001,500	-	-	-	20,638,000	31,521,000
	Future Projects - System Development Fees		600,000	1,997,000	-	1,900,000	-	4,895,000	-	-	-	-	-	-	9,392,000
	Transfer from Utility Capital Reserve		-	-	-	-	-	-	-	-	-	-	-	7,800,000	7,800,000
	Bond Proceeds		13,775,000	8,325,000	-	-	-	-	-	-	-	-	-	-	22,100,000

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
Water Capital Projects Fund Total - Revenue			14,605,000	10,322,000	-	7,550,000	-	8,896,500	-	1,001,500	-	-	-	28,438,000	70,813,000
421 - Wastewater Capital Projects															
8402 - WASTEWATER PROJECTS	Coddle Creek Tributary Outfall Extension from US Highway 29 to Rock Hill Church Road	Future Projects - Reserves	418,000	1,587,000	-	-	-	-	-	-	-	-	-	-	2,005,000
	Rocky River Tributary Outfall to Near Odell School Road (RR2)	Transfer from Sewer	-	-	-	-	-	-	-	-	-	-	-	4,435,000	4,435,000
	Rocky River Tributary Outfall to near John Q. Hammonds Drive	Transfer from Sewer, Future Projects - Reserves	-	240,000	-	1,600,000	-	-	-	-	-	-	-	-	1,840,000
	Coddle Creek Tributary Outfall Near Concord Parkway S.	Transfer from Sewer	-	-	-	-	-	500,000	-	-	-	-	-	4,300,000	4,800,000
Wastewater Capital Projects Fund Total - Expense			418,000	1,827,000	-	1,600,000	-	500,000	-	-	-	-	-	8,735,000	13,080,000
Wastewater Projects Fund - Revenue Sources & Totals															
		Transfer from Sewer	418,000	-	-	1,600,000	-	500,000	-	-	-	-	-	8,735,000	11,253,000
		Future Projects - Reserves	-	1,827,000	-	-	-	-	-	-	-	-	-	-	1,827,000
		Developer Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Wastewater Capital Projects Fund Total - Revenue			418,000	1,827,000	-	1,600,000	-	500,000	-	-	-	-	-	8,735,000	13,080,000
451 - Airport Capital Projects															
6300 - AIRPORT PROJECTS	Airport Hangar Taxilane Rehabilitation & Taxilane Strengthening	Transfer from Aviation, Future Grants	194,883	-	-	2,700,000	-	-	-	-	-	-	-	-	2,894,883
	Mistywood Land Acquisition	Other Income, Transfer from Aviation, Grant Proceeds	-	-	-	2,145,000	-	1,980,000	-	594,000	-	-	-	-	4,719,000
	North Apron Access Road	Future Grants	-	-	-	2,000,000	-	2,000,000	-	1,620,000	-	-	-	-	5,620,000
	Runway Widening	Transfer from Aviation, Future Grants	-	-	-	9,000,000	-	9,000,000	-	-	-	-	-	-	18,000,000
	Aviation Fiber	Transfer from Aviation	-	-	-	237,050	-	172,501	-	-	-	-	-	-	409,551
	Airport Ops/Security Center	Transfer from Aviation, Future Grants	-	-	-	300,000	-	250,000	-	-	-	-	-	-	550,000
	SDA Commercial Passenger Terminal Building Phase 2	Transfer from Aviation, Future Grants	-	-	-	1,500,000	-	7,300,000	-	8,000,000	-	-	-	-	16,800,000
	South Development Apron Expansion Phase 2	Transfer from Aviation, Future Grants	-	-	-	1,100,000	-	4,740,589	-	250,000	-	5,914,000	-	-	12,004,589
	Commercial Passenger Terminal Parking Phase 2	Transfer from Aviation	-	-	-	600,000	-	6,000,000	-	-	-	-	-	-	6,600,000
	Runway 20 EMAS	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	938,676	-	3,754,700	-	-	4,693,376

Capital Improvement Plan Listing (CIP)															
Functional Area / Budget Units	Project Title	Funding Source(s)	Total Appropriations to Date	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	FY 2027 Budget	Impact on FY 2027 Operating Budget	FY 2028 Budget	Impact on FY 2028 Operating Budget	Future (remainder of project)	Total Budget Impact
PROJECTS	Myint Lane Airport Access Road	Transfer from Aviation	-	-	-	-	-	-	-	70,000	-	700,000	-	-	770,000
	Myint Lane Airport Apron Development	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	150,000	-	1,200,000	-	-	1,350,000
	Community Hangar	Future Grants	-	-	-	2,000,000	-	20,000,000	-	-	-	-	-	-	22,000,000
	North Internal Service Road	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	325,000	-	1,824,300	-	-	2,149,300
	General Aviation (GA) Complex	Transfer from Aviation	-	-	-	-	-	-	-	2,000,000	-	8,000,000	-	10,000,000	20,000,000
	Airport Helipads	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	41,000	-	310,000	-	-	351,000
	FBO Terminal Building Rehabilitation	Other Income, Transfer from Capital Projects	-	-	-	-	-	-	-	-	-	580,000	-	12,800,000	13,380,000
	East Side Airport Land Acquisition Area	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	-	-	-	-	5,255,000	5,255,000
	Ivey Cline Land Acquisition	Transfer from Aviation, Future Grants	-	-	-	-	-	-	-	-	-	-	-	3,565,000	3,565,000
	East Side Commercial Airline Terminal Area	Transfer from Aviation, Financing Proceeds, Future Grants	-	-	-	-	-	-	-	-	-	-	-	44,000,000	44,000,000
	Aviation Blvd./Zephyr Pl. Connecting Road	Future Grants	-	-	-	-	-	-	-	4,000,000	-	-	-	-	4,000,000
Airport Capital Projects Fund Total - Expense			194,883	-	-	21,582,050	-	51,443,090	-	17,988,676	-	22,283,000	-	75,620,000	189,111,699
Airport Capital Projects Fund - Revenue Sources & Totals															
	Transfer from Aviation	-	-	-	2,007,050	-	8,001,559	-	2,925,984	-	9,197,050	-	17,926,750	40,058,393	
	Future Grants	-	-	-	17,520,000	-	41,551,531	-	14,495,692	-	12,505,950	-	21,893,250	107,966,423	
	Other Income	-	-	-	-	-	-	-	-	-	-	-	-	6,400,000	
	Transfer from Capital Projects	-	-	-	-	-	-	-	-	-	-	580,000	-	6,400,000	
	Financing Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	23,000,000	
	Grant Proceeds	-	-	-	2,055,000	-	1,890,000	-	567,000	-	-	-	-	4,512,000	
	State Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal Aid	194,883	-	-	-	-	-	-	-	-	-	-	-	-	194,883	
Airport Capital Projects Fund Total - Revenue			194,883	-	-	21,582,050	-	51,443,090	-	17,988,676	-	22,283,000	-	75,620,000	189,111,699
475 - Rocky River Golf Course Projects															
7550 - GOLF COURSE PROJECTS	Bunker Restoration	Transfer from Golf	-	-	-	215,000	-	-	-	-	-	-	-	-	215,000
Rocky River Golf Course Projects Fund Total - Expense			-	-	-	215,000	-	-	-	-	-	-	-	-	215,000
Rocky River Golf Course Projects Fund - Revenue Sources & Totals															
	Transfer from Golf	-	-	-	215,000	-	-	-	-	-	-	-	-	-	215,000
Rocky River Golf Course Projects Fund Total - Revenue			-	-	-	215,000	-	-	-	-	-	-	-	-	215,000
CITYWIDE CIP TOTAL			50,350,470	94,242,233	667,714	45,533,150	2,120,543	101,262,960	1,948,055	28,011,976	2,785,196	54,365,510	3,073,078	194,136,545	578,497,430

City of Concord, North Carolina
CAPITAL PROJECT ORDINANCE
BE IT ORDAINED BY THE CITY OF CONCORD, NORTH CAROLINA

The following project expenditures and anticipated fund revenues are hereby appropriated for the construction of the City's various capital projects and funds for the fiscal year beginning July 1, 2023 and ending June 30, 2024. *Specific future capital project details may be found in the City's Capital Improvement Plan.*

SECTION I. CAPITAL RESERVE PROJECTS

General Fund Recreation Capital Reserve - Fund 280

Future Projects – Parks & Rec	\$ 1,584,000	
Transfer from General Fund (1¢)		\$ 1,584,000
	\$ 1,584,000	\$ 1,584,000

General Fund Capital Reserve - Fund 285

Transfer to General Capital Projects	\$ 8,020,076	
Future Projects Reserves	(\$ 8,020,076)	
	\$ 0	\$ 0

Utility Funds Capital Reserve - Fund 282

Future Water Projects	\$ 1,000,000	
Future Wastewater Projects	\$ 400,000	
Future Electric Projects	\$ 3,551,314	
Transfer from Water		\$ 1,000,000
Transfer from Wastewater		\$ 400,000
Transfer from Electric		\$ 3,551,314
	\$ 4,951,314	\$ 4,951,314

SECTION II. GENERAL CAPITAL PROJECTS

Recreation Projects - Fund 420

Poplar Tent Trailhead Park	\$ 1,680,000	
Caldwell Park Improvements	\$ 7,289,118	
J.E. Jim Ramseur Park	\$ 19,300,000	
Dorton Park Improvements	\$ 4,628,787	
Academy Recreation Center/Gibson Village	\$ 5,967,680	
David Phillips Activity Center Park Development	\$ 2,650,000	
Bond Proceeds		\$ 41,515,585
	\$ 41,515,585	\$ 41,515,585

Fire Projects – Fund 426

Fire Station 3 – Expansion	\$ 585,000	
Fire Station 6 & David District Substation	\$ 9,780,000	
ARFF Certification Equipment	\$ 275,000	
Transfer from General Fund		\$ 860,000
Financing Proceeds		\$ 9,780,000
	\$ 10,640,000	\$ 10,640,000

General Fund Capital Projects - Fund 430

Fleet Facility	\$ 11,401,871	
Charlie District Substation Renovation	\$ 250,000	
Communications Building – Fire Station 3	\$ 2,145,000	
IT Switches Transition	\$ 460,000	
Rutherford Cemetery Expansion	\$ 138,000	
Fiber Network Expansion	\$ 525,000	
Finance/HR ERP	\$ 250,000	
Future Projects Reserves	(\$ 665,000)	
Financing Proceeds		\$ 2,145,000
Transfer from General Fund		\$ 748,000
Transfer from Stormwater		\$ 353,458
Transfer from Electric		\$ 1,109,506
Transfer from Transit		\$ 14,822
Transfer from Wastewater		\$ 640,785
Transfer from Aviation		\$ 179,086
Transfer from Public Housing		\$ 21,664
Transfer from Internal Service		\$ 745,682
Transfer from General Capital Reserve		\$ 8,020,076
Transfer from Water Future Projects Reserves		\$ 526,792
	\$ 14,504,871	\$14,504,871

SECTION III. OTHER FUND CAPITAL PROJECTS**Wastewater Projects - Fund 421**

Rocky River Outfall to John Q Hammonds Dr.	\$ 240,000	
Coddle Creek Outfall - US29/Rock Hill Church Rd. - (Crossbow Pump Station Elimination)	\$ 1,587,000	
Future Project Reserves	(\$ 1,827,000)	
	\$ 0	\$ 0

Transportation Projects Fund - 423

Poplar Tent Rd. at Harris Rd. Intersection Improv.	\$ 11,860,000	
Traffic Signal Central System Replacement	\$ 1,500,000	
Roberta Road Middle School - Sidewalk	\$ 370,000	
Spring St. Concrete Ph. 1	\$ 344,777	
Future Transportation Projects	\$ 1,444,500	
Future Concrete Streets	\$ 456,723	
PIP Infrastructure – Sidewalk Gaps	\$ 100,000	
Future Sidewalk Projects	\$ 30,000	
Vehicle Licenses \$5 Fee		\$ 425,000
Transfer from General Fund (2.5¢)		\$ 3,960,000
Federal Aid		\$ 10,521,000
Future Grants		\$ 1,200,000
	\$ 16,106,000	\$ 16,106,000

Water Projects - Fund 429

Hillgrove WTP GAC Contactors	\$ 6,095,000	
Hillgrove WTP Settling Basin Improvements	\$ 2,230,000	
Zion Church Rd. 12" Line	\$ 1,597,000	
Cross Country 16" Line – Hwy 49 to Rocky River Rd.	\$ 200,000	
Rocky River Rd 16" Line – Hearth Ln. to Archibald	\$ 200,000	
Transfer to Capital Projects	\$ 526,792	
Future Projects Reserves	(\$ 2,523,792)	

Bond Proceeds		\$ 8,325,000
	\$ 8,325,000	\$ 8,325,000
Electric Projects – Fund 473		
Substation T	\$ 500,000	
Transfer from the Electric Fund		\$ 500,000
	\$ 500,000	\$ 500,000
Stormwater Projects – Fund 474		
Farmwood Blvd. Culvert Replacement	\$ 193,000	
Future Projects Reserves	(\$ 193,000)	
	\$ 0	\$ 0

SECTION IV. SPECIAL AUTHORIZATION – CITY MANAGER

- The City Manager (or his/her designee if the sum is under \$10,000) shall be authorized to reallocate departmental appropriations among the various objects of expenditures, as he believes necessary.
- The City Manager shall be authorized to affect interdepartmental transfers in the same fund, not to exceed 10 percent of the appropriated monies for the department whose allocation is reduced.
- Interfund transfers, which are already established in the capital improvement budget document, may be accomplished without recourse to the Council.
- Projects that are complete and inactive for at least one year may be closed without recourse to the Council.

SECTION V. RESTRICTIONS – CITY MANAGER

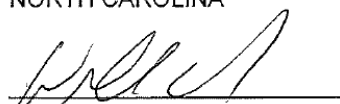
- The interfund transfer of monies, except as noted in Section 4, Paragraph C, shall be accomplished with Council authorization only.
- Any unused funds may be reappropriated to other funds with Council authorization only.

SECTION VI. UTILITIZATION OF CAPITAL IMPROVEMENTS BUDGET

This ordinance shall be the basis of the financial plan for capital improvement projects for the City of Concord during FY 2023-24. The above revenues/expenditures shall extend from year to year until each individual project is completed and closed.

This Ordinance is approved and adopted on this 8th day of June 2023.

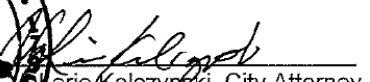
CITY COUNCIL
CITY OF CONCORD
NORTH CAROLINA


William C. Dusch, Mayor

ATTEST:


Kim J. Deason, City Clerk




Sherie Kolczynski, City Attorney

Operating Impacts & Year 1 Projects



SECTION CONTENTS



Operating Impacts

Operating costs associated with CIPs.



First Year CIP Project Detail

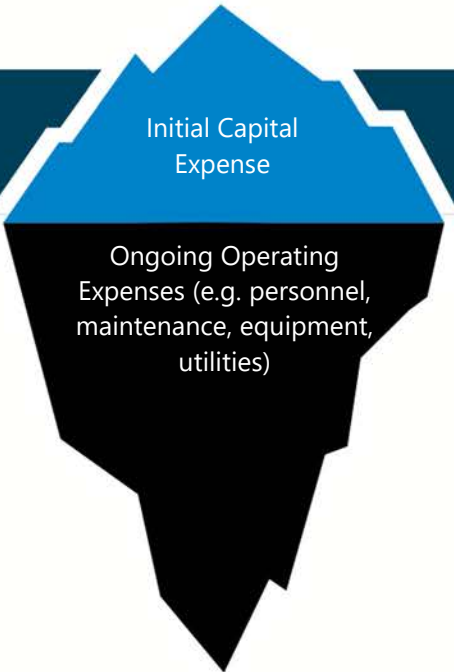
Learn about all of the CIP projects with funding in FY 2024.

Operating Impacts

Related to Capital Projects

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 below).

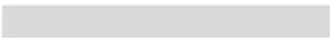
Similar to an iceberg, Capital Projects may have additional expenses are not easily seen – like the underside of an iceberg. Within the CIP, staff tries to anticipate and estimate operating impacts of Capital Projects so they do not come as a surprise when they are needed.



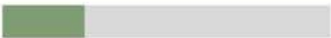
GENERAL IMPACTS EXPECTED WITH PROJECT TYPES



Transportation Projects:
Little to No Operational Impacts



Infrastructure Projects:
Annual Maintenance
Revenue Possibilities



Parks Projects:
Annual Maintenance
New Personnel
Utilities
Equipment

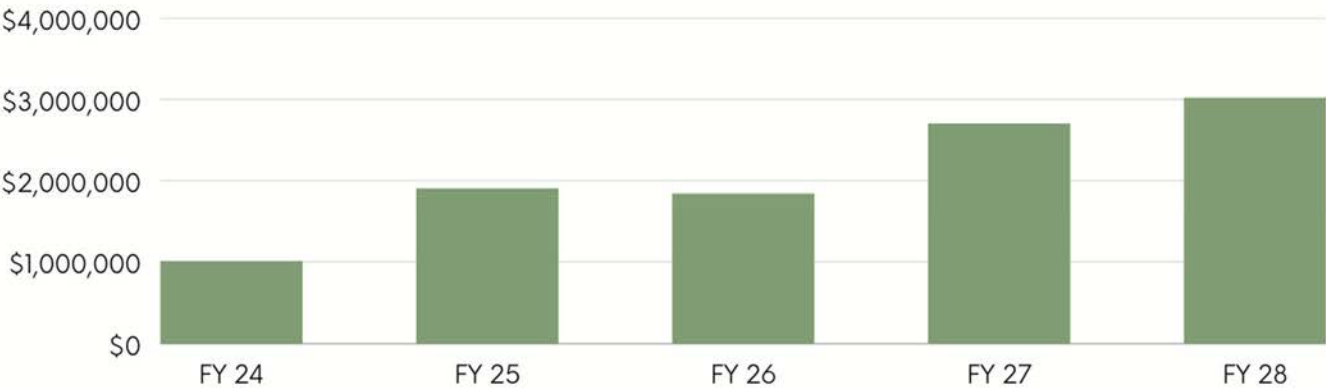


Building Projects:
Annual Maintenance
New Personnel
Utilities
Equipment



Bars depict the level of operating impacts by project type.

FY 24-28 KNOWN OPERATING IMPACTS



Operating Impacts of First-Year Projects

Capital improvement project revenues are budgeted at the fund level and associated direct expenses are budgeted in capital project budget units. Projects may also have indirect one-time or continuing impacts on operating expenses or revenues. The examples below highlight direct and indirect impacts for a number of projects. However, this is not a comprehensive list. Other projects may have impacts that cannot be anticipated at this time.

Direct Impacts:

Transfers from Operating Budgets

A substantial amount of funding for FY 2024 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:

Fire Projects:	\$ 860,000
General Capital Projects:	\$ 3,813,003
Electric Fund:	\$ 500,000

Financing Projects

Debt financing proceeds allow for the full cost of a project to be absorbed over multiple years instead of in one year. This debt service has a significant operating impact that can come from capital projects. In FY 23, voters passed a referendum that authorized the City to issue \$60 million in General Obligation bonds for parks projects across the City. Due to the timing of these projects, only \$42 million of these bonds will be issued in FY 24 and debt service for this tranche of funds is not expected until FY 25. The City's Water department will also be issuing \$21 million dollars in revenue bonds in FY 24, with an expected interest payment in the budget and principal and interest payments in the planning year.

Indirect Impacts: Additional Operating Impacts for First Year CIPs

General Fund

Parks

There are multiple factors to consider when determining operational impacts for adding a new park or updating existing parks facilities. These factors include the addition of City-owned property, buildings/shelters, miles of greenways within the parks, maintenance/upkeep, and potential staffing needs. In general, adding or expanding parks and their amenities will increase operational costs.

Academy Recreation Center/Gibson Village Complex Development: The development of this property will expand the current footprint of the park space in the area, which will require an increase in maintenance and other operational costs beginning after facilities become operational. (FY 29 = \$8,691). However, there are cost savings opportunities in this project if baseball fields are equipped with turf and other more efficient materials replace outdated materials during renovations.

Caldwell Park Improvements: Renovations to Caldwell Park will include a new splash pad, which will incur operational costs for chemicals maintenance. There will also be operational costs of additional lights and services for the addition of new, covered basketball courts. Total expected impact of this renovation is \$8,892 annually beginning in FY 26.

David Phillips Activity Center Park Development: This project involves developing a park on 10 acres located at the David Phillips Activity Center. The new park would have trails, a playground, restrooms, space for an outdoor classroom, and much more. After completion of this project, operational costs are expected to total \$8,922 annually for maintenance, utilities, and other general upkeep.

Dorton Park Improvements: Updating this park with a new playground and other upgrades such as improvements to the restroom facilities will come with minimal operational impacts as the overall footprint of the park will stay about the same. Total expected operational costs are \$3,570 annually for playground inspections and utilities beginning in FY 28.

J.E. "Jim" Ramsey Park Development: The largest Parks and Recreation project of FY 24, the J.E. "Jim" Ramsey park will be 28.6 acres and located in the Northwest portion of Concord. Included in this project are many amenities that will have some type of operational impact, such as a splash pad, pickleball courts, and event space. Expected operational costs included in this project are for miscellaneous parks supplies, ongoing/recurring maintenance, and utilities. Total expected parks operational costs are \$242,204 starting in FY 27. However, these are not the only operating expenses the City anticipates for this project. Other operational costs will be discussed in following sections.

Poplar Tent Trailhead Park: Adding a park to the trailhead of Rocky River corridor of the Hector H. Henry Greenway, this project will also include a parking lot for visitors to the greenway and restrooms. Expected operational costs for this project are \$3,251 annually starting in FY 28 for maintenance/inspections and utilities for the restrooms and lights.

Fire:

ARFF Certification Equipment: With no current ARFF training opportunities in Concord, firefighters are required to travel to Charlotte for training. Partnering with RCCC to add certification equipment to the Concord-Padgett Regional Airport would save money over time on travel and training expenses. Including this equipment would incur the cost of LP Gas for the training which is estimated at \$10,000 in FY 25 and increasing to \$14,000 annually in FY 28. There is also the potential for this CIP to be a future revenues stream since other agencies may be interested in paying to use Concord's equipment.

Fire Station 3 – Expansion: As both the City's Fire and Emergency Communications departments continue to grow, the need for additional facility space becomes more important. Communications will move to their own stand-alone building behind Fire Station 3, while the Fire Department will take over what is now the Call Center. This transition will allow the Fire Department to reorganize the building to add a gym and a garage. These additions will incur increases in utilities for the building, which is estimated to be \$2,500 annually beginning in FY 25. There is also the possibility that maintenance costs will increase marginally with the addition of new equipment to fill the space or technology included in the expansion.

Fire Station 6/David District PD Substation: This project will be a joint effort from the Fire and Police departments to serve both of their needs in the Northwest area of the City. In FY 23, the City purchased a fire engine that will inevitably be housed at this new joint facility, but we will first need to hire coworkers to staff the new truck. This cost is expected to be \$447,714 in FY 24 and about \$1.1 million in subsequent years. Personnel and equipment are not the only operational impacts that a new facility will have. As this building is replacing the current ARFF station that is at the Concord-Padgett Regional Airport and increasing the footprint of the station, there will be an increase in utilities, estimated at \$25,000 annually, and insurance, estimated at \$8,000 annually.

Police:

Fire Station 6/David District PD Substation: As a partner in this project, Police is expected to incur costs associated with the building itself. Operating impacts for the Police Department will resemble that of Fire: these costs include utilities, supplies, and maintenance.

Renovate Charlie District Police Substation: This project includes renovating and updating the current Charlie District Police Substation, which will include taking over a Parks & Recreation community room and dealing with a chronic mold issue. Operational impacts for this project are static as they are mostly the purchase of furniture and equipment for the space that is not expected to be capitalized, including workstations for supervisors and managers and lockers for PD personnel and is estimated to be \$120,000.

Communications:

Communications Building at Fire Station 3: As mentioned above, Emergency Communications will be building their own stand-alone building behind Fire Station 3. With the construction of any new facility, there will be operational costs associated. Costs would include utilities, general maintenance and upkeep, and equipment; however, these costs are unknown at this time and will be estimated as design is finalized.

Cemeteries:

Rutherford Expansion: The expansion of Rutherford Cemetery will add 400 graves to the site. Operational costs are expected to increase marginally with the expansion of the footprint of the usable cemetery. Items such as departmental supplies and fuel could see increased usage as coworkers are required to maintain more acreage.

Fleet:

Fleet Services Facility: Due to the ever-growing size of the City's fleet, the current fleet building is over capacity. The City will be constructing a new fleet facility with expected increases in operational costs for utilities and general maintenance. Fleet will also be able to increase their FTE count due to the increased number of service bays, allowing them to better service the fleet overall and reduce vehicle downtime. Operational costs related to personnel are expected to be \$54,993 in FY 25 for 1 new position and \$109,986 for FY 26 adding a second new position. They will also require a new service truck with tools/supplies which will total \$100,000 in FY 25.

Fiber:

Fiber Network Expansion: This project will create redundancy in the fiber network to prevent outages as well as create a path for future fiber to the J.E. "Jim" Ramseur Park. Projects such as this typically do not have operational impacts or if they do, they are negligible. This specific project will allow the City to abandon a fiber line that has an annual cost to use. This is anticipated to save the City \$3,000 annually.

Enterprise Funds

Electric:

Substation T Distribution Exits: Once constructed, the substation project will add minimal operating impacts to the Electric fund for regular maintenance and facility upkeep.

Water:

GAC Contactors at Hillgrove: Granular Activated Carbon (GAC) Contactors being added to the Hillgrove Water Treatment Plant will reduce the amount of disinfection by-products resulting during the treatment process. Reducing these by-products will potentially reduce chemical and material costs at the water treatment plant. Routine maintenance costs for installing GAC contactors may slightly increase operational budgets.

Hillgrove WTP Settling Basin Improvements: The replacement of the current failing tube settlers at the Hillgrove Water Treatment Plant will maintain the Plant's ability to comply with regulations and maintain water quality. This replacement should also allow for maintenance costs to be reduced while the improvements are still early in their life cycle.

Internal Service Fund

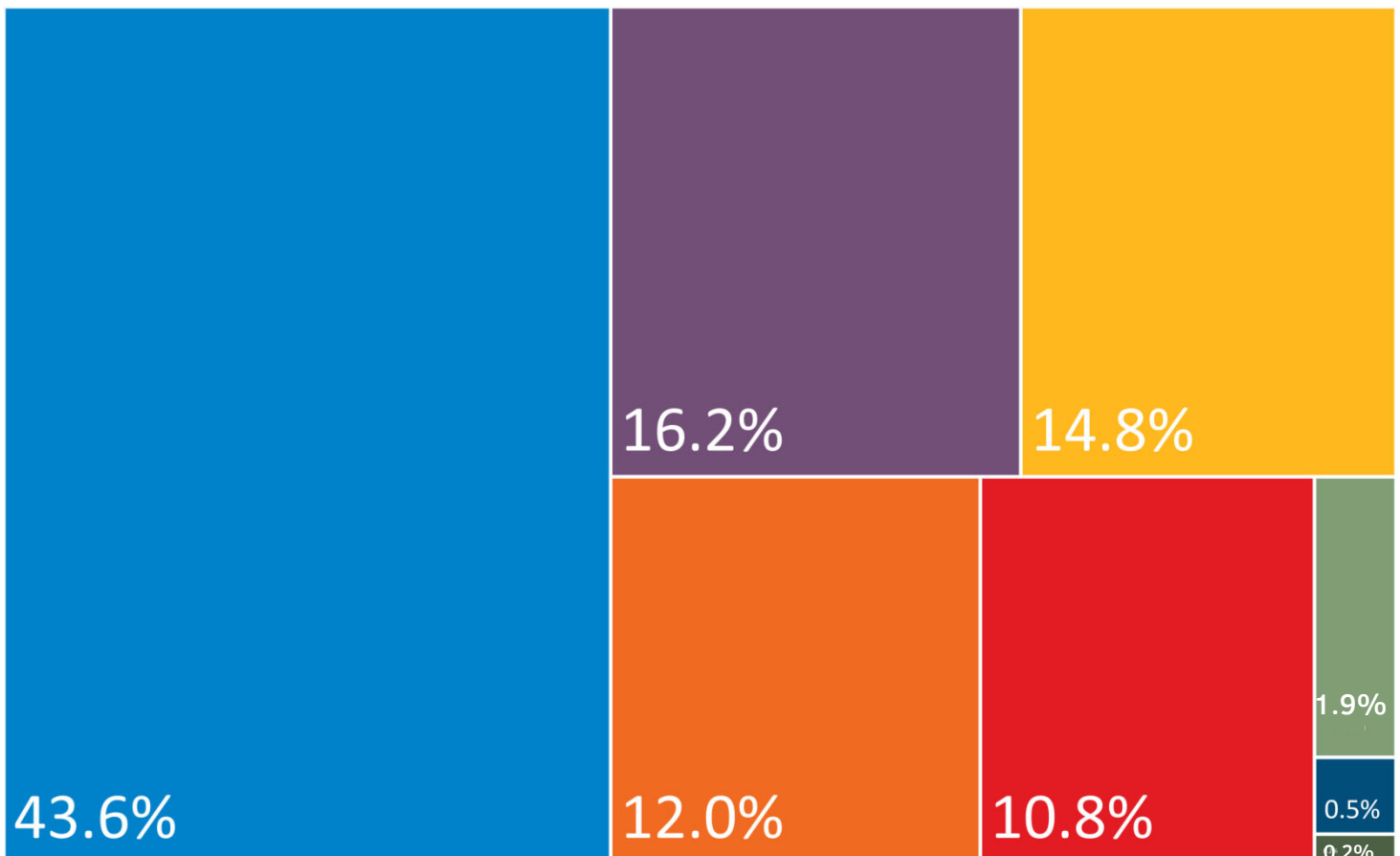
Buildings & Grounds:

Various Projects: Buildings & Grounds provides services to all departments at some capacity, and the need for their services increases as departments grow. As Parks & Recreation increases park acreage and greenway mileage, Buildings & Grounds must increase staffing to maintain these assets. Beginning in FY 27, Buildings & Grounds is expected to increase operations by \$254,135 and \$376,566 in FY 28. Parks & Recreation is not the only reason Buildings & Grounds increases operational costs, and as other departments add facility space, they will continue to evaluate the need for custodians, supplies, and maintenance costs.

Year 1 CIP Expenditures

By Fund		Project Costs
	Parks & Recreation Projects	41,515,585
	Wastewater Projects	1,827,000
	Transportation Projects	14,074,777
	Fire Projects	11,419,794
	Water Projects	10,322,000
	General Projects	15,389,871
	Airport Projects	-
	Electric Projects	500,000
	Stormwater Projects	193,000
	Golf Projects	-
Total Expenditures		\$ 95,242,027

FY 24 Expenditures by Fund



First Year CIP Project Detail

The boxes below provide summary detail for CIP projects scheduled for funding in year 1, or FY 2024, of the CIP. For additional description and cost information, please see each project's individual page in the City's FY 2024-2028 Capital Improvement Plan.

How To Read Example:

Department:		
Project Title:		FY24 Cost
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:		
Caldwell Park Improvements		\$ 7,289,118
<p>This project consists of the Caldwell Park renovation based on the June 2020 adopted master plan, which provided recommendations for renovation, improvements, and additional amenities, including a splash pad. The project also includes a multi-use path along Irish Buffalo Creek as part of Irish Buffalo Creek Greenway - a Carolina Thread Trail identified corridor. The first part of the Irish Buffalo Creek Greenway development will be within the park near Melrose Drive to Rutherford Street, approximately .60 miles at a cost of \$1.7 million per mile as identified in the OSCA. The project will be phased and include amenities identified in two grants. The first grant from the Land and Water Conservation Fund (LWCF), totals \$498,960 and will be used for the development of an inclusive playground, the renovation of the small diamond field renovation and multi-purpose field, and to add new covered basketball courts. The second grant comes from the Parks and Recreation Trust Fund totals \$400,000 for the development of a splash pad, new renovated Optimist Shelter and Greenway.</p> <p>Phase I: Development of Caldwell Park including expanded parking, LWCF amenities, PART amenities and Greenway within the park.</p> <p>Phase II: Tennis Court shelter, new basketball courts, and tennis courts.</p> <p>Phase III: Trailhead parking at Melrose & Lincoln.</p>	<p>Total Capital Cost: \$11,750,531</p> <p>Total Operating Cost: \$53,352</p> <p>Funding Source(s): Transfer from General Capital Reserve, Bond Proceeds</p>	
J.E. "Jim" Ramseur Park Development		\$ 19,300,000
<p>This project further develops the J.E. "Jim" Ramseur Park in Northwest Concord, located at 1252 Cox Mill Road, to serve City recreational needs. The master plan was adopted in August 2021 and the firm Woolpert is completing design of the 28.6 acre park. Overall this project consists of a wide range of park amenities and will be completed in multiple phases with greenway connectivity to Clarke Creek Greenway.</p> <p>Phase I: Consists of playgrounds, a splash pad, pickle ball courts, dog park, shelters, open/event space, and other needs based on the results from the public survey. Within the park, additional amenities such as the controlled adjacent fields will help provide programming needs and expand the park.</p> <p>Future Phases: May consist of a recreation center with gymnasiums, classrooms, fitness opportunities, and multi-purpose space.</p>	<p>Total Capital Cost: \$58,797,587</p> <p>Total Operating Cost: \$2,055,704</p> <p>Funding Source(s): Transfer from General Capital Reserve, Bond Proceeds</p>	
Dorton Park Improvements		\$ 4,628,787
<p>This project consists of the renovations for Dorton Park according to the September 2020 Master Plan adopted by Council. Recommendations include a parking lot expansion, new playground, improvements to existing trails, and connectivity through the Coddle Creek Greenway. This project will also provide additional space for B&G equipment to service Dorton Park, George Liles Greenway, Weddington Road Bark Park, and Hector H. Henry Greenway - Riverwalk. The NCDOT Poplar Tent widening may impact the parking improvements for this project and the phasing timeline. This project also includes a portion of the Coddle Creek Greenway within the park.</p> <p>Phase I: Development of park improvements on Yorke Side of park that could include expanding disc golf, improving the restroom building, and upgrading other existing amenities. Amenities not impacted by NCDOT widening of Poplar Tent.</p> <p>Phase II - Expanded parking as well as upgrades to B&G building access and parking lot.</p>	<p>Total Capital Cost: \$8,043,377</p> <p>Total Operating Cost: \$7,140</p> <p>Funding Source(s): Bond Proceeds</p>	

Academy Recreation Center/Gibson Village Complex Development		\$	5,967,680
<p>This project will explore the creation of a new "Gibson Village Park" concept and includes master plan based development and redevelopment for the Academy Recreation Center, Academy Complex (including existing park and City facilities), McInnis Aquatic Center, Historic Webb Field, McAllister Field, Gibson Field, Village Greenway corridor, and Kerr Street open space. The plan will explore alternatives and cost estimates for park amenities with a major focus on connectivity within the neighborhood. We plan to develop the above properties using master plan recommendations; identify connectivity opportunities; and develop new programming for athletics and cultural arts. This would include evaluating whether to add turf to the multi-purpose Webb Field. Adding turf to the field would allow for increased usage without limiting play.</p> <p>Phase I: Includes properties on Kerr Street like the open space beside Clearwater Art Studios and at the corner of Kerr & Cedar Street. Develop based on the adopted master plan for a pump track, skate park, open art event space, and restrooms. The property at the corner of Kerr and Academy, development for community space.</p> <p>Phase II: Includes the renovations to the existing Webb Field, McAllister Field and surrounding buildings and Gibson Field according to the master plan developing into a neighborhood park.</p> <p>Phase III: Renovations to the existing McInnis Aquatic Center.</p> <p>Phase IV: Renovations at Academy Recreation Center.</p>	Total Capital Cost:		\$11,259,800
	Total Operating Cost:		\$314,924
	Funding Source(s):		Bond Proceeds
David Phillips Activity Center Park Development		\$	2,650,000
<p>This project develops 10 acres located at the David Phillips Activity Center (946 Burrage Road) into a park. This park development will be based on the September 2020 Council adopted Master Plan. Future phases include additional trails; a nature-themed playground; skills training area and activity zones; an aviary shade canopy and additional restroom; an apple orchard garden; and a treehouse. This project also includes greenway connectivity to the future McEachern Greenway - Hospital Phase creating a greenway loop.</p>	Total Capital Cost:		\$3,070,000
	Total Operating Cost:		\$17,844
	Funding Source(s):		Bond Proceeds
Poplar Tent Trailhead Park		\$	1,680,000
<p>The project addresses bicycle, pedestrian, and greenway needs that were identified in the Parks & Recreation Comprehensive Master Plan and OSCA. It includes the development of a trailhead parking lot, park and restrooms along the Rocky River corridor to service the HH Greenway Cannon Crossing Phase. This park will also provide vital cross connectivity to the Clarke Creek Greenway. This is a Carolina Thread Trail priority greenway corridor.</p>	Total Capital Cost:		\$1,840,000
	Total Operating Cost:		\$6,502
	Funding Source(s):		Bond Proceeds
Wastewater Capital Projects:			
Rocky River Tributary Outfall to near John Q. Hammonds Drive		\$	240,000
<p>This project will include the replacement of approximately 2,040' of 12" diameter gravity sewer line in the Rocky River Basin with a 15" diameter gravity sewer line.</p>	Total Capital Cost:		\$1,840,000
	Total Operating Cost:		\$0
	Funding Source(s):		Transfer from Sewer, Future Projects - Reserves
Coddle Creek Tributary Outfall Extension from US Highway 29 to Rock Hill Church Road		\$	1,587,000
<p>This project will include the installation of approximately 2,900' of 12" diameter gravity sewer line that will be tributary to Coddle Creek and will be extended to Rock Hill Church Road in order to abandon the existing Crossbow Circle Pump Station.</p>	Total Capital Cost:		\$2,005,000
	Total Operating Cost:		\$0
	Funding Source(s):		Future Projects - System Development Fees
Transportation Capital Projects:			
Roberta Rd. Middle School Sidewalk Extension		\$	370,000
<p>This project reserves funds for the reimbursement to Cabarrus County Schools of expenses related to sidewalk improvements associated with the new Roberta Road Middle School. The project costs listed is an estimated amount.</p>	Total Capital Cost:		\$370,000
	Total Operating Cost:		\$0
	Funding Source(s):		Designated PIP Sidewalks
Traffic Signal Central System Replacement		\$	1,500,000
<p>Replacement of current local (cabinet) and central (management software ran in the TMC) signals software. This project consists of switching both the current ATMS (advanced traffic management software) and the local software deployed in the traffic signal cabinets. NCDOT has selected a different integrated solutions provider that will meet their 2030 goals: transit signal priority, emergency vehicle pre-emption and integration with connected and autonomous vehicles. For the local system there will be a hardware change required for the majority of the existing signals along with engineering work for signal plan modifications to accommodate the new hardware and implementation of the new software to successfully transition to the new provider.</p>	Total Capital Cost:		\$1,500,000
	Total Operating Cost:		\$0
	Funding Source(s):		Designated 2.5¢ Transportation Reserve, Future Grants

Spring Street Ph. I Concrete Road Replacement		\$	344,777
This phase of Spring St. will replace the concrete road structure and reconstruct using standard asphalt sections along Spring Street from Wilshire to Fryling as well as replacing most of the curb and gutter in the section due to the overall condition and potential for further damage during demolition of the existing concrete.	Total Capital Cost:		\$344,777
	Total Operating Cost:		\$0
	Funding Source(s):	Designated 0.54 Transportation Reserve - Concrete Streets	
Poplar Tent at Harris Intersection Improvements		\$	11,860,000
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 a 20% local match. The total estimate for the project is \$15,080,000 with the Local match totaling approximately \$3,016,000.	Total Capital Cost:		\$15,080,000
	Total Operating Cost:		\$0
	Funding Source(s):	Federal Aid, Designated 2.54 Transportation Reserve	
Fire & Life Safety Capital Projects:			
ARFF Certification Equipment		\$	275,000
Aircraft Rescue Firefighting (ARFF) Training Equipment.	Total Capital Cost:		\$275,000
	Total Operating Cost:		\$96,000
	Funding Source(s):	Transfer from General Fund	
Fire Station 3 - Expansion		\$	585,000
Expansion of Fire Station #3 to provide needed space. The Fire Department will construct a garage/gym addition behind the living quarters.	Total Capital Cost:		\$585,000
	Total Operating Cost:		\$22,200
	Funding Source(s):	Transfer from General Fund	
Fire Station 6 & David District Police Substation		\$	11,339,588
Use design-build model to construct a new Fire Station 6/Police David District Substation located at Concord-Padgett Regional Airport.	Total Capital Cost:		\$10,080,000
	Total Operating Cost:		\$9,619,746
	Funding Source(s):	Financing Proceeds	
Water Capital Projects:			
Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road		\$	200,000
This project consists of providing a new 16" cross country water line from NC Highway 49 to Rocky River Road as part of a water system improvement.	Total Capital Cost:		\$2,995,000
	Total Operating Cost:		\$0
	Funding Source(s):	Future Projects - System Development Fees	
Rocky River Road 16" Water Line (Hearth Lane to Archibald Road)		\$	200,000
This project consists of providing a new 16" water line along Rocky River Road from Hearth Lane to Archibald Road as part of a water system improvement.	Total Capital Cost:		\$2,300,000
	Total Operating Cost:		\$0
	Funding Source(s):	Future Projects - System Development Fees	
GAC Contactors at Hillgrove WTP		\$	6,095,000
This project consists of designing and constructing Granular Activated Carbon (GAC) contactors at the Hillgrove Water Treatment Plan (WTP).	Total Capital Cost:		\$15,070,000
	Total Operating Cost:		\$0
	Funding Source(s):	Bond Proceeds	
Hillgrove WTP Settling Basin Improvements		\$	2,230,000
This project is to replace failing tube settlers at Hillgrove WTP.	Total Capital Cost:		\$7,030,000
	Total Operating Cost:		\$0
	Funding Source(s):	Bond Proceeds	
Zion Church Road 12" Parallel Water Line		\$	1,597,000
This project consists of providing a new parallel 12" water line and closed looping opportunity along Zion Church Road from NC Highway 49 to just north of Litaker Lane as part of a water system improvement.	Total Capital Cost:		\$1,697,000
	Total Operating Cost:		\$0
	Funding Source(s):	Future Projects - System Development Fees	
General Capital Projects:			
Renovate Charlie District Police Substation		\$	490,000
This project renovates the Charlie District police substation located inside Fire Station #7. Parks and Recreation has vacated the community room at this location and this plan was discussed with the Fire department.	Total Capital Cost:		\$250,000
	Total Operating Cost:		\$240,000
	Funding Source(s):	Transfer from General Fund, Future Projects - Reserves	
Communications Building at Fire Station 3		\$	2,145,000
Expansion of Fire Station #3 to provide needed space for both Communications and Fire. A Design-build model is proposed for an addition on the backside of the Communications Center to house administrative offices, a conference room and room for an expanded Comm Center. The Fire Department will construct a garage/gym addition behind the living quarters.	Total Capital Cost:		\$2,145,000
	Total Operating Cost:		\$0
	Funding Source(s):	Financing Proceeds	

Fiber Network Expansion		\$	525,000
This extended fiber route will provide a redundant path for some City facilities and infrastructure located on the western side of Concord to include Concord-Padgett Regional Airport, and also provide the necessary fiber route for future Parks and other City facilities located on the west side of I-85. This is a new 4 mile fiber run from the cross box on International Dr., out Poplar Tent Rd., over I-85 to Fire Station 9, and finally to the corner of Derita Rd. and Poplar Tent Rd.	Total Capital Cost:		\$674,182
	Total Operating Cost:		(\$24,000)
	Funding Source(s):	Transfer from Capital Projects, Transfer from Electric, Transfer from Aviation, Future Projects - Reserves	
Rutherford Expansion		\$	138,000
Rutherford Memorial Park Expansion - Develop Phase I which will yield approximately 400 grave sites.	Total Capital Cost:		\$342,000
	Total Operating Cost:		\$0
	Funding Source(s):	Transfer from General Fund	
Fleet Services Facility		\$	11,401,871
This project replaces the existing Fleet facility with a larger facility built on part of the 33 acre expansion area at the Alfred M. Brown Operations Center (BOC). Identified as a priority in the BOC Space Needs Study, the larger facility will be sufficient for future growth and large enough to service fire apparatus. This project also includes a fuel facility (gas and diesel), relocating the current Solid Waste debris site to a cleared area between the new Fleet facility and the Traffic Management Center, and constructing the appropriate access road to the debris site to handle heavy duty vehicular traffic.	Total Capital Cost:		\$20,211,971
	Total Operating Cost:		\$419,972
	Funding Source(s):	Transfer from General Capital Reserve, Transfer from Capital Projects, Transfer from Stormwater, Transfer from Electric, Transfer from Transit, Transfer from Sewer, Transfer from Aviation, Transfer from Public Housing, Transfer from Internal Service	
IT Switches Transition		\$	660,000
Network Switches in need of upgrading. Each switch will come with licensing software that will need to updated every 1 to 3 years.	Total Capital Cost:		\$720,000
	Funding Source(s):	Transfer from General Fund	
Finance/HR ERP System		\$	250,000
This project would fund a joint Human Resources and Finance ERP system.	Total Capital Cost:		\$1,000,000
	Total Operating Cost:		\$0
	Funding Source(s):	Transfer from General Fund, Future Projects - Reserves	
Electric Capital Projects:			
Substation T Distribution Exits		\$	500,000
This project will provide the 12kV circuit connections from the new substation T to existing circuits feeding load centers including Common Grounds, George Liles Blvd, and the Concord Parkway corridor. It will also provide switching capabilities which improve system reliability in the area.	Total Capital Cost:		\$500,000
	Total Operating Cost:		\$0
	Funding Source(s):	Transfer from Electric	
Stormwater Capital Projects:			
Farmwood Boulevard Culvert Replacement		\$	193,000
This culvert replacement and upsizing under Farmwood Boulevard is to reduce flooding risk to neighborhood homes and replace aging infrastructure.	Total Capital Cost:		\$1,484,000
	Total Operating Cost:		\$0
	Funding Source(s):	Future Projects - Reserves	

Detailed CIP Project Information



SECTION CONTENTS

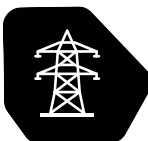
Note: Detail Pages for Future Year Projects are not included in this section.



**Parks & Recreation
Projects**



Fire Projects



Electric Projects



Wastewater Projects



Transportation Projects



Stormwater Projects



Aviation Projects



General Capital Projects



Water Projects



Golf Projects

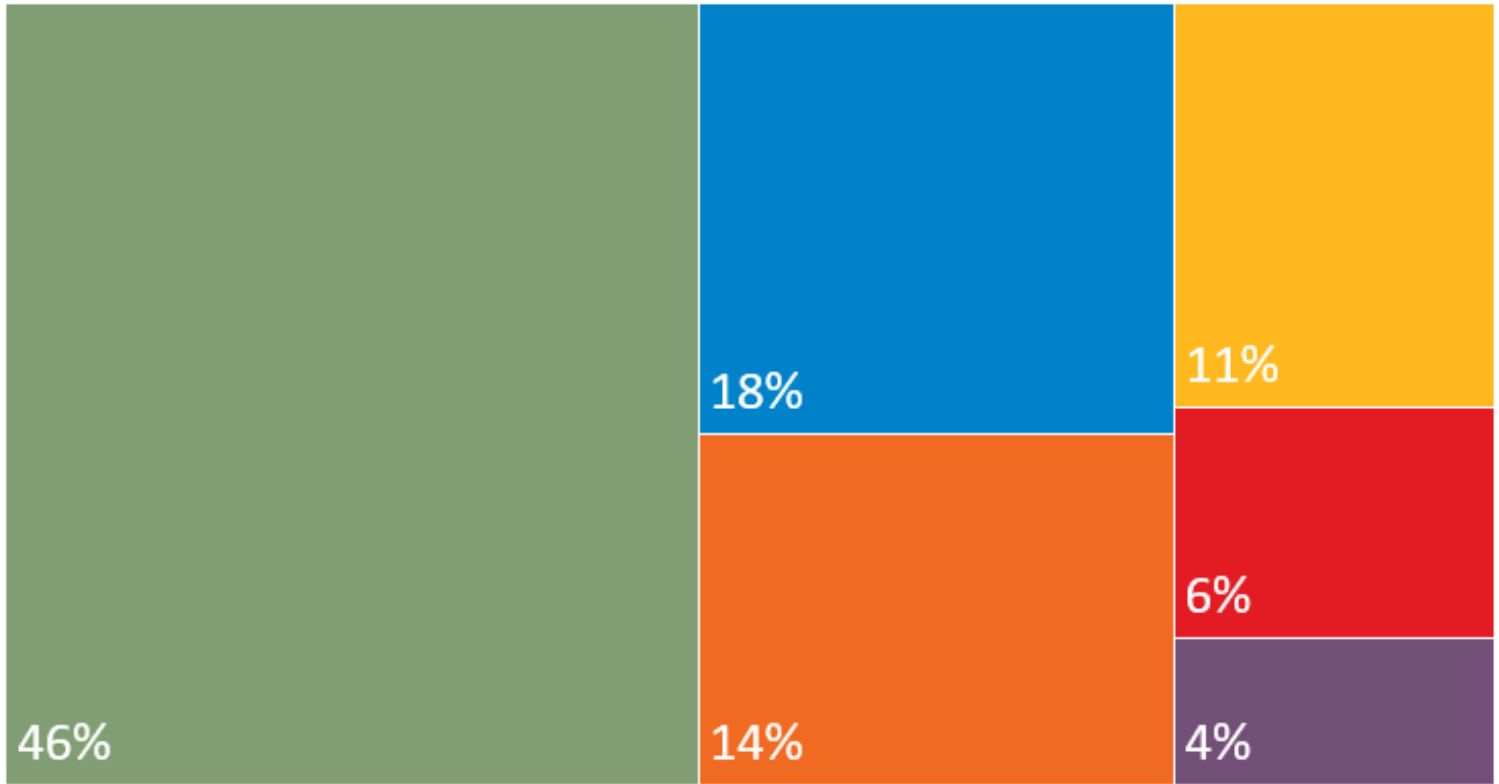
Fund 420: Parks & Recreation Capital Projects

Parks & Recreation Capital Projects are accounted for using this fund. It is comprised of the Parks & Recreation Capital Projects, Hector H. Henry II Greenway, McEachern Greenway, and Parks budget units. Beginning in FY 21, the equivalent of 1¢ of the ad valorem tax rate will be dedicated to Parks & Recreation land or right-of-way (ROW) needs.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Caldwell Park Improvements	7,289,118	-	8,892	8,892	8,892
J.E. "Jim" Ramseur Park Development	19,300,000	-	-	449,687	578,165
McEachern Greenway Development - Hospital Phase	-	-	-	2,749,300	124,966
Dorton Park Improvements	4,628,787	-	-	-	2,427,660
Irish Buffalo Creek Greenway	-	-	-	-	325,200
Academy Recreation Center/Gibson Village Complex Development	5,967,680	-	-	86,576	4,377,915
Hartsell Park Improvements	-	-	-	13,385	7,233,385
Coddle Creek Greenway Development	-	-	4,200,000	-	79,966
WW Flowe Park Phase One Improvements (Phase I)	-	-	-	-	2,552,000
Clarke Creek Greenway Development, Cox Mill Loop	-	3,620,000	-	234,769	118,149
David Phillips Activity Center Park Development	2,650,000	-	-	-	-
Wilson Street Park Development	-	-	-	-	960,000
Poplar Tent Trailhead Park	1,680,000	-	-	-	3,251
Total	\$ 41,515,585	\$ 3,620,000	\$ 4,208,892	\$ 3,542,609	\$ 18,789,549



FY 2024 Parks & Recreation Capital Projects



- Caldwell Park Improvements
- J.E. "Jim" Ramseur Park Development
- Dorton Park Improvements
- Academy Recreation Center/Gibson Village Complex Development
- David Phillips Activity Center Park Development
- Poplar Tent Trailhead Park

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Transfer from General Fund	-	-	1,138,042	1,087,830	325,200
Bond Proceeds	41,515,585	-	-	-	17,471,810
Transfer from P&R Reserve	-	2,120,000	3,061,958	1,719,970	-
CMAQ Grant	-	1,500,000	-	-	-
Operating Revenue (for CIP)	-	-	8,892	734,809	992,539
Total	\$ 41,515,585	\$ 3,620,000	\$ 4,208,892	\$ 3,542,609	\$ 18,789,549

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Caldwell Park Improvements					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	1		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion	
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation	
								Land/ROW Acq. Required		
11,777,207	2,138,960	7,289,118	0	8,892	8,892	8,892	9,638,247			

Section 2 Description

This project consists of the Caldwell Park renovation based on the June 2020 adopted master plan, which provided recommendations for renovation, improvements, and additional amenities, including a splash pad. The project also includes a multi-use path along Irish Buffalo Creek as part of Irish Buffalo Creek Greenway - a Carolina Thread Trail identified corridor. The first part of the Irish Buffalo Creek Greenway development will be within the park near Melrose Drive to Rutherford Street, approximately .60 miles at a cost of \$1.7 million per mile as identified in the OSCA. The project will be phased and include amenities identified in two grants. The first grant from the Land and Water Conservation Fund (LWCF), totals \$498,960 and will be used for the development of an inclusive playground, the renovation of the small diamond field renovation and multi-purpose field, and to add new covered basketball courts. The second grant comes from the Parks and Recreation Trust Fund totals \$400,000 for the development of a splash pad, new renovated Optimist Shelter and Greenway.

Phase I: Development of Caldwell Park including expanded parking, LWCF amenities, PARTF amenities and Greenway within the park.

Phase II: Tennis Court shelter, new basketball courts, and tennis courts.

Phase III: Trailhead parking at Melrose & Lincoln.

History, Status, or Impact if Delayed

This is consistent with Department Goals to operate safe facilities and maintain existing facilities. If renovation is delayed, the connectivity for the park to surrounding neighborhoods via sidewalks and a multi-use path would also be delayed. The City of Concord will have 3 years to complete the items identified for renovation in the LWCF and PARTF grant. The date for completion is estimated to be between Sept 2024 and March 2025.

Justification or Link to City Goals

The Comprehensive Parks and Recreation Master Plan identified the need to master plan existing parks. The Caldwell Park master plan has been completed and adopted by Council. Caldwell Park is also identified in the Land Use Plan and OSCA to address amenities, safety, and accessibility. There is also a Council strategic goal to support connectivity of City parks, neighborhoods, and community room through the enhancement of greenways, sidewalks, and multi-use paths. We also want to explore opportunities for programming in athletics and cultural arts for the park and community.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I & II (Project includes LWCF items; Multi-Purpose Field, Small Baseball Field, Covered Basketball and Playground)	6,297,693	0	0	0	0	0	6,297,693
Construction Phase III	0	0	0	0	0	2,322,453	2,322,453
Irish Buffalo Creek Greenway Construction (0.6 miles @ \$1.7 per mile)	991,425	0	0	0	0	0	991,425
Total Capital Cost	7,289,118	0	0	0	0	2,322,453	9,611,571

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Additional Lights and Services	0	0	4,392	4,392	4,392	0	13,176
Splash Pad Chemicals/Maintenance	0	0	4,500	4,500	4,500	0	13,500
Total	0	0	8,892	8,892	8,892	0	26,676

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	7,289,118	0	0	0	0	0	7,289,118
General Capital Reserve	0	0	0	0	0	2,322,453	2,322,453
Operating Revenue	0	0	8,892	8,892	8,892	0	26,676
Total	7,289,118	0	8,892	8,892	8,892	2,322,453	9,638,247

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	J.E. "Jim" Ramseur Park Development					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	2		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div>Y</div>	New	<input type="checkbox"/> Expansion
									Replacement	<input type="checkbox"/> Renovation
									Land/ROW Acq. Required	
60,283,409	4,497,587	19,300,000	0	0	449,687	578,165	55,785,822			

Section 2 Description

This project further develops the J.E. "Jim" Ramseur Park in Northwest Concord, located at 1252 Cox Mill Road, to serve City recreational needs. The master plan was adopted in August 2021 and the firm Woolpert is completing design of the 28.6 acre park. Overall this project consists of a wide range of park amenities and will be completed in multiple phases with greenway connectivity to Clarke Creek Greenway.

Phase I: Consists of playgrounds, a splash pad, pickle ball courts, dog park, shelters, open/event space, and other needs based on the results from the public survey. Within the park, additional amenities such as the controlled adjacent fields will help provide programming needs and expand the park.

Future Phases: May consist of a recreation center with gymnasiums, classrooms, fitness opportunities, and multi-purpose space.

History, Status, or Impact if Delayed

The Parks & Recreation Master Plan identifies the Northwest/West Concord area as the highest priority need. The citizens of Concord and Concord City Council support park development in this area. Acquisition of the first site was critical to establish a presence in this area, and the development of this site will be heavily based on community feedback. A delay in the development of the park could lead to increased costs, lack of services and connectivity in this area.

Justification or Link to City Goals

This project aligns with Council Goals, the Open Space Connectivity Analysis, Comprehensive Master Plan, and Land Use Plan. The Comprehensive Parks & Recreation Master Plan identifies the need to acquire land and develop community park(s) to address recreation needs in Northwest/West Concord as well as the need for a recreation center in the same region. Such a facility would also address the Department's athletic, programming, and fitness/wellness needs in this area.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Fiber	375,000	0	0	0	0	0	375,000
Park Area & Maintenance Building Construction	18,925,000	0	0	0	0	0	18,925,000
Recreation Center & Center Area Construction	0	0	0	0	0	35,000,000	35,000,000
Total Capital Cost	19,300,000	0	0	0	0	35,000,000	54,300,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G Equipment	0	0	0	44,000	0	0	44,000
B&G Staff (Crew Supervisor/Ground Worker/Custodian) Staff will cover Clarke Creek Greenway and Poplar Tent Trailhead Park	0	0	0	118,483	122,037	54,461	294,981
F350 crew truck	0	0	0	45,000	0	0	45,000
P&R Staff (1 supervisor FT, 1 assistant supervisor, 8 PT leaders)	0	0	0	0	0	280,309	280,309
P&R Supplies	0	0	0	77,389	0	0	77,389
Park Patrol (2)	0	0	0	0	151,924	0	151,924
Police Supplies and Vehicle	0	0	0	0	139,389	0	139,389
Recurring Cost Maintenance	0	0	0	11,760	11,760	0	23,520
Recurring Utilities	0	0	0	153,055	153,055	123,200	429,310
Total	0	0	0	449,687	578,165	457,970	1,485,822

Section 5 Method(s) of Financing

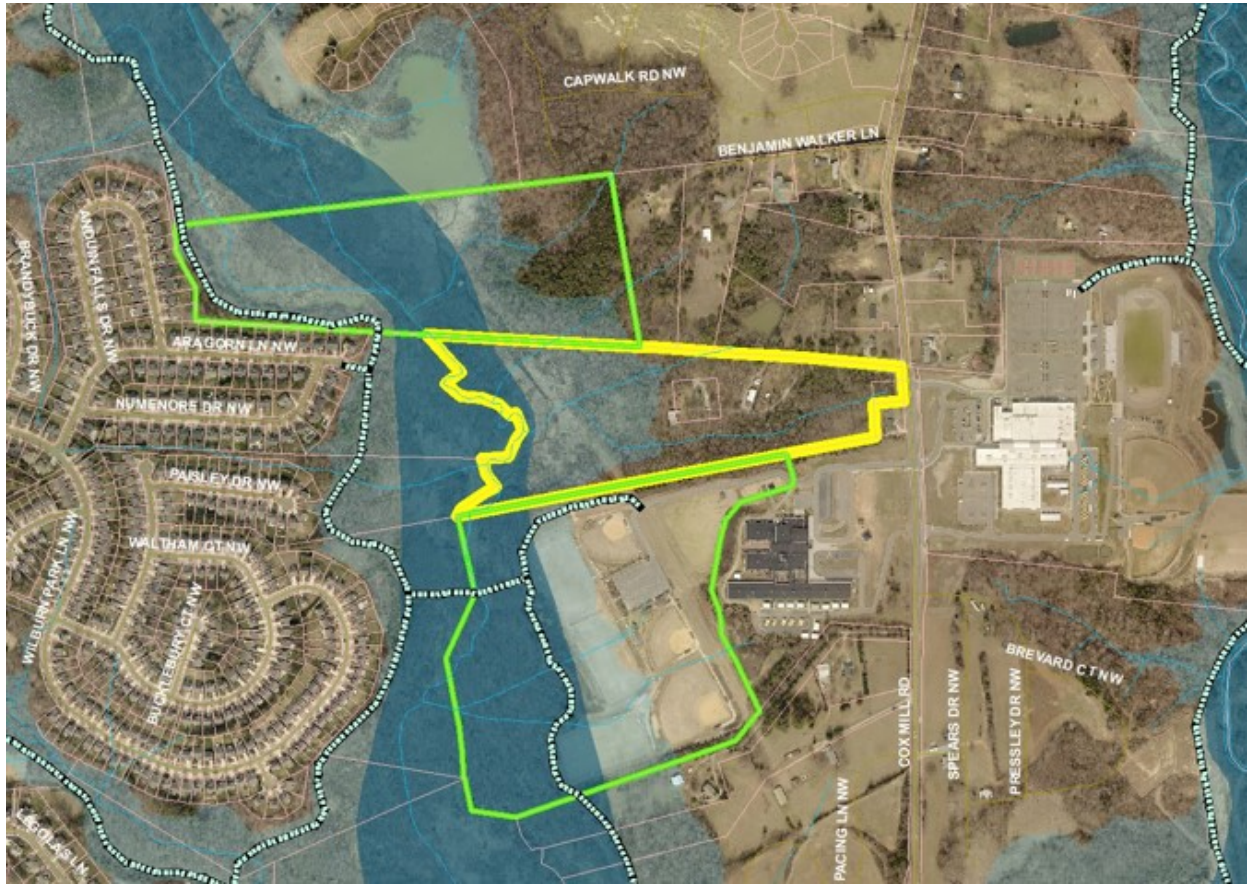
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	19,300,000	0	0	0	0	0	19,300,000
Operating Revenue	0	0	0	449,687	578,165	457,970	1,485,822
Total	19,300,000	0	0	449,687	578,165	457,970	20,785,822

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.

City of Concord, North Carolina
Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

B&G will be impacted by the need for additional personnel.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Dorton Park Improvements					Budget Unit #	8300
Budget Unit	P&R - Capital Projects	Functional Area	Parks & Recreation				Priority Rank	3
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement <input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required
8,046,947	990,500	4,628,787	0	0	0	2,427,660	7,056,447	

Section 2	Description
------------------	--------------------

This project consists of the renovations for Dorton Park according to the September 2020 Master Plan adopted by Council. Recommendations include a parking lot expansion, new playground, improvements to existing trails, and connectivity through the Coddle Creek Greenway. This project will also provide additional space for B&G equipment to service Dorton Park, George Liles Greenway, Weddington Road Bark Park, and Hector H. Henry Greenway - Riverwalk. The NCDOT Poplar Tent widening may impact the parking improvements for this project and the phasing timeline. This project also includes a portion of the Coddle Creek Greenway within the park.

Phase I: Development of park improvements on Yorke Side of park that could include expanding disc golf, improving the restroom building, and upgrading other existing amenities. Amenities not impacted by NCDOT widening of Poplar Tent.

Phase II - Expanded parking as well as upgrades to B&G building access and parking lot.

History, Status, or Impact if Delayed

A lack of parking and the current layout hinder programming and trailhead greenway parking.

Justification or Link to City Goals

The Dorton Park Master Plan was adopted by City Council on September 10, 2020. This project aligns with the Park Master Plan, the Comprehensive Master Plan, Land Use Plan Goal 11, Council Strategic Plan for Recreation and Culture, and the Open Space Connectivity Analysis as part of the Coddle Creek Greenway. Re-development will address safety, accessibility, and amenities.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I	4,628,787	0	0	0	0	0	4,628,787
Construction Phase II	0	0	0	0	2,424,090	0	2,424,090
Total Capital Cost	4,628,787	0	0	0	2,424,090	0	7,052,877

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Playground Inspections	0	0	0	0	2,200	0	2,200
Utilities	0	0	0	0	1,370	0	1,370
Total	0	0	0	0	3,570	0	3,570

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	4,628,787	0	0	0	2,424,090	0	7,052,877
Operating Revenue	0	0	0	0	3,570	0	3,570
Total	4,628,787	0	0	0	2,427,660	0	7,056,447

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Poplar Tent Trailhead Park					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	4		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>	
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>	
								<div><div></div>Land/ROW Acq. Required</div>		
1,843,251	160,000	1,680,000	0	0	0	3,251	1,683,251			

Section 2	Description
------------------	--------------------

The project addresses bicycle, pedestrian, and greenway needs that were identified in the Parks & Recreation Comprehensive Master Plan and OSCA. It includes the development of a trailhead parking lot, park and restrooms along the Rocky River corridor to service the HH Greenway Cannon Crossing Phase. This park will also provide vital cross connectivity to the Clarke Creek Greenway. This is a Carolina Thread Trail priority greenway corridor.

History, Status, or Impact if Delayed

The Parks & Recreation Master Plan identifies the Northwest/West Concord area as the highest priority need. The citizens of Concord and Concord City Council support park development in this area. A delay in the development of the park could lead to increased costs, lack of services and connectivity in this area.

Justification or Link to City Goals

This project aligns with Council Goals, the OSCA and Master Plan. This project would involve design, construction of the greenway within the park for the Hector Henry Greenway including trailhead parking, small cricket field and restroom facility. The Parks & Recreation Master Plan and Connectivity Analysis identifies the Hector H. Henry Greenway as a priority need in the development of the pedestrian/bicycle trail system. The Comprehensive Parks & Recreation Master Plan identifies the need to acquire land and develop community park(s) to address recreation needs in Northwest/West Concord. Park development will be based on information obtained during the master plan process for the Ramseur Park.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design/Construction	1,680,000	0	0	0	0	0	1,680,000
Total Capital Cost	1,680,000	0	0	0	0	0	1,680,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Maintenance / Inspections	0	0	0	0	2,151	0	2,151
Restroom / Light Utilities	0	0	0	0	1,100	0	1,100
Total	0	0	0	0	3,251	0	3,251

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	1,680,000	0	0	0	0	0	1,680,000
Operating Revenue	0	0	0	0	3,251	0	3,251
Total	1,680,000	0	0	0	3,251	0	1,683,251

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Academy Recreation Center/Gibson Village Complex Development					Budget Unit #	8300	
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	5	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
11,417,262	976,400	5,967,680	0	0	86,576	4,377,915	10,440,862		

Section 2 Description

This project will explore the creation of a new "Gibson Village Park" concept and includes master plan based development and redevelopment for the Academy Recreation Center, Academy Complex (including existing park and City facilities), McInnis Aquatic Center, Historic Webb Field, McAllister Field, Gibson Field, Village Greenway corridor, and Kerr Street open space. The plan will explore alternatives and cost estimates for park amenities with a major focus on connectivity within the neighborhood. We plan to develop the above properties using master plan recommendations; identify connectivity opportunities; and develop new programming for athletics and cultural arts. This would include evaluating whether to add turf to the multi-purpose Webb Field. Adding turf to the field would allow for increased usage without limiting play.

Phase I: Includes properties on Kerr Street like the open space beside Clearwater Art Studios and at the corner of Kerr & Cedar Street. Develop based on the adopted master plan for a pump track, skate park, open art event space, and restrooms. The property at the corner of Kerr and Academy, development for community space.

Phase II: Includes the renovations to the existing Webb Field, McAllister Field and surrounding buildings and Gibson Field according to the master plan developing into a neighborhood park.

Phase III: Renovations to the existing McInnis Aquatic Center.

Phase IV: Renovations at Academy Recreation Center.

History, Status, or Impact if Delayed

The Academy Recreation Center facilities including Webb Field, McInnis Aquatic Center, McAllister Field, and Gibson Field are dated. All buildings need to be evaluated for renovation, removal, or replacement. This work will serve to make the facilities ADA compliant, allow us the opportunity to preserve the Gibson Ball Field history, and improve connectivity within the neighborhood.

Residents who lived in Gibson Village during the "glory days" of the Tobacco League may be able to contribute to archiving the history of the place. Outreach to the senior residents of Gibson Village would be one way to start that process.

Justification or Link to City Goals

The revitalization of the existing facility will create connectivity with a signature park close to Downtown that incorporates a new vision of existing facilities into an overall park concept. The Comprehensive Parks & Recreation Master Plan identifies the need to master plan existing facilities to address amenities, safety, and accessibility based on community input. This project is also consistent with Department Goals to operate safe facilities and maintain existing facilities. Additionally, the OSCA addresses connectivity within the City and is a Council goal for recreation and culture. It will address the bicycle and pedestrian needs in the Gibson Village Community as well as connectivity with recreation facilities to the community, retail, future Irish Buffalo Creek Greenway, Village Greenway, McEachern Greenway, Downtown and Clearwater Artist Studio.

Consider adding turf to the existing Webb field (turning 100-years old 2024) will provide player safety, reduce maintenance, add longevity, and provide the ability to add programming opportunities. Currently, the Cabarrus County school system and CVB are investing in turf to attract and increase usage while reducing maintenance. We plan on exploring funding opportunities with CVB and Cabarrus County for retrofitting Webb field to attract additional use. Currently, the school system estimates the cost savings to be \$20,000 on each field annually.

This project will expand the footprint of Clearwater Art Studios to add pump track, skate park and community open space to future art garden event area.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Fiber for Cameras	60,000	0	0	0	0	0	60,000
Phase I: Pump Track/Restroom - Kerr Street	3,186,400	0	0	0	0	0	3,186,400
Phase II: Webb Field, Buildings, McAllister & Gibson Field	1,841,280	0	0	0	0	0	1,841,280
Phase III: McInnis Aquatic Center	880,000	0	0	0	0	0	880,000
Phase IV: Academy Recreation Center	0	0	0	0	4,315,720	0	4,315,720
Total Capital Cost	5,967,680	0	0	0	4,315,720	0	10,283,400

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G Staff	0	0	0	53,966	55,585	0	109,551
Equipment One-Time Cost	0	0	0	26,000	0	0	26,000
Recurring Annual Maintenance Cost	0	0	0	0	0	3,251	3,251

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Recurring Operational Maintenance	0	0	0	0	0	5,440	5,440
Utility Cost Restroom/Lights/Community Space	0	0	0	6,610	6,610	0	13,220
Total	0	0	0	86,576	62,195	8,691	157,462

Section 5 Method(s) of Financing							
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	5,967,680	0	0	0	4,315,720	0	10,283,400
Operating Revenue	0	0	0	86,576	62,195	8,691	157,462
Total	5,967,680	0	0	86,576	4,377,915	8,691	10,440,862

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	David Phillips Activity Center Park Development					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	6		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div></div><div></div></div>	New	Expansion
									Replacement	Renovation
									Land/ROW Acq. Required	
3,078,922	420,000	2,650,000	0	0	0	0	2,658,922			

Section 2 Description

This project develops 10 acres located at the David Phillips Activity Center (946 Burrage Road) into a park. This park development will be based on the September 2020 Council adopted Master Plan. Future phases include additional trails; a nature-themed playground; skills training area and activity zones; an aviary shade canopy and additional restroom; an apple orchard garden; and a treehouse. This project also includes greenway connectivity to the future McEachern Greenway - Hospital Phase creating a greenway loop.

History, Status, or Impact if Delayed

This project will provide connectivity to the McEachern Greenway and additional space for an outdoor classroom with the Open Air Learning Center. A delay would further inhibit the vision for the property and increase costs.

Justification or Link to City Goals

The David Phillips Activity Center master plan has been completed and adopted by Council. This site could provide a pleasant neighborhood park. It also supports Council's goal to expand programming on the greenways and cultural arts programming with community partners and environmental based partnerships.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Park Construction	2,650,000	0	0	0	0	0	2,650,000
Total Capital Cost	2,650,000	0	0	0	0	0	2,650,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Park Maintenance & Utilities	0	0	0	0	0	5,671	5,671
Recurring Annual Maintenance Cost	0	0	0	0	0	3,251	3,251
Total	0	0	0	0	0	8,922	8,922

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	2,650,000	0	0	0	0	0	2,650,000
Operating Revenue	0	0	0	0	0	8,922	8,922
Total	2,650,000	0	0	0	0	8,922	2,658,922

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Clarke Creek Greenway Development, Cox Mill Loop					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	7		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div></div><div></div></div>	New	Expansion
									Replacement	Renovation
									Land/ROW Acq. Required	
17,786,830	817,632	0	3,620,000	0	234,769	118,149	16,969,198			

Section 2 Description

This project includes site control, design, and construction of the Clark Creek Greenway, Cox Mill Loop.

Phase I: Aragorn Lane to Clarke Creek Parkway (Highland Creek) plus a bridge connection to Cox Mill Fields and the J.E. "Jim" Ramseur Park. Both greenway connections together total 1.30 miles. This project piggybacks connectivity with the development of the J.E. "Jim" Ramseur Park and begins to establish a critical piece of the Cox Mill Loop. Cost \$2.4 million per mile & a \$500,000 bridge crossing.

Phase II: Extends Phase 1 South from Highland Creek to Christenbury and ends with trailhead parking at Cox Mill Road.

This phase extends the Clarke Creek Greenway and incorporates/improves the existing trail adjacent to the Christenbury neighborhood. This project will eliminate the existing, unsafe crosswalk at Cox Mill Road and relocate it to the intersection of Cox Mill Road and Heritage Farm Avenue, where sidewalk exists on both sides. Phase II also extends Phase I north from Highland Creek to Winding Walk neighborhood at Shrader Street NW. This will include a natural surface trail on the west side of the creek through the Cabarrus Soil and Water Conservation Property. A connection to the Allen Mills neighborhood could also be considered. Total - 2.14 miles at \$2.4 million per mile & 1.43 miles at \$2.4 million per mile.

Phase III: Clarke Creek and Duke Energy

This phase extends from Winding Walk to the Carolina International School to Poplar Tent Road (1.53 miles). This will include a bridge crossing, and greenway within the Duke Utility right-of-way, and would require acquisition of additional properties and an easement from Carolina International School. The greenway will end at Poplar Tent across from the Cliff Cox Property, adjacent to the HH Greenway, Cannon Crossing. The cost is \$2.4 million per mile & \$400,000 for a bridge crossing.

Phase IV: Clarke Creek East side

This phase will include a trail connection to the Granary Oaks neighborhood, connect on the back side of the existing Cox Mill fields, and then to the J.E. "Jim" Ramseur Park near the bridge (0.7 miles/3,696 feet). The City would need to also work with Granary Oaks to establish the trail within the easement established when the neighborhood was platted. (Cost \$20 per liner foot) \$500,000 for a bridge crossing on Cox Mill.

History, Status, or Impact if Delayed

The Parks & Recreation Master Plan and the OSCA identifies the Northwest/West area of Concord as the highest priority need. The citizens of Concord and City Council support greenways, trails, and connectivity. A delay in development of greenways and connectivity could lead to increased costs for construction and make it difficult to assemble the easements needed.

Justification or Link to City Goals

Continue greenway development to address bicycle and pedestrian needs identified in the Comprehensive Parks and Recreation Master Plan and the OSCA. This project creates connectivity to Cox Mill Elementary and High School from several area neighborhoods. There are approximately 4,777 households within walking distance. Land Use Plan (LUP) Goal 2 is addressed through enhanced mobility for all modes of transportation between the places where people live, work, shop, and play. LUP Goal 10 is also addressed by encouraging and promoting multi-modal connectivity between residential, employment, commercial, and recreational uses.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase 1	0	3,620,000	0	0	0	0	3,620,000
Construction Phase II	0	0	0	0	0	5,752,320	5,752,320
Construction Phase III	0	0	0	0	0	4,145,920	4,145,920
Construction Phase IV	0	0	0	0	0	2,145,000	2,145,000
Design	0	0	0	0	0	698,040	698,040
Fiber connection \$60,000 per mile	0	0	0	58,500	0	255,000	313,500
Total Capital Cost	0	3,620,000	0	58,500	0	12,996,280	16,674,780

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G Staff (2 Ground Workers)	0	0	0	112,669	116,049	0	228,718
One-Time Cost Equipment	0	0	0	26,500	0	0	26,500
One-Time Cost Truck	0	0	0	35,000	0	0	35,000
Recurring Annual Cost Maintenance	0	0	0	2,100	2,100	0	4,200
Total	0	0	0	176,269	118,149	0	294,418

Section 5 Method(s) of Financing

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

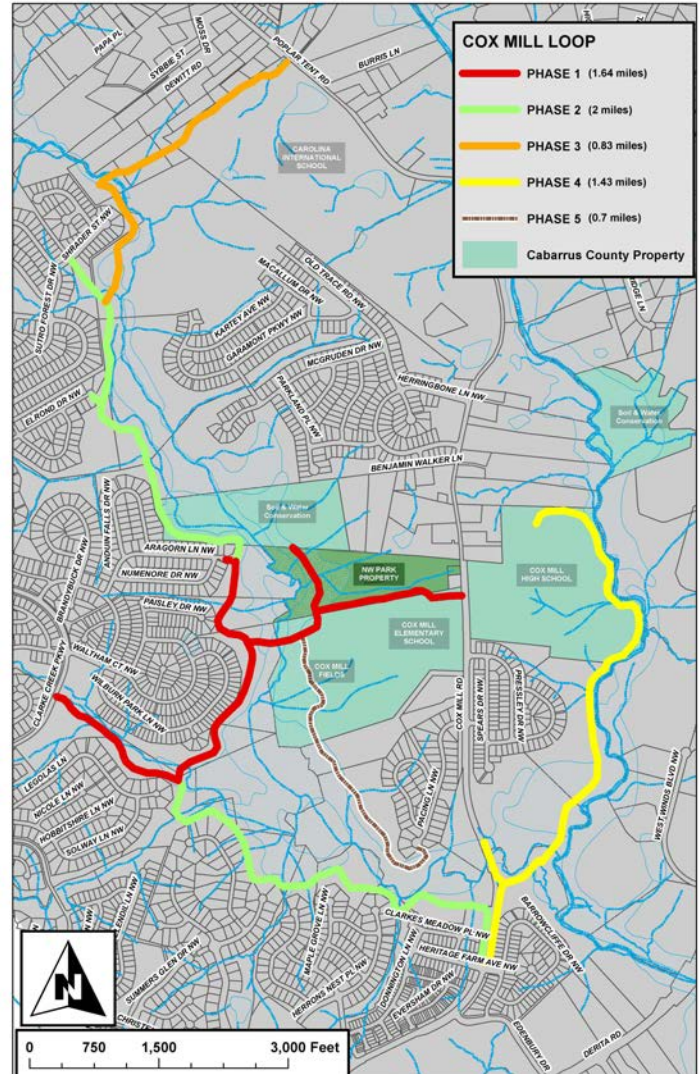
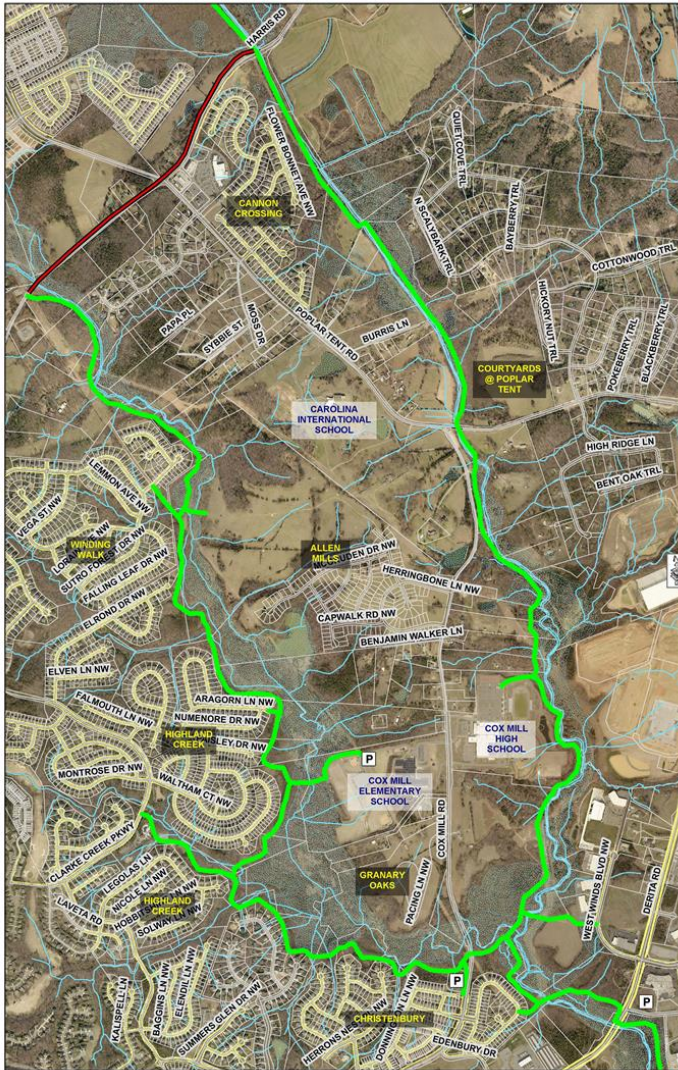
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
CMAQ Grant	0	1,500,000	0	0	0	0	1,500,000
General Capital Reserve	0	0	0	0	0	12,119,740	12,119,740
P&R Capital Reserve	0	2,120,000	0	58,500	0	0	2,178,500
Operating Revenue	0	0	0	176,269	118,149	0	294,418
Total	0	3,620,000	0	234,769	118,149	12,119,740	16,092,658

Section 6

Maps / Charts / Tables / Pictures

Section 7

Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Coddle Creek Greenway Development					Budget Unit #	8300	
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	8	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div>New</div></div>	<div><div></div><div>Expansion</div></div>
								<div><div></div><div>Replacement</div></div>	<div><div></div><div>Renovation</div></div>
								<div><div></div><div>Land/ROW Acq. Required</div></div>	
14,667,286	744,820	0	0	4,200,000	0	79,966	13,922,466		

Section 2 Description

The design for the Coddle Creek Greenway will be completed by Engineering, and then the development will be done in three phases.

Phase I: Includes greenway within Dorton Park along Coddle Creek, connectivity downstream to Poplar Crossing, and a bridge connection to the multi-use path along the south side of Poplar Tent Road (Poplar Tent Road widening), approximately .75 miles at \$1.5 million per mile plus bridge costs. The project then extends the trail to Weddington Road and provides a multi-use path along Weddington Road to George Liles Pkwy, work is approximately 1.65 miles at \$3.1 million per mile as identified in the Open Space Connectivity Analysis (OSCA).

Phase II: Extends the trail from Weddington Road to Concord Parkway/Concord Farms Road along Coddle Creek. Total of 1.75 miles at \$3.1 million per mile.

Phase III: Extends the trail from Dorton Park to Kannapolis (Afton Ridge) along Coddle Creek. Total of .60 miles at \$3.1 million per mile.

History, Status, or Impact if Delayed

The development of these phases is contingent upon acquisition of trail easements. This greenway trail would connect Western Concord residential areas, retail areas, schools, and recreational facilities in a multi-modal transportation network as identified in the Comprehensive Parks and Recreation Master Plan and the OSCA.

Justification or Link to City Goals

This project begins development of a greenway and sidewalk loop in Western Concord. This project addresses bicycle and pedestrian needs identified as priorities in the Comprehensive Parks and Recreation Master Plan and creates connectivity in the west side of the City as identified in the OSCA.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I	0	0	4,200,000	0	0	2,137,500	6,337,500
Construction Phase II	0	0	0	0	0	5,425,000	5,425,000
Construction Phase III	0	0	0	0	0	1,860,000	1,860,000
Fiber connection (\$50,000 per mile)	0	0	0	0	0	220,000	220,000
Total Capital Cost	0	0	4,200,000	0	0	9,642,500	13,842,500

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G 1 staff / Dorton Park coverage	0	0	0	0	53,966	0	53,966
Equipment for greenway (mower)	0	0	0	0	26,000	0	26,000
Total	0	0	0	0	79,966	0	79,966

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
P&R Capital Reserve	0	0	3,061,958	0	0	836,574	3,898,532
Transfer from General Fund	0	0	1,138,042	0	0	0	1,138,042
Operating Revenue	0	0	0	0	79,966	0	79,966
Total	0	0	4,200,000	0	79,966	836,574	5,116,540

Section 6 Maps / Charts / Tables / Pictures



Section 7 Comments for Other Depts.

Operating Impact B&G

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Hartsell Park Improvements					Budget Unit #	8300
Budget Unit	P&R - Capital Projects	Functional Area	Parks & Recreation	Priority Rank			9
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
8,166,258	919,488	0	0	0	13,385	7,233,385	7,246,770

Section 2	Description
-----------	-------------

This project includes renovations and development to the park property around Hartsell Recreation Center. These areas include the open space at upper parking lot, the lower parking lot, the ball field complex, and the adjacent Hartsell Park. The project will look at connectivity within the Silver Hill Community and surrounding neighborhoods and accessibility between Hartsell Park and the Hartsell Recreation Center complex. We plan to develop the complex and park according to recommendations from the master plan.

Phase I: The redevelopment of the open space in front of recreation center including upper and lower parking lots.

Phase II: The renovation of the ball field complex including buildings and storage area.

Phase III: Renovations to Hartsell Park restroom building and park.

History, Status, or Impact if Delayed

Hartsell Recreation Center was renovated in 2017. The next step in the project will be based on the master plan and include redevelopment and renovations to the grounds and adjacent park. This is consistent with Department Goals to operate safe facilities and maintain existing facilities that may be dated.

Justification or Link to City Goals

The Comprehensive Parks and Recreation Master Plan identified the need to master plan existing facilities to address safety, accessibility, and amenities.

Section 3	Capital Costs
-----------	---------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I	0	0	0	0	5,260,000	0	5,260,000
Construction Phase II	0	0	0	0	1,200,000	0	1,200,000
Construction Phase III	0	0	0	0	700,000	0	700,000
Fiber	0	0	0	0	60,000	0	60,000
Total Capital Cost	0	0	0	0	7,220,000	0	7,220,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Additional Utilities	0	0	0	2,875	2,875	0	5,750
Splash Pad	0	0	0	3,810	3,810	0	7,620
Splash Pad/Playground	0	0	0	6,700	6,700	0	13,400
Total	0	0	0	13,385	13,385	0	26,770

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	0	0	0	0	7,220,000	0	7,220,000
Operating Revenue	0	0	0	13,385	13,385	0	26,770
Total	0	0	0	13,385	7,233,385	0	7,246,770

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title WW Flowe Park Phase One Improvements (Phase I)					Budget Unit #	8300
Budget Unit	P&R - Capital Projects	Functional Area	Parks & Recreation	Priority Rank			10
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
6,022,300	665,000	0	0	0	0	2,552,000	5,357,300

Section 2 Description

This CIP will improve the existing park and develop a new park following master plan recommendations. This project consists of design and renovations to the existing WW Flowe Park. Potential items in this project could be additional parking, facility improvements, a dog park, a multi-purpose field, new restroom, ADA improvements, trails, and a multi-use path to Central Cabarrus High School and neighborhoods along Central Heights.

Phase I - Improvements to the existing park, restroom, pickleball court, and multi-purpose field.

Phase II - Expand park based on new amenities identified on master plan. Amenities could include a dog park or other amenities from the master plan.

History, Status, or Impact if Delayed

In September 2020, Cabarrus County conveyed the 44 acre WW Flowe property to the City of Concord. The City of Concord will master plan to maximize function while maintaining existing PARTF amenities and include public input from the master plan. This project would also include the replacement of the existing aged playgrounds based on inspections from Playground Guardian. Current playground units have been removed for safety concerns.

Justification or Link to City Goals

This project aligns with the Master Plan, Land Use Plan, Open Space Connectivity Analysis, and Council's Goals. The Comprehensive Parks and Recreation Master Plan identifies the need to master plan existing parks and identifies the need for the department to provide additional park amenities, athletic space in southeast/south area of Concord.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase One	0	0	0	0	2,500,000	0	2,500,000
Construction Phase Two	0	0	0	0	0	2,800,000	2,800,000
Fiber	0	0	0	0	52,000	0	52,000
Total Capital Cost	0	0	0	0	2,552,000	2,800,000	5,352,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Added lighting within the park	0	0	0	0	0	3,200	3,200
Trail Maintenance	0	0	0	0	0	2,100	2,100
Total	0	0	0	0	0	5,300	5,300

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	0	0	0	0	2,552,000	0	2,552,000
Operating Revenue	0	0	0	0	0	5,300	5,300
Total	0	0	0	0	2,552,000	5,300	2,557,300

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Wilson Street Park Development					Budget Unit #	8300
Budget Unit	P&R - Capital Projects	Functional Area	Parks & Recreation	Priority Rank			11
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
1,175,917	90,000	0	0	0	0	960,000	1,085,917

Section 2 Description

This project consists of completing the Wilson Street Park according to the adopted master plan. The master plan was adopted July 2020. This site provides a unique neighborhood park experience along an urban and heavily used greenway. It also supports the council goal to expand programming on the greenways and cultural arts programming.

History, Status, or Impact if Delayed

A delay will prevent or inhibit full programming capabilities for the park and greenway.

Justification or Link to City Goals

This project will provide connectivity to the McEachern Greenway and additional space for an outdoor classroom, nature and folklore-themed playground elements, pollinator garden, trail improvements, bridge crossings, tunnels, fairy door path, labyrinth maze, and educational signage. A delay will prevent or inhibit full programming capabilities for the park and greenway.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	900,000	0	900,000
Fiber for security/cameras	0	0	0	0	60,000	0	60,000
Total Capital Cost	0	0	0	0	960,000	0	960,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
F250 Truck	0	0	0	0	0	35,000	35,000
Grounds Working	0	0	0	0	0	53,966	53,966
One-Time Cost Equipment	0	0	0	0	0	31,000	31,000
Playground Inspections	0	0	0	0	0	2,700	2,700
Recurring annual Maintenance Cost	0	0	0	0	0	3,251	3,251
Total	0	0	0	0	0	125,917	125,917

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	0	0	0	0	960,000	0	960,000
Operating Revenue	0	0	0	0	0	125,917	125,917
Total	0	0	0	0	960,000	125,917	1,085,917

Section 6 Maps / Charts / Tables / Pictures



Section 7 Comments for Other Depts.

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	McEachern Greenway Development - Hospital Phase					Budget Unit #	8300	
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	12	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
9,984,469	1,336,903	0	0	0	2,749,300	124,966	8,647,566		

Section 2	Description
-----------	-------------

This project completes the McEachern Greenway in two phases by connecting to Lake Concord at Atrium Health. The City of Concord has site control from exiting greenway to Miramar. P&R has contracted with TELICS to assist with the acquisition of nine (9) parcels needed to make the greenway connection for Phase II. TELICS will analyze fee simple vs. easement/donation for everything between the creek and the road to assist with site control. The design for this greenway will be completed internally by Engineering for cost savings.

Phase I: A pedestrian bridge will be constructed to access the Branchview side of Three Mile Branch. Additionally, the design and construction of approximately 1 mile of greenway at \$1.7 million per mile for the greenway alignment and the cost of a pedestrian steel bridge in a location near where the current greenway ends behind the Shell Station to Miramar. This project timeline matches a CIP for Water Resources for the culvert replacement at Miramar for pedestrian access. The culvert replacement will be critical for pedestrian access/connectivity to Beverly Hills Park. The CIP timing for the Miramar culvert and the greenway will need to happen at the same time. Currently planned for FY25.

Phase II: This will include the design and construction of the greenway from Miramar to David Phillips Activity Center (DPAC), approximately 1 mile at \$1.7 million per mile.

Phase III: The connectivity to the Senior Center with a culvert when NCDOT widens Highway 3.

History, Status, or Impact if Delayed

The McEachern Greenway is identified in the Parks & Recreation Master Plan to extend from Les Myers Park to Atrium Health including neighborhood connectivity for Beverly Hills. A portion of the McEachern Greenway corridor from McGee Park to the McCachern Ave. are part of the Carolina Thread Trail. This will be future connectivity to the Irish Buffalo Creek Greenway.

Justification or Link to City Goals

This project aligns with Council Goals, the Comprehensive Master Plan, Open Space Connectivity Analysis, and Land Use Plan. The development and completion of the McEachern Greenway to Hospital phase will provide an additional 2.0 miles of greenway and provide connectivity from Les Myers Park to the Hospital once completed. The completion of this project would provide a total of 7.2 miles of greenway including the Downtown Loop. This greenway is identified in the Parks & Recreation Master Plan as a priority greenway corridor because it creates connectivity to the Hospital campus, Carolina Mall, DPAC, local schools, McGee Park, Les Myers Park, Downtown, Senior Center, Beverly Hills Park and future Wilson Street Park. There are approximately 2,492 households within a quarter-mile of this greenway trail system.

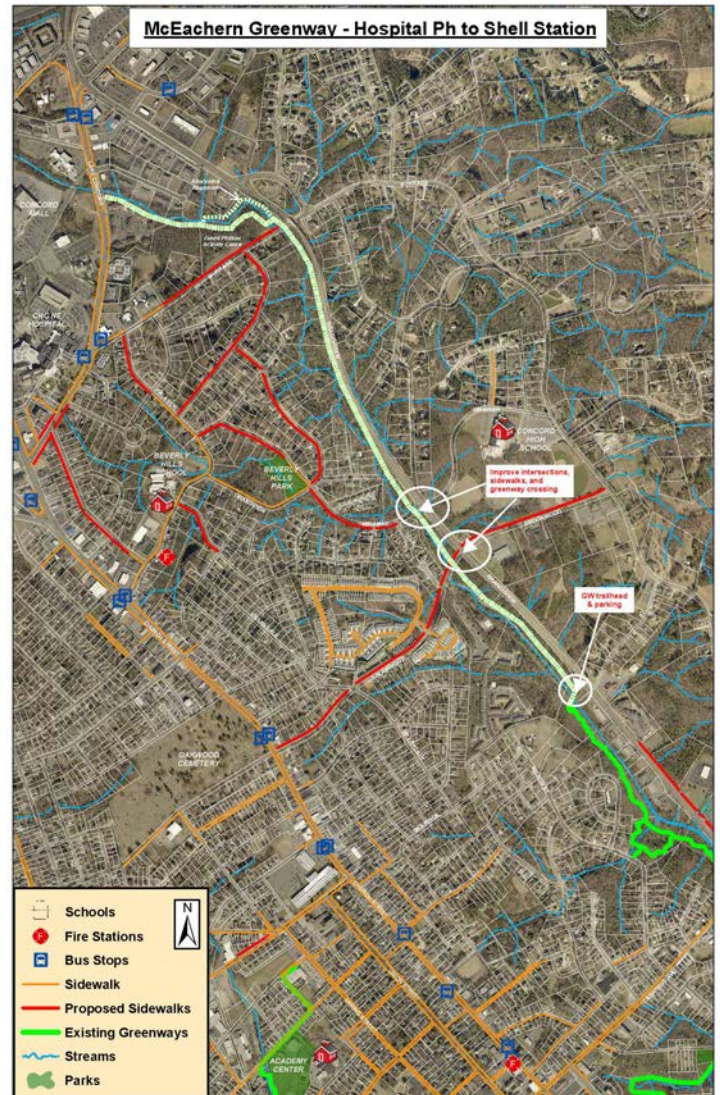
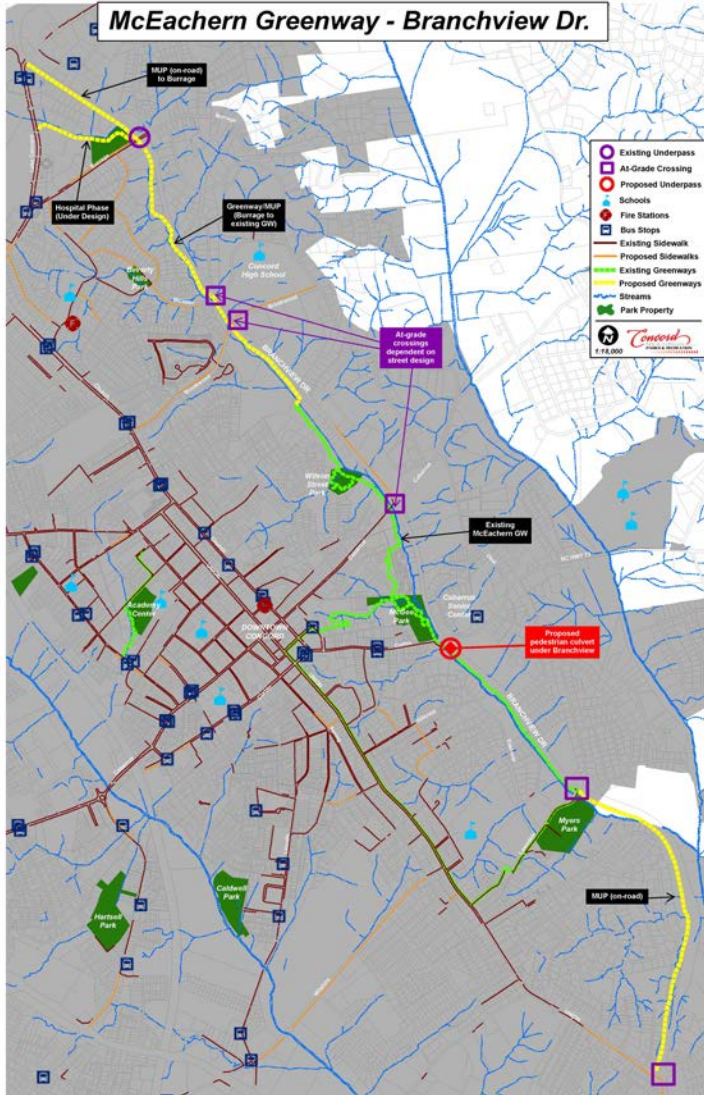
Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I (Existing Greenway to Miramar)	0	0	0	2,701,300	0	0	2,701,300
Construction Phase II (Miramar to DPAC)	0	0	0	0	0	2,201,300	2,201,300
Construction Phase III (Senior Center)	0	0	0	0	0	3,500,000	3,500,000
Fiber	0	0	0	48,000	0	72,000	120,000
Total Capital Cost	0	0	0	2,749,300	0	5,773,300	8,522,600

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G Staff 1 Grounds Staff	0	0	0	0	53,966	0	53,966
Equipment	0	0	0	0	31,000	0	31,000
F250 Crew Truck	0	0	0	0	40,000	0	40,000
Total	0	0	0	0	124,966	0	124,966

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
P&R Transfer General Fund	0	0	0	1,087,830	0	5,773,300	6,861,130
Transfer Park & Recreation Reserve	0	0	0	1,661,470	0	0	1,661,470
Operating Revenue	0	0	0	0	124,966	0	124,966
Total	0	0	0	2,749,300	124,966	5,773,300	8,647,566

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina
Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Irish Buffalo Creek Greenway					Budget Unit #	8300		
Budget Unit	P&R - Capital Projects		Functional Area	Parks & Recreation			Priority Rank	13		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div></div><div></div></div>	New	Expansion
									Replacement	Renovation
									Land/ROW Acq. Required	
18,782,427	198,480	0	0	0	0	325,200	18,583,947			

Section 2 Description

This greenway project will be developed in several phases. Cost estimates per mile based on cost sheets from the approved OSCA.

Phase I: McGill Avenue (Stricker Branch)/Gibson Depot Mill to Transport Place.

This phase will stretch approximately 1.3 miles at \$1.7 million per mile and provide connectivity between McGill Avenue at Stricker Branch to Transport Place. This project includes trail head parking with restroom facilities.

Phase II: Transport Place to Melrose/Caldwell Park.

This project will consist of .60 miles at \$3.5 million per mile of greenway, includes a railroad underpass at Cabarrus Avenue and connectivity to Caldwell Park and Logan neighborhood.

Phase III: Highway 29 to Phase II

.95 miles at \$3.5 million per mile

Phase IV: Highway 73 to Troxler Circle and Highway 73 to Kannapolis-Veterans Park

The greenway will extend approximately 1.5 miles from Highway 73 beside Connect Christian Church to Troxler Circle and .81 miles to Veterans Park totaling 2.31 miles at \$2.4 million per mile. This will provide connectivity to neighborhood development currently proposed (trailhead parking, greenway trail). This phase also includes historical significance marking a portion of the Great Wagon Road.

Phase V: Provide connectivity of Caldwell Park to Wilshire via Rutherford St. (1.37 miles at \$1.7 million per mile) and adds future connectivity to the Downtown Connector to Highway 601.

History, Status, or Impact if Delayed

The development of these phases is contingent upon land acquisition. This greenway trail would connect neighborhoods, parks, and recreational facilities in a multi-modal transportation network as identified in the Comprehensive Parks and Recreation Master Plan and the OSCA.

Justification or Link to City Goals

This project aligns with OSCA, Master Plan, and Land Use Plan. The development of the Irish Buffalo Creek Greenway will address the bicycle and pedestrian needs prioritized in the Comprehensive Parks and Recreation Master Plan. It creates connectivity along a primary Carolina Thread Trail route to Kannapolis on the north end and also creates connectivity on the south end between Gibson Village, Logan Community, Silver Hill neighborhoods, and Downtown.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I	0	0	0	0	0	2,810,000	2,810,000
Construction Phase II & III	0	0	0	0	0	5,425,000	5,425,000
Construction Phase IV	0	0	0	0	0	5,544,000	5,544,000
Construction Phase V	0	0	0	0	0	2,329,000	2,329,000
Design	0	0	0	0	325,200	1,595,760	1,920,960
Fiber for CIP	0	0	0	0	0	358,800	358,800
Total Capital Cost	0	0	0	0	325,200	18,062,560	18,387,760

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2 Grounds Workers	0	0	0	0	0	107,932	107,932
F250 Truck	0	0	0	0	0	40,000	40,000
Greenway Maintenance	0	0	0	0	0	4,255	4,255
One-Time Purchase Equipment	0	0	0	0	0	44,000	44,000
Total	0	0	0	0	0	196,187	196,187

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
P&R Capital Reserve	0	0	0	0	0	651,000	651,000
Transfer from General Fund	0	0	0	0	325,200	17,411,560	17,736,760
Operating Revenue	0	0	0	0	0	196,187	196,187
Total	0	0	0	0	325,200	18,258,747	18,583,947

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

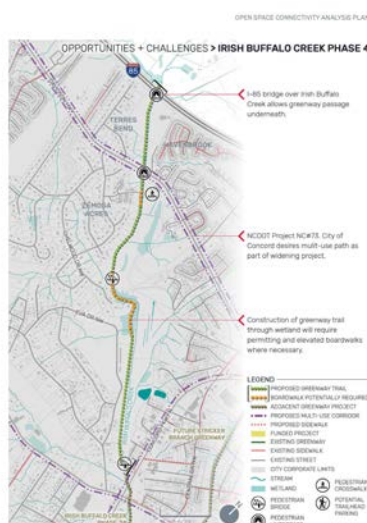
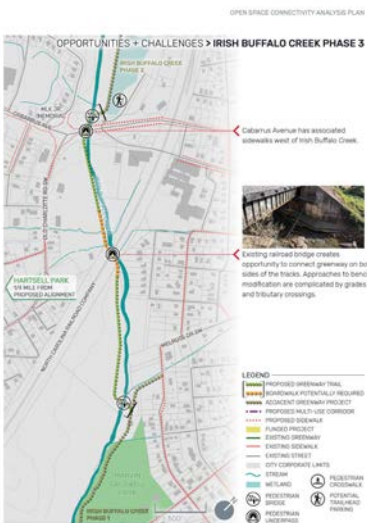
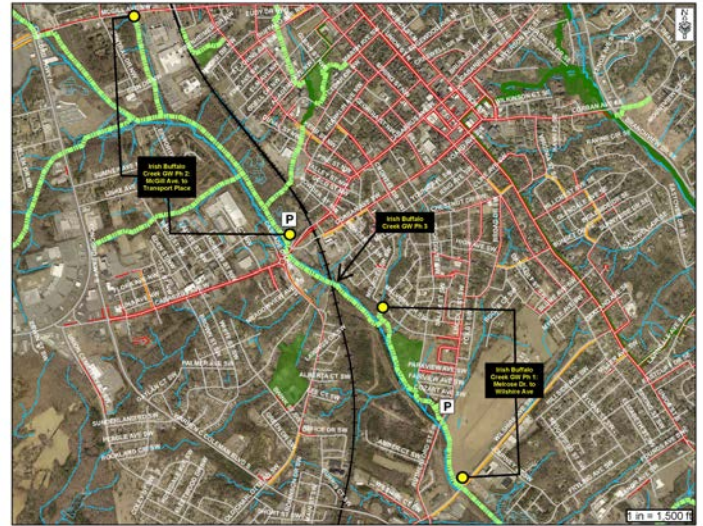
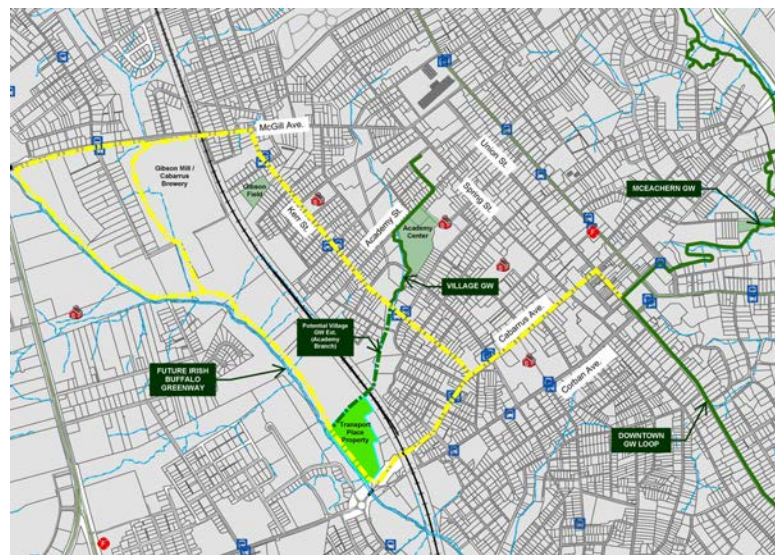
Section 6

Maps / Charts / Tables / Pictures

Section 7

Comments for Other Depts.

Operating Impacts listed on CIP for McEachern Greenway, Hospital Phase.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Hector Henry II Greenway Development, Derita - Cox Mill Loop , Golf/Speedway Phases					Budget Unit #	8300
Budget Unit	P&R - Capital Projects	Functional Area	Parks & Recreation				Priority Rank	15
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div> <div>Y</div> <div>New</div> <div>Expansion</div> </div> <div> <div></div> <div>Replacement</div> <div>Renovation</div> </div> <div> <div></div> <div>Land/ROW Acq. Required</div> <div></div> </div>
35,609,465	0	0	0	0	0	0	35,609,465	

Section 2	Description
-----------	-------------

This project develops a greenway loop on the west side of the City of Concord. The greenway travels along Rocky River, providing connectivity between neighborhoods, Cox Mill High School, and downstream businesses along Derita Road, and the Airport to Highway 85 connecting to Weddington Road Bark Park. The project addresses bicycle, pedestrian, and greenway needs identified in the Parks & Recreation Master Plan along the Rocky River.

Weddington Road Bridge Improvements and Greenway Extension

Improve the existing Weddington Road bridge crossing for pedestrians and bicycles as part of the Hector Henry Greenway. Address safety concerns identified in the bridge assessment conducted by Alpha-Omega and costs \$800,000.

Phase I: Golf Course/Speedway to Cross Charlotte Phase:

The design and construction of the Hector Henry Greenway, Golf Course/Speedway with 2 miles at \$2.75 million per mile and 2 bridges at \$400,000. This phase will expand from Riverwalk Overlook to the Golf Course and extend down to Highway 29 bridge. The greenway will utilize Golf Course property and the trail easement on SMI property then extends to JM Robinson High School.

Connectivity down stream at the confluence of Mallard Creek (Cross Charlotte Trail) and Rocky River will provide connectivity to Charlotte and Harrisburg Cross Charlotte Trail with 2.0 miles at \$2.4 million per mile.

Phase II: Weddington Connectivity Airport Phase.

We plan to explore the opportunity for a trail head parking lot near the bridge. Additionally, this project also achieves two objectives: (1) It connects the Bark Park under Weddington Road to City-owned property between Weddington Road and I-85 as well as the apartments on Weddington Road. (2) It connects existing greenway to the future multi-use path on Bruton Smith Blvd. along Gateway Lane, extending the greenway and providing connectivity to area restaurants, hotels, and points of interest. .56 miles at \$2.4 million per mile and .5 miles at \$1.5 million per mile.

Phase III: Derita Phase

The confluence of Clarke Creek/Rocky River, on-street connectivity Thunder Road to Weddington Road will be approximately 2 miles at \$2.6 million per mile connecting to Airport Phase.

Phase IV: Airport Phase

Phase V: Weddington Road Nature Preserve:

This project consists of developing a new Park and Nature Preserve by utilizing existing City-owned land at Weddington Road Bark Park, Riverwalk Greenway, and Rocky River Golf Course. We will master plan existing properties and research development of a Nature Center on City-owned property near Embassy Suites.

History, Status, or Impact if Delayed

A delay would make it difficult to assemble the land acreage needed. This project addresses bicycle, pedestrian, and greenway needs that were identified in the Parks & Recreation Master Plan. The Derita Road and Poplar Tent Road widening project can impact the time table for this project.

Justification or Link to City Goals

This project aligns with Council Goals, the Open Space Connectivity Analysis, and Master Plan. The Rocky River Corridor is a significant segment of the Carolina Thread Trail. This trail will also create connectivity to Kannapolis, Davidson, local schools, Concord Mills, Weddington Road Bark Park, Rocky River Golf Course, Charlotte Motor Speedway, and Harrisburg. There are approximately 4,777 households within a half-mile (between 7,500 and 14,500 persons) within walking distance of the trail system.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction Phase I - Weddington/Golf Course/Speedway	0	0	0	0	0	14,880,000	14,880,000
Construction Phase II - Connectivity	0	0	0	0	0	7,145,280	7,145,280
Construction Phase III - On-Street Derita	0	0	0	0	0	850,000	850,000
Construction Phase IV - Airport	0	0	0	0	0	3,400,000	3,400,000
Construction Phase V-Nature Preserve	0	0	0	0	0	5,000,000	5,000,000
Design	0	0	0	0	0	3,011,600	3,011,600
Fiber	0	0	0	0	0	235,000	235,000
Weddington Road Bridge Improvements	0	0	0	0	0	800,000	800,000
Total Capital Cost	0	0	0	0	0	35,321,880	35,321,880

Section 4	New or Additional Impact on Operating Budget
-----------	--

City of Concord, North Carolina

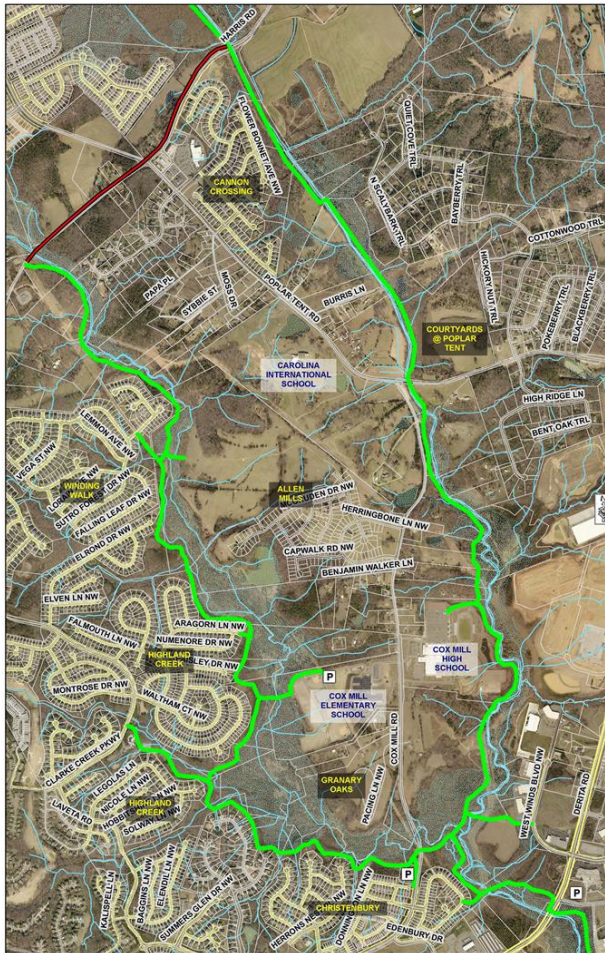
Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
B&G Staff (Ground Supervisor)	0	0	0	0	0	53,966	53,966
F250 Truck	0	0	0	0	0	40,000	40,000
Once-Time Cost Equipment	0	0	0	0	0	31,000	31,000
PT Staff Park Staff	0	0	0	0	0	154,266	154,266
Recurring annual Maintenance Cost	0	0	0	0	0	8,353	8,353
Total	0	0	0	0	0	287,585	287,585

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from General Fund	0	0	0	0	0	35,321,880	35,321,880
Operating Revenue	0	0	0	0	0	287,585	287,585
Total	0	0	0	0	0	35,609,465	35,609,465

Section 6 Maps / Charts / Tables / Pictures Section 7 Comments for Other Depts.



Fund 426: Fire Capital Projects

Fire projects are accounted for using this fund. This fund is comprised of Fire Projects budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
ARFF Certification Equipment	275,000	10,000	12,000	12,000	14,000
Fire Station 13 (Flowes Store Rd.)	-	1,069,200	6,965,520	931,737	959,689
Fire Station 3 - Expansion	585,000	2,500	2,800	2,800	3,000
SCBA Replacements	-	-	2,600,000	-	-
Fire Station 6 & David District Police Substation	10,227,714	1,186,850	1,106,850	1,106,850	1,106,850
Total	\$ 11,087,714	\$ 2,268,550	\$ 10,687,170	\$ 2,053,387	\$ 2,083,539



FY 2024 Fire Capital Projects



■ ARFF Certification Equipment ■ Fire Station 3 - Expansion ■ Fire Station 6 & David District Police Substation

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Transfer from General Fund	860,000	-	-	-	-
Transfer from General Capital Reserve	-	-	2,600,000	-	-
Financing Proceeds	9,780,000	300,000	6,200,000	-	-
Operating Revenue (for CIP)	447,714	1,968,550	1,887,170	2,053,387	2,083,539
Total	\$ 11,087,714	\$ 2,268,550	\$ 10,687,170	\$ 2,053,387	\$ 2,083,539

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fire Station 3 - Expansion					Budget Unit #	8670	
Budget Unit	Fire Station Projects		Functional Area	Public Safety			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
596,100	0	585,000	2,500	2,800	2,800	3,000	596,100		

Section 2	Description
-----------	-------------

Expansion of Fire Station #3 to provide needed space. The Fire Department will construct a garage/gym addition behind the living quarters.

History, Status, or Impact if Delayed

Fire Station #3 has reached capacity and has overgrown the usable space.

Additional, Fire Department FTEs have been added over the last few years and space has been adjusted to accommodate new offices, cubicles and storage solutions. At the current time, we are maxed out on space and need to create new space to accommodate the mission critical elements of the department. A proposed building design is provided in documents. If this project is approved, we will be able to repurpose space that we have now to accommodate more usable and functional space and also eliminate fire code and risk management violations that we receive every year for excess storage, clutter and overflow.

Justification or Link to City Goals

This project meets the City Council goal to support the projected Public Safety facility, equipment, and personnel needs to meet service demands.

Section 3	Capital Costs						
-----------	---------------	--	--	--	--	--	--

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Expansion & Renovation of FS3	585,000	0	0	0	0	0	585,000
Total Capital Cost	585,000	0	0	0	0	0	585,000

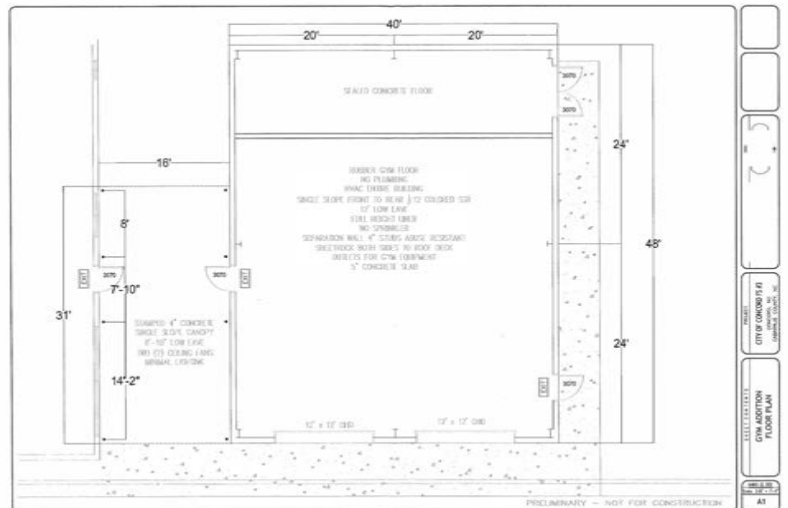
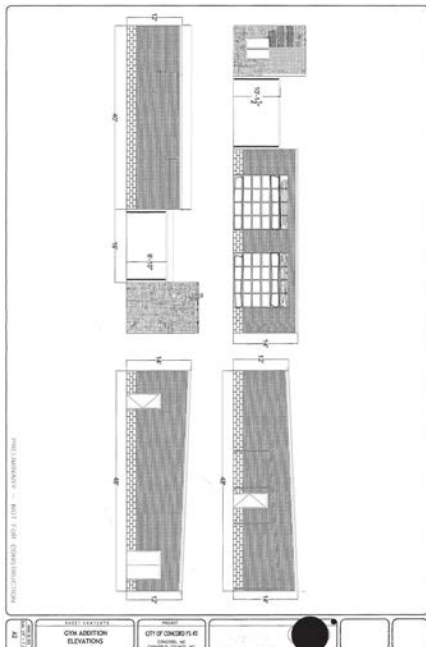
Section 4	New or Additional Impact on Operating Budget						
-----------	--	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Utility expense for garage/gym addition	0	2,500	2,800	2,800	3,000	0	11,100
Total	0	2,500	2,800	2,800	3,000	0	11,100

Section 5	Method(s) of Financing						
-----------	------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from General Fund	585,000	0	0	0	0	0	585,000
Operating Revenue	0	2,500	2,800	2,800	3,000	0	11,100
Total	585,000	2,500	2,800	2,800	3,000	0	596,100

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fire Station 6 & David District Police Substation					Budget Unit #	8670		
Budget Unit	Fire Station Projects		Functional Area	Public Safety			Priority Rank	2		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div>Y</div>	New	<input type="checkbox"/> Expansion
									Replacement	<input type="checkbox"/> Renovation
									Land/ROW Acq. Required	
15,035,114	300,000	10,227,714	1,186,850	1,106,850	1,106,850	1,106,850	14,735,114			

Section 2	Description
-----------	-------------

Use design-build model to construct a new Fire Station 6/Police David District Substation located at Concord-Padgett Regional Airport.

History, Status, or Impact if Delayed

This CIP combines three projects into one, resulting in long term savings for the City by reducing the need for two fire stations and a separate David District police substation in one geographical area. Previously, the department had plans to rebuild the airport fire station and construct a new fire station in the Cox Mill / Christenbury Parkway area. After completing a detailed service delivery distribution analysis and working with Airport Director Vanderleest, a site was selected on airport property that would meet the needs of both the FAA requirements for fire protection and ISO service delivery distribution for this area within the City. This is achieved by adding an engine company at the airport, enhancing emergency protection for the growing presence in commercial flights and general aviation business as well as providing an engine company in the area previously identified for Fire Station 13.

Additionally, the police department has identified the need to expand space for their David District offices and services. The building will be a combined public safety building with fire and police spaces.

Justification or Link to City Goals

This project is linked to the public safety goal of "Support the projected Public Safety facility, equipment, and personnel needs to meet service demands." After further analysis, it has been determined that it is more feasible to rebuild a new airport fire station and include an engine company as compared to building a new fire station off airport property and renovating/rebuilding the current airport fire station.

Additionally, the police department has identified the need to relocate their David District office space. This project is proposed as a joint Fire/Police facility to serve both agencies.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design-build Construction Model	9,300,000	0	0	0	0	0	9,300,000
Fiber	40,000	0	0	0	0	0	40,000
Furnishings for FD spaces	150,000	0	0	0	0	0	150,000
Furnishings for PD Spaces	160,000	0	0	0	0	0	160,000
PD/Fire Security & IT systems (card readers, cameras, Servers, etc.)	130,000	0	0	0	0	0	130,000
Total Capital Cost	9,780,000	0	0	0	0	0	9,780,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Equipment for Engine 6	0	80,000	0	0	0	0	80,000
Fire Captain x3 (includes benefits)	66,053	270,116	270,116	270,116	270,116	0	1,146,517
Fire Engineer x3 (includes benefits)	51,056	209,547	209,547	209,547	209,547	0	889,244
Fire Lieutenant x3 (includes benefits)	54,585	223,828	223,828	223,828	223,828	0	949,897
Firefighter x6 (includes benefits)	90,070	370,359	370,359	370,359	370,359	0	1,571,506
Increase for insurance for FS6	0	8,000	8,000	8,000	8,000	0	32,000
Increase in utilities for FS6	0	25,000	25,000	25,000	25,000	0	100,000
Portable radios for Engine 6	38,500	0	0	0	0	0	38,500
PPE for E6 Personnel	118,950	0	0	0	0	0	118,950
Uniforms for Engine 6 Personnel	28,500	0	0	0	0	0	28,500
Total	447,714	1,186,850	1,106,850	1,106,850	1,106,850	0	4,955,114

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Financing Proceeds	9,780,000	0	0	0	0	0	9,780,000

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Operating Revenue	447,714	1,186,850	1,106,850	1,106,850	1,106,850	0	4,955,114
Total	10,227,714	1,186,850	1,106,850	1,106,850	1,106,850	0	14,735,114
Section 6	Maps / Charts / Tables / Pictures			Section 7	Comments for Other Depts.		

This will involve the following departments: Fire, Police, Engineering, Building and Grounds, Communications, Legal, City Manager's Office, Airport, and Electric.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	ARFF Certification Equipment					Budget Unit #	8670		
Budget Unit	Fire Station Projects		Functional Area	Public Safety			Priority Rank	3		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		Y	New	<input type="checkbox"/> Expansion
									Replacement	<input type="checkbox"/> Renovation
									Land/ROW Acq. Required	
323,000	0	275,000	10,000	12,000	12,000	14,000	323,000			

Section 2	Description
-----------	-------------

Aircraft Rescue Firefighting (ARFF) Training Equipment.

History, Status, or Impact if Delayed

With no local training available, mission critical low-frequency/high-risk scenarios are only able to be practiced one time a year during a 3-hour training session at Charlotte Fire Department. Not only is this a safety concern, because our ARFF team members do not get the opportunities to perfect their skills; it is also extremely challenging to train and certify new personnel in ARFF because we do not have the resources locally to do so.

For many years, the department has worked with Rowan Cabarrus Community College and Airport Director Vanderleest to plan for a ARFF training location on airport property. This training area must be on airport property because the certification and recertification must be done with ARFF apparatus and it is not feasible to move this apparatus to other locations due to size, indexing requirements at the airport and other logistical constraints.

Justification or Link to City Goals

This project is linked to the public safety goal to "Support the projected Public Safety facility, equipment, and personnel needs to meet service demands." ARFF training is mission critical for the department and also required for the FAA Indexing Certification for the airport. Currently, there are no ARFF training opportunities within Concord. ARFF firefighters must travel to Charlotte Airport to use their equipment for their annual certification training.

Section 3	Capital Costs						
-----------	---------------	--	--	--	--	--	--

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
ARFF Training Equipment	275,000	0	0	0	0	0	275,000
Total Capital Cost	275,000	0	0	0	0	0	275,000

Section 4	New or Additional Impact on Operating Budget						
-----------	--	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
LP Gas expense for ARFF training	0	10,000	12,000	12,000	14,000	0	48,000
Total	0	10,000	12,000	12,000	14,000	0	48,000

Section 5	Method(s) of Financing						
-----------	------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from General Fund	275,000	0	0	0	0	0	275,000
Operating Revenue	0	10,000	12,000	12,000	14,000	0	48,000
Total	275,000	10,000	12,000	12,000	14,000	0	323,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

Director Vanderleest has worked with the fire department to identify space on airport property near Fire Station #9.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fire Station 13 (Flows Store Rd.)					Budget Unit #	8670	
Budget Unit	Fire Station Projects		Functional Area	Public Safety			Priority Rank	4	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
9,926,146	0	0	1,069,200	6,965,520	931,737	959,689	9,926,146		

Section 2	Description
-----------	-------------

New Fire Station 13 (Flowes Store Rd.)

History, Status, or Impact if Delayed

As this area continues to grow, a station will be needed to deliver emergency services. The department worked with Legal and Planning to secure property that was suitable for a new fire station in future years. The City has approved annexation in this area and there are several larger subdivisions that are outside the response capabilities of existing fire stations. To deliver emergency services, as well as maintain ISO ratings, a new fire station will need to be constructed and staffed.

Justification or Link to City Goals

This project falls within the Strategic Goal to support public safety facility, equipment, and personnel needs to meet service demands.

Section 3	Capital Costs
-----------	---------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction (design-build Process)	0	0	5,800,000	0	0	0	5,800,000
Engineering/Architecture	0	300,000	0	0	0	0	300,000
Fiber to FS 13	0	0	200,000	0	0	0	200,000
Owner provided (furnishing, inspections)	0	0	200,000	0	0	0	200,000
Total Capital Cost	0	300,000	6,200,000	0	0	0	6,500,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Engine 13	0	765,000	0	0	0	0	765,000
Equipment for Engine 13	0	0	75,000	0	0	0	75,000
Fire Captain x3	0	0	128,145	233,341	240,341	0	601,827
Fire Engineer x3	0	0	99,608	181,918	187,376	0	468,902
Fire Lieutenant x3	0	0	106,336	194,045	199,866	0	500,247
Firefighter x6	0	0	176,231	322,433	332,106	0	830,770
PPE for Engine 13 Personnel	0	0	118,950	0	0	0	118,950
Radios for Engine 13	0	4,200	35,000	0	0	0	39,200
Uniforms for Engine 13 Personnel	0	0	26,250	0	0	0	26,250
Total	0	769,200	765,520	931,737	959,689	0	3,426,146

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Financing Proceeds	0	300,000	6,200,000	0	0	0	6,500,000
General Fund Operating Revenues	0	769,200	765,520	931,737	959,689	0	3,426,146
Total	0	1,069,200	6,965,520	931,737	959,689	0	9,926,146

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

This will involve the following departments: Engineering, Buildings & Grounds, Legal, City Manager's Office, and Electric.

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	SCBA Replacements					Budget Unit #	8670
Budget Unit	Fire Station Projects	Functional Area	Public Safety				Priority Rank	5
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
2,600,000	0	0	0	2,600,000	0	0	2,600,000	

Section 2	Description
------------------	--------------------

Current SCBA equipment is at the end of its life cycle.

History, Status, or Impact if Delayed

At the end of the manufacturer's life cycle, which coincides with the replacement schedule, the SCBAs will no longer be covered under warranty and any issues with the SCBAs will not be covered. Therefore, a great expense will be incurred by the department to replace damaged equipment from normal use as well as other issues, such as electronic components, that can cost thousands of dollars per unit to repair. With new units, a new 10-15 year manufacture warranty is provided which can save the department tens of thousands of dollars over the lifespan of the equipment.

Justification or Link to City Goals

Self Contained Breathing Apparatus (SCBA), also known as air packs, are critical equipment that firefighters use when battling fires and other immediately dangerous to life and health (IDLH) environments. SCBAs have a life span and are bench tested on an annual basis. Additionally, the National Fire Protection Agency (NFPA) conducts updates to standards on roughly a five year cycle. These updates require the current SCBAs to be updated to meet the new standards for things such as alarm limits, universal fittings (for interoperability with other agencies) and other items. At the time of replacement, the current SCBAs will be roughly 15 years old and three versions of NFPA behind the standard.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
SCBA replacements	0	0	2,600,000	0	0	0	2,600,000
Total Capital Cost	0	0	2,600,000	0	0	0	2,600,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
General Capital Reserve	0	0	2,600,000	0	0	0	2,600,000
Total	0	0	2,600,000	0	0	0	2,600,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

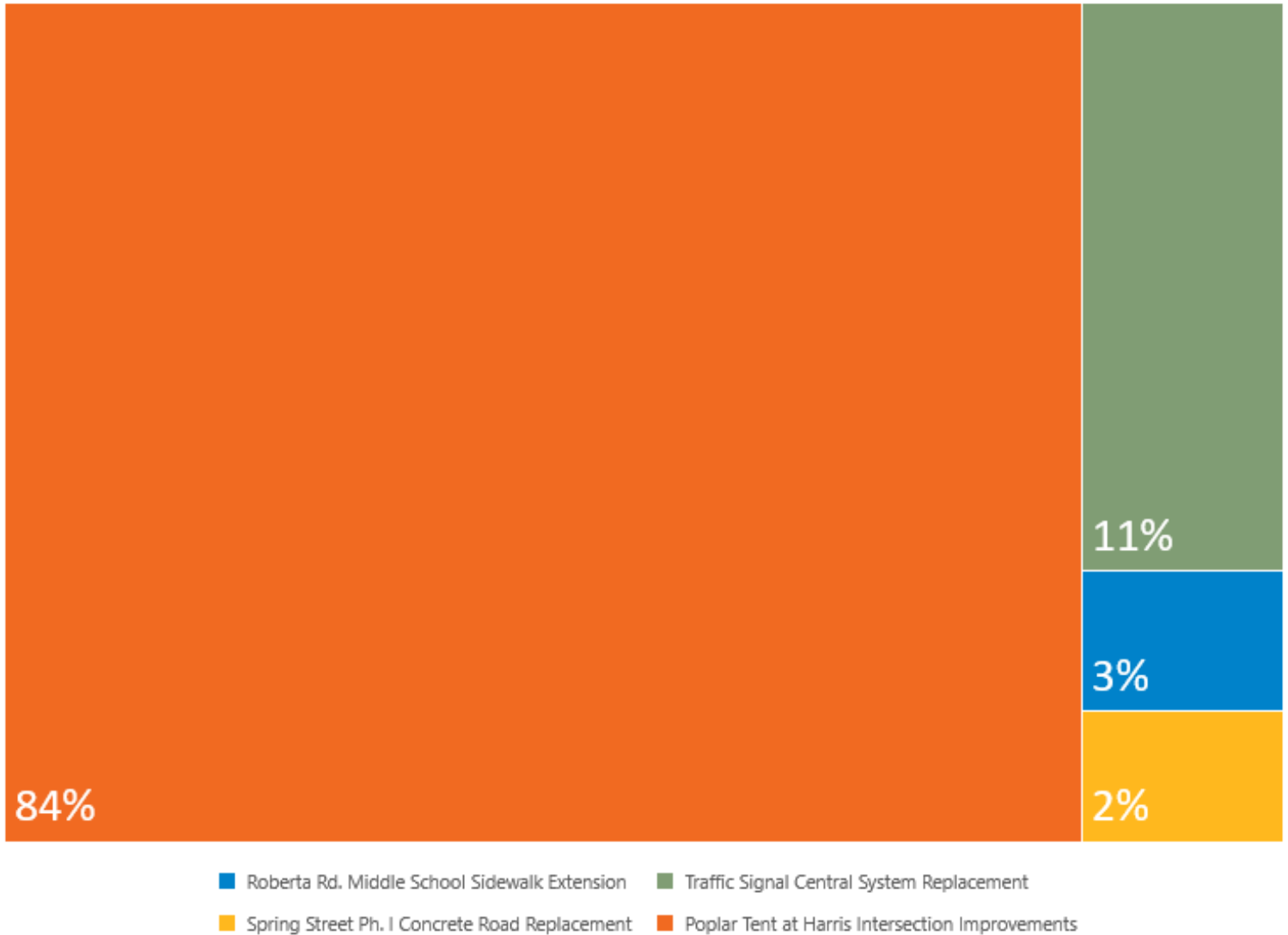
Fund 423: Transportation Capital Projects

Specified transportation projects are funded by the City's dedicated Transportation Fund. The equivalent of 2.5¢ of the ad valorem tax rate and other specified revenues is designated by the City Council towards improving roadway capacity and safety on area streets and extending pedestrian infrastructure. The fund is composed of the Streets budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Concord Farms Road Realignment	-	-	4,000,000	-	-
Roberta Rd. Middle School Sidewalk Extension	370,000	-	-	-	-
Traffic Signal Central System Replacement	1,500,000	-	-	-	-
Dorland Ave Realignment Phase II	-	-	775,000	-	-
Spring Street Ph. I Concrete Road Replacement	344,777	-	-	-	-
Poplar Tent at Harris Intersection Improvements	11,860,000	-	-	-	-
Total	\$ 14,074,777	\$ -	\$ 4,775,000	\$ -	\$ -



FY 2024 Transportation Capital Projects



	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Designated 2.5¢ Transportation Reserve	1,639,000	-	4,775,000	-	-
Designated PIP Sidewalks	370,000	-	-	-	-
Future Grants	1,200,000	-	-	-	-
Designated 0.5¢ Transportation Reserve - Concrete Streets	344,777	-	-	-	-
Federal Aid	10,521,000	-	-	-	-
Total	\$ 14,074,777	\$ -	\$ 4,775,000	\$ -	\$ -

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Traffic Signal Central System Replacement					Budget Unit #	8600	
Budget Unit	Street Projects		Functional Area	Transportation			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								Land/ROW Acq. Required	
1,500,000	0	1,500,000	0	0	0	0	1,500,000		

Section 2	Description
-----------	-------------

Replacement of current local (cabinet) and central (management software ran In the TMC) signals software. This project consists of switching both the current ATMS (advanced traffic management software) and the local software deployed In the traffic signal cabinets. NCDOT has selected a different integrated solutions provider that will meet their 2030 goals: transit signal priority, emergency vehicle pre-emption and integration with connected and autonomous vehicles. For the local system there will be a hardware change required for the majority of the existing signals along with engineering work for signal plan modifications to accommodate the new hardware and implementation of the new software to successfully transition to the new provider.

History, Status, or Impact if Delayed

NCDOT has selected Qfree as a new integrated solution provider to meet its desired qualifications. Econolite, creator of the two software platforms that is currently found on 95% of the signals in the state could not meet the requirements in their latest package. This replacement will occur over the course of approximately 3 years broken down into 3 phases. The first will be Engineering and Plan Modifications to the existing signals for integration of new hardware and software, the second will be implementation of the hardware changes, and the third will be necessary software updates.

Justification or Link to City Goals

The City is dedicated to providing it's citizens an efficient and safe traffic signals network and has committed to maintaining both City-owned signals and NCDOT owned signals within Concord and a few on the outskirts. In October, 2022 NCDOT selected the new integrated solution provider and will soon begin the process of migrating from the current software to an updated and more capable option. At this time NCDOT has not proposed to cover any of the costs associated with the the engineering and hardware needed to make the transition to the new provider. Transportation and the MPO are currently working to try and secure matching grant funds to cover these costs through the Carbon Reduction Program (CRP) as a part of the FHA Infrastructure and Jobs Act. Because the current hardware will essentially be rendered non-serviceable once the transition is complete due to the current provider being removed from the State contract, the transition is necessary to ensure the signals system remains efficient and fully operable.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Replacement of ATMS (central management software at TMC) and local signal software (cabinets)	1,500,000	0	0	0	0	0	1,500,000
Total Capital Cost	1,500,000	0	0	0	0	0	1,500,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2.5¢ Transportation Reserve (20% grant match)	300,000	0	0	0	0	0	300,000
Carbon Reduction Program Grant	1,200,000	0	0	0	0	0	1,200,000
Total	1,500,000	0	0	0	0	0	1,500,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Poplar Tent at Harris Intersection Improvements					Budget Unit #	8600
Budget Unit	Street Projects	Functional Area	Transportation				Priority Rank	2
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required
								<input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Renovation
15,080,000	3,220,000	11,860,000	0	0	0	0	11,860,000	

Section 2	Description
------------------	--------------------

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 a 20% local match. The total estimate for the project is \$15,080,000 with the Local match totaling approximately \$3,016,000.

History, Status, or Impact if Delayed
--

Analysis of this intersection's current design and rapid growth in traffic has demonstrated the intersection is operating beyond capacity. Recent and future development in the area has led to citizen groups, who are frustrated with the relentless congestion, petitioning for a moratorium on development in the area until the intersection and surrounding roadways can catch up to growth. This intersection was also part of the previously proposed project U-6029 to improve a larger stretch of Poplar Tent Rd. That larger project did not score well enough with NCDOT and CRMPO to qualify for funding and has since been moved from a position on the TIP list to an undetermined date in the distant future. Proposing the intersection improvement as a stand alone project has led to it being approved for funding by the CRMPO for STBG-DA funding and has been assigned a TIP project number HL-0001. Discussions are ongoing concerning the approval of NCDOT Spot Mobility funds to assist with local match. Developer in-lieu of funds are also being reserved to assist with local fund match. If this project is delayed, the congestion and traffic delays will continue to grow and opposition to future development in the area will grow stronger. Currently \$275,000 in developer contributions have been received.

Justification or Link to City Goals
--

The Reduced Conflict Intersection (RCI) will help alleviate concerns of traffic congestion at the intersection of Poplar Tent and Harris, which is currently operating beyond capacity. Recent and projected growth in the area is expected to continue contributing further to the inadequacy of the current intersection design. RCIs are designed to help improve traffic flow while at the same time reducing the potential conflict points that lead to potentially severe accidents. The current intersection operates at a Level of Service (LOS) of F with an approximate delay per vehicle of 2.5 minutes. The upgrade of this intersection to an RCI design is projected to decrease delay per vehicle from 2.5 minutes to 30 seconds and improve the LOS from F to C creating a much more efficient intersection. In addition to improving the efficiency of traffic flow, the Federal Highway Administration states that an RCI design can reduce injury and fatal crashes by 54% compared to conventional signalized intersection designs currently in place. This project will also provide a more pedestrian friendly network of sidewalk, multi-use paths, and up-to-date pedestrian crossings to connect current and future development at all corners of this intersection.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction (20% Local Match)	11,860,000	0	0	0	0	0	11,860,000
Total Capital Cost	11,860,000	0	0	0	0	0	11,860,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2.5¢ Transportation Reserve	1,339,000	0	0	0	0	0	1,339,000
STBG-DA Grant	10,521,000	0	0	0	0	0	10,521,000
Total	11,860,000	0	0	0	0	0	11,860,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Concord Farms Road Realignment					Budget Unit #	8600	
Budget Unit	Street Projects		Functional Area	Transportation			Priority Rank	3	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
4,000,000	0	0	0	4,000,000	0	0	4,000,000		

Section 2 Description

This project realigns Concord Farms Rd. to connect with Windswept Rd. and establishes a 4-lane divided typical section with bike lanes, sidewalk, enhanced plantings, lighting, and signage to promote development opportunities in line with the Small Area Plan.

History, Status, or Impact if Delayed

This project has been submitted for Golden Leaf funding of \$1,000,000. The current project estimate is \$4,000,000. If the grant is awarded, a Local Match of approximately \$3,000,000 will be required to meet schedule.

Justification or Link to City Goals

The Concord Farms Rd. realignment will provide safer access to US 29 at a signalized intersection. The project will be designed as a median divided facility with sidewalk and bicycle accommodations. This corridor is currently a largely undeveloped, agricultural area in the geographic center of Concord. The project will provide better access for economic development.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	4,000,000	0	0	0	4,000,000
Total Capital Cost	0	0	4,000,000	0	0	0	4,000,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

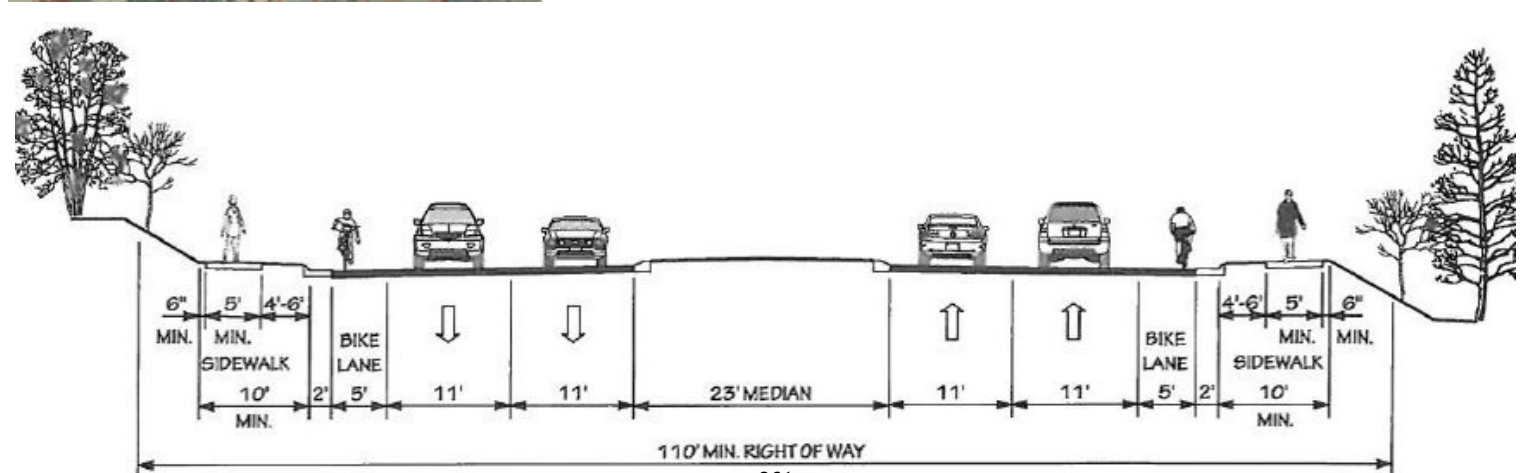
Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2.5¢ Transportation Reserve	0	0	4,000,000	0	0	0	4,000,000
Total	0	0	4,000,000	0	0	0	4,000,000

Section 6 Maps / Charts / Tables / Pictures



Section 7 Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Dorland Ave Realignment Phase II					Budget Unit #	8600
Budget Unit	Street Projects	Functional Area	Transportation				Priority Rank	4
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement <input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required
775,000	0	0	0	775,000	0	0	775,000	

Section 2 Description

This project completes the realignment of Dorland Ave from Kerr St. and NW to Crowell Dr., SW, adjacent to Baber-Scotia College.

History, Status, or Impact if Delayed

Phase I was completed in 2009 and constructed the signalized intersection at Kerr St., NW. This project finalizes those plans to create a north-south connection across Cabarrus Ave., W.

Justification or Link to City Goals

The realignment eliminates the dangerous angled intersection that currently exists adjacent to Barber-Scotia College and will bring northbound traffic on Crowell Dr., SW to the signalized intersection of Cabarrus Ave., W and Kerr St., NW. This project was presented for consideration at the 2017 City Council Planning Session.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	775,000	0	0	0	775,000
Total Capital Cost	0	0	775,000	0	0	0	775,000

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total

Total

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2.5¢ Transportation Reserve	0	0	775,000	0	0	0	775,000
Total	0	0	775,000	0	0	0	775,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Roberta Rd. Middle School Sidewalk Extension					Budget Unit #	8600	
Budget Unit	Street Projects		Functional Area	Transportation			Priority Rank	5	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
370,000	0	370,000	0	0	0	0	370,000		

Section 2	Description
------------------	--------------------

This project reserves funds for the reimbursement to Cabarrus County Schools of expenses related to sidewalk improvements associated with the new Roberta Road Middle School. The project costs listed is an estimated amount.

History, Status, or Impact if Delayed

The legislation was passed in the last few years and the first school, which required reimbursement from the City was Weddington High School. Due to the timing of the plan and approval of Weddington High occurring prior to anyone's knowledge of this legislation, the funding for the required reimbursement was not planned for which caused several PIP projects to be delayed so planning a placeholder for funding as new schools are planned is crucial to the proper planning of PIP project funds.

Justification or Link to City Goals

Due to recently passed legislation, the NCDOT and local municipalities are required to reimburse the school system for any roadway improvements that are required to be built as part of the school approval and construction process. Schools are held to the same standards and requirements as other developments and as such the City requires the construction of curb, gutter and sidewalk along the frontages of school property on existing roads. The reimbursement would cover the estimated costs of construction of the sidewalk, curb and gutter and any other work needed to allow them to be installed correctly such as the movement of utilities.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Sidewalk Extension	370,000	0	0	0	0	0	370,000
Total Capital Cost	370,000	0	0	0	0	0	370,000

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
PIP Sidewalk Funds	370,000	0	0	0	0	0	370,000
Total	370,000	0	0	0	0	0	370,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Spring Street Ph. I Concrete Road Replacement					Budget Unit #	8600	
Budget Unit	Street Projects		Functional Area	Transportation			Priority Rank	6	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
2,331,149	1,986,372	344,777	0	0	0	0	344,777		

Section 2	Description
------------------	--------------------

This phase of Spring St. will replace the concrete road structure and reconstruct using standard asphalt sections along Spring Street from Wilshire to Fryling as well as replacing most of the curb and gutter in the section due to the overall condition and potential for further damage during demolition of the existing concrete.

History, Status, or Impact if Delayed

As part of the concrete roads inventory and prioritization, Spring Street emerged as the highest priority street for reconstruction. Due to funding availability, Spring Street will be broken into at least 3 phases in order to address the entire length.

Phase II: is anticipated to continue from Wilshire to the newly constructed Roundabout.

Phase III: is anticipated to be from the roundabout to Buffalo. As Spring St. has been identified as the highest priority, all phases will be completed prior to starting the next priority.

Justification or Link to City Goals

This project is the first of the concrete road replacement projects, which will utilize funding specifically set up for this purpose.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Spring Street Phase 1 Concrete	344,777	0	0	0	0	0	344,777
Total Capital Cost	344,777	0	0	0	0	0	344,777

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
2.5¢ Transportation Reserve (1/2 penny designation)	344,777	0	0	0	0	0	344,777
Total	344,777	0	0	0	0	0	344,777

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

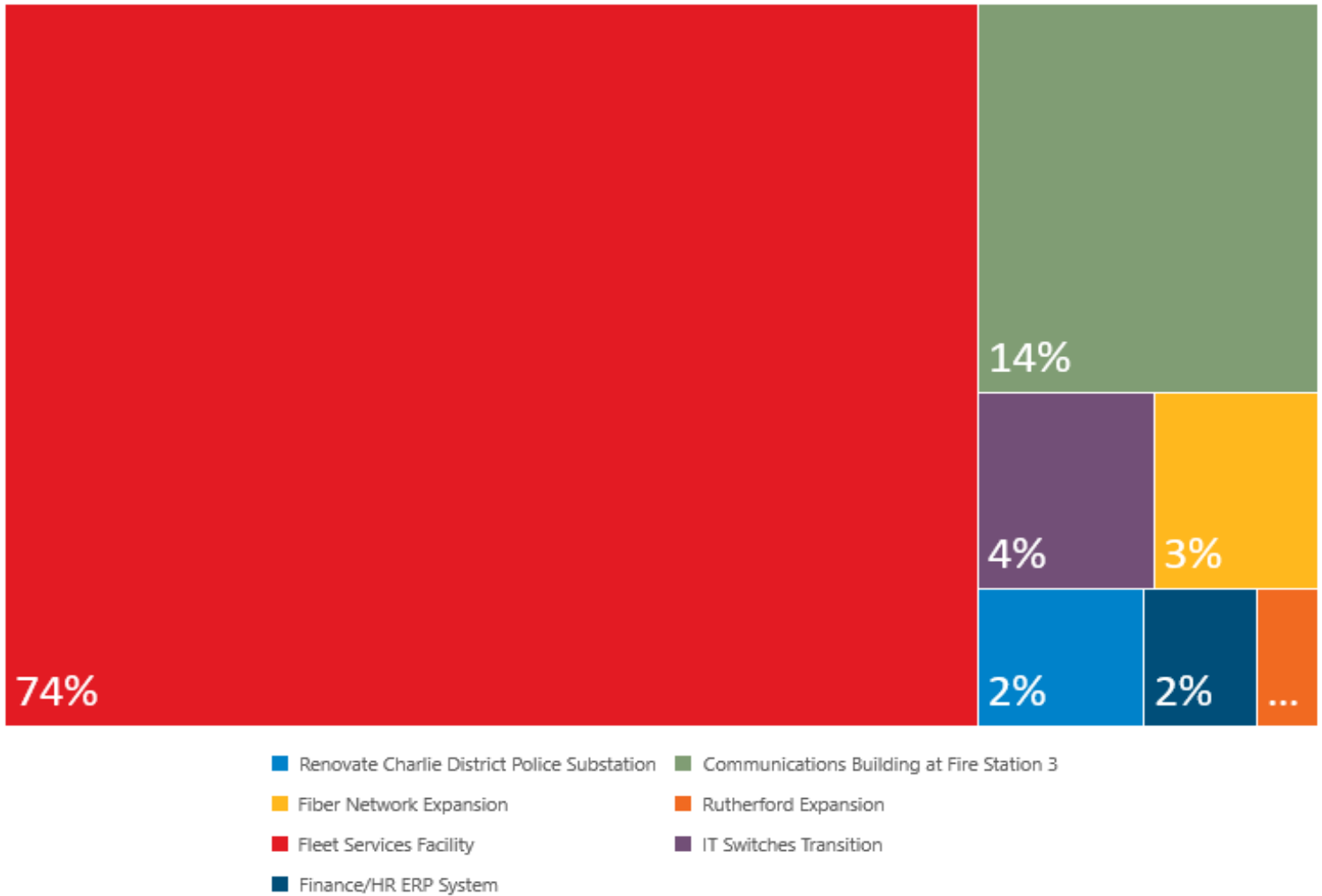
Fund 430: General Capital Projects

General Fund Capital Projects that are not Parks & Recreation or Fire projects are accounted for using this fund. This fund is comprised of the General Projects and the Brown Operations Complex Projects budget units.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
BOC Expanded Parking at Old Fuel Station	-	-	528,370	-	-
Renovate Charlie District Police Substation	370,000	-	-	-	-
Fleet Facility Redesign for Radio Shop	-	275,000	-	-	-
Communications Building at Fire Station 3	2,145,000	-	-	-	-
Fiber Network Expansion	525,000	(3,000)	(3,000)	(3,000)	(3,000)
Rutherford Expansion	138,000	-	-	-	-
Fleet Services Facility	11,401,871	154,993	54,993	-	-
IT Switches Transition	560,000	-	-	-	-
Finance/HR ERP System	250,000	500,000	-	-	-
Total	\$ 15,389,871	\$ 926,993	\$ 580,363	\$ (3,000)	\$ (3,000)



FY 2024 General Capital Projects



	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Transfer from General Fund	748,000	500,000	-	-	-
Transfer from General Capital Reserve	8,020,076	275,000	528,370	-	-
Transfer from Sewer	640,785	-	-	-	-
Future Projects - Reserves	665,000	-	-	-	-
Financing Proceeds	2,145,000	-	-	-	-
Transfer from Capital Projects	526,792	-	-	-	-
Transfer from Electric	1,109,506	-	-	-	-
Transfer from Aviation	179,086	-	-	-	-
Transfer from Stormwater	353,458	-	-	-	-
Transfer from Transit	14,822	-	-	-	-
Transfer from Public Housing	21,664	-	-	-	-
Transfer from Internal Service	745,682	-	-	-	-
Operating Revenue (for CIP)	220,000	151,993	51,993	(3,000)	(3,000)
Total	\$ 15,389,871	\$ 926,993	\$ 580,363	\$ (3,000)	\$ (3,000)

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fleet Services Facility					Budget Unit #	8800	
Budget Unit	BOC Admin Projects		Functional Area	Public Works			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div>New</div></div>	<div><div></div><div>Expansion</div></div>
								<div><div></div><div>Replacement</div></div>	<div><div></div><div>Renovation</div></div>
								<div><div></div><div>Land/ROW Acq. Required</div></div>	
20,421,857	8,810,000	11,401,871	154,993	54,993	0	0	11,611,857		

Section 2	Description
------------------	--------------------

This project replaces the existing Fleet facility with a larger facility built on part of the 33 acre expansion area at the Alfred M. Brown Operations Center (BOC). Identified as a priority in the BOC Space Needs Study, the larger facility will be sufficient for future growth and large enough to service fire apparatus. This project also includes a fuel facility (gas and diesel), relocating the current Solid Waste debris site to a cleared area between the new Fleet facility and the Traffic Management Center, and constructing the appropriate access road to the debris site to handle heavy duty vehicular traffic.

History, Status, or Impact if Delayed

The BOC Space Needs Study, dated 1/27/10, identifies the Fleet building as too small for current needs and future growth. Due to its location, the current building cannot be expanded and efforts have been made in prior years to extend the current building's useful life. Adverse impacts include: increased fleet downtime, which impacts all departments' ability to perform their jobs efficiently; increased costs; and reduced customer service.

Justification or Link to City Goals

The City's fleet has nearly doubled in size since the design of the current building, which created the need for two shifts to accomplish required maintenance of the 1,000+ sized vehicle fleet. The additional requirements for maintaining fire apparatus has added another 25 heavy-duty vehicles to Fleet's workload and facilitated the need to convert the current wash bay to work space. The new facility would also provide needed staging areas for active and surplus equipment.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
5% Building Cost Increase based on projections	465,000	0	0	0	0	0	465,000
Construction	10,886,871	0	0	0	0	0	10,886,871
Fiber	50,000	0	0	0	0	0	50,000
Total Capital Cost	11,401,871	0	0	0	0	0	11,401,871

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Mechanic - Grade 207	0	54,993	0	0	0	0	54,993
Mechanic - Grade 207	0	0	54,993	0	0	0	54,993
Service Truck to support Solid Waste	0	60,000	0	0	0	0	60,000
Service Truck Tools	0	40,000	0	0	0	0	40,000
Total	0	154,993	54,993	0	0	0	209,986

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
General Capital Reserve	8,020,076	0	0	0	0	0	8,020,076
Transfer from Aviation	100,336	0	0	0	0	0	100,336
Transfer from Electric	1,004,506	0	0	0	0	0	1,004,506
Transfer from Housing	21,664	0	0	0	0	0	21,664
Transfer from Internal Service	745,682	0	0	0	0	0	745,682
Transfer from Sewer	640,785	0	0	0	0	0	640,785
Transfer from Stormwater	353,458	0	0	0	0	0	353,458
Transfer from Transit	14,822	0	0	0	0	0	14,822
Transfer from Water Projects	500,542	0	0	0	0	0	500,542
Operating Revenue	0	154,993	54,993	0	0	0	209,986
Total	11,401,871	154,993	54,993	0	0	0	11,611,857

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	BOC Expanded Parking at Old Fuel Station					Budget Unit #	8800	
Budget Unit	BOC Admin Projects		Functional Area	Public Works			Priority Rank	2	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
528,370	0	0	0	528,370	0	0	528,370		

Section 2	Description
------------------	--------------------

Remove old fueling station and expand Brown Center Parking.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

Additional parking (55 spaces) will allow for future employee growth and accommodate visitors for training at the BOC.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Parking Lot Expansion	0	0	528,370	0	0	0	528,370
Total Capital Cost	0	0	528,370	0	0	0	528,370

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
General Capital Reserve	0	0	528,370	0	0	0	528,370
Total	0	0	528,370	0	0	0	528,370

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Renovate Charlie District Police Substation					Budget Unit #	8804
Budget Unit	General Projects	Functional Area	Public Safety				Priority Rank	1
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input checked="" type="checkbox"/> Land/ROW Acq. Required <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Renovation
370,000	0	370,000	0	0	0	0	370,000	

Section 2	Description
-----------	-------------

This project renovates the Charlie District police substation located inside Fire Station #7. Parks and Recreation has vacated the community room at this location and this plan was discussed with the Fire department.

History, Status, or Impact if Delayed

The police department moved to a decentralized patrol structure 19 years ago. Charlie District resides inside a portion of Fire Station #7 and is comprised of 20 officers, 4 sergeants, and 1 captain. There is currently not enough space allocated to function a police substation and additional staff are anticipated over the next few years. Current space lacks shower facilities, lockers, equipment storage, and a breakroom. Proximity of a community room to the office spaces for Charlie District means that the public shares restrooms with police staff – this is unsecure and has been concerning to staff.

With the building of Police headquarters in 2006 (Adam and Baker District staff) and a recent proposal to move the David District substation to the Fire Station #6 location, staff assigned to Charlie District experience inequity in terms of their facility space compared to their peers. Current office space has a chronic mold issue – where mold appears to grow out from the interior of walls into the finished office space. Mold has also grown on some of the office furniture requiring staff to discard it for health and safety reasons. A remodeling of the space is necessary to determine what is causing the mold issue.

Justification or Link to City Goals

There is no clear or direct link to the most recent approved Council Strategic Plan. Given the moisture and mold concerns, there exists an exigent need to fix the space for employee health reasons. A basic police substation should have secure bathrooms, a changing area, showers, locker room, equipment storage, break room, and patrol briefing room with computer workstations.

The current space has none of these with the exception of a small room where 1 officer can use a computer for reports. Re-configuring the existing footprint to a more efficient design, taking the community room space, and remodeling the men's and women's restrooms (which would become dedicated to police staff with the removal of the community room) will provide Charlie District staff with a fully functioning police substation.

**Original CIP was pre-covid. Construction costs have increased. Documentation from City Engineering on renovation costs are attached.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Renovation to Charlie District Police Substation	250,000	0	0	0	0	0	250,000
Total Capital Cost	250,000	0	0	0	0	0	250,000

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Captain's Office Furniture (purchased in FY 23)	0	0	0	0	0	0	0
Lockers	42,000	0	0	0	0	0	42,000
Roll call furniture, chairs, filing cabinets, conference table etc. associated with renovation. (purchased in FY 23)	0	0	0	0	0	0	0
Supervisor and Manager Workstations	78,000	0	0	0	0	0	78,000
Total	120,000	0	0	0	0	0	120,000

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
General Fund Future Projects	100,000	0	0	0	0	0	100,000
Transfer from General Fund	150,000	0	0	0	0	0	150,000
General Operating Revenues	120,000	0	0	0	0	0	120,000
Total	370,000	0	0	0	0	0	370,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Rutherford Expansion					Budget Unit #	8804
Budget Unit	General Projects	Functional Area	Cemeteries				Priority Rank	2
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div> <div>Y</div> <div>New</div> <div>Expansion</div> </div> <div> <div></div> <div>Replacement</div> <div>Renovation</div> </div> <div> <div></div> <div>Land/ROW Acq. Required</div> </div>
250,119	112,119	138,000	0	0	0	0	138,000	

Section 2 Description

Rutherford Memorial Park Expansion - Develop Phase I which will yield approximately 400 grave sites.

History, Status, or Impact if Delayed

Engineering surveyed property in FY 19/20 at a cost of \$5,000; survey complete. Engineering completed master-planning of the remaining undeveloped property. A phased approach to development was presented at the 2023 Planning Session. Based on the conversations from City Council and leadership the following expansion was developed.

This expansion will result in 400 graves and cost approximately \$250,000. City Council directed staff to proceed using \$112,119 in existing project funds with an additional \$138,000 coming from General Fund.

Justification or Link to City Goals

None

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Phase I of Rutherford Expansion	138,000	0	0	0	0	0	138,000
Total Capital Cost	138,000	0	0	0	0	0	138,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from General Fund	138,000	0	0	0	0	0	138,000
Total	138,000	0	0	0	0	0	138,000

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	IT Switches Transition					Budget Unit #	8804	
Budget Unit	General Projects		Functional Area	General Government			Priority Rank	3	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
820,000	260,000	560,000	0	0	0	0	560,000		

Section 2	Description
-----------	-------------

Network Switches in need of upgrading. Each switch will come with licensing software that will need to be updated every 1 to 3 years.

History, Status, or Impact if Delayed

Justification or Link to City Goals

Section 3	Capital Costs						
-----------	---------------	--	--	--	--	--	--

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Phase II	460,000	0	0	0	0	0	460,000
Total Capital Cost	460,000	0	0	0	0	0	460,000

Section 4	New or Additional Impact on Operating Budget						
-----------	--	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Contract Labor to assist in changing switches	100,000	0	0	0	0	0	100,000
Total	100,000	0	0	0	0	0	100,000

Section 5	Method(s) of Financing						
-----------	------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from General Fund	460,000	0	0	0	0	0	460,000
Operating Revenue	100,000	0	0	0	0	0	100,000
Total	560,000	0	0	0	0	0	560,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Communications Building at Fire Station 3					Budget Unit #	8804
Budget Unit	General Projects	Functional Area	Public Safety	Priority Rank			4
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
2,145,000	0	2,145,000	0	0	0	0	2,145,000

Section 2	Description
-----------	-------------

Expansion of Fire Station #3 to provide needed space for both Communications and Fire. A Design-build model is proposed for an addition on the backside of the Communications Center to house administrative offices, a conference room and room for an expanded Comm Center. The Fire Department will construct a garage/gym addition behind the living quarters.

History, Status, or Impact if Delayed

Fire Station #3 has reached capacity and has overgrown the usable space. The Communications Center has not gained any additional square footage since being established in 1996 and current administrative staffing levels do not meet current demands. This project will provide Communications with much needed space for additional offices, storage and training areas.

Additional, Fire Department FTEs have been added over the last few years and space has been adjusted to accommodate new offices, cubicles and storage solutions. At the current time, we are maxed out on space and need to create new space to accommodate the mission critical elements of the department. A proposed building design is provided in documents. If this project is approved, we will be able to repurpose space that we have now to accommodate more usable and functional space and also eliminate fire code and risk management violations that we receive every year for excess storage, clutter and overflow.

This project was originally estimated at \$4,000,000. Communications and Fire Department have worked together to create an updated plan and identify areas of savings, while still meeting the needs of both departments.

Justification or Link to City Goals

This project meets the City Council goal to support the projected Public Safety facility, equipment, and personnel needs to meet service demands.

Section 3	Capital Costs
-----------	---------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design & Construction	2,145,000	0	0	0	0	0	2,145,000
Total Capital Cost	2,145,000	0	0	0	0	0	2,145,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Financing Proceeds	2,145,000	0	0	0	0	0	2,145,000
Total	2,145,000	0	0	0	0	0	2,145,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fiber Network Expansion					Budget Unit #	8804	
Budget Unit	General Projects		Functional Area	General Capital			Priority Rank	5	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
827,141	314,141	525,000	(3,000)	(3,000)	(3,000)	(3,000)	513,000		

Section 2	Description
------------------	--------------------

This extended fiber route will provide a redundant path for some City facilities and infrastructure located on the western side of Concord to include Concord-Padgett Regional Airport, and also provide the necessary fiber route for future Parks and other City facilities located on the west side of I-85. This is a new 4 mile fiber run from the cross box on International Dr., out Poplar Tent Rd., over I-85 to Fire Station 9, and finally to the corner of Derita Rd. and Poplar Tent Rd.

History, Status, or Impact if Delayed
--

This will provide a redundant path for the airport and other City facilities on this side of town. It will also provide a path for new Park and Rec and other City facilities on the other side of I85.

Justification or Link to City Goals
--

This project meets the City Council goal to strengthen the City's fiber infrastructure and ensure all City facilities have fiber capability. This is needed to be able to add the new parks and greenways into the fiber network for the approved Park and Rec Bonds. This will remove some of the dependence on NCDOT fiber to get across the interstate.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Fiber	525,000	0	0	0	0	0	525,000
Total Capital Cost	525,000	0	0	0	0	0	525,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Discontinue CPRA T1 Line	0	(3,000)	(3,000)	(3,000)	(3,000)	0	(12,000)
Total	0	(3,000)	(3,000)	(3,000)	(3,000)	0	(12,000)

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves	315,000	0	0	0	0	0	315,000
Transfer from Aviation	78,750	0	0	0	0	0	78,750
Transfer from Electric	105,000	0	0	0	0	0	105,000
Transfer from Water Projects	26,250	0	0	0	0	0	26,250
Operating Revenue	0	(3,000)	(3,000)	(3,000)	(3,000)	0	(12,000)
Total	525,000	(3,000)	(3,000)	(3,000)	(3,000)	0	513,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

The following departments will benefit from this by providing access and redundant routes for their circuits.
Parks & Rec 20%, Water 5%, Electric 20%, IT 30%, Airport 15%, and Signals 10%

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Fleet Facility Redesign for Radio Shop					Budget Unit #	8804	
Budget Unit	General Projects		Functional Area	Public Safety			Priority Rank	6	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
275,000	0	0	275,000	0	0	0	275,000		

Section 2	Description
------------------	--------------------

The construction of a new Fleet facility is scheduled to be completed late summer of 2024, at which time the current fleet facility will undergo renovation in preparation for the Radio Shop relocation. The renovation will include updating and configuring the administrative office area to add additional individual offices and communal spaces along with warehouse storage to house fiber reels, fiber supplies and vehicle installation components.

History, Status, or Impact if Delayed

Radio Shop is currently operating out of a single, one-sided bay for vehicle builds. The bay will hold two smaller SUV or pick-up type vehicles, or a single large vehicle, such as bucket truck, fire truck or large service truck. Staff will have two drive through bays at the new location along with several one-sided bays. Renovation will include creating a tech room, storage rooms and individual office for Communications staff to include Communications Shop Manager, Network Manager, Administrative Assistant, and Communications/Network Technicians. Fiber Network supplies will be moved from the warehouse to the new location to free up warehouse space and allow for better inventory distribution and control.

Justification or Link to City Goals

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Facility Redesign	0	275,000	0	0	0	0	275,000
Total Capital Cost	0	275,000	0	0	0	0	275,000

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
General Capital Reserve	0	275,000	0	0	0	0	275,000
Total	0	275,000	0	0	0	0	275,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

Utilities will stay connected but transferred to the Radio Shop.

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Finance/HR ERP System					Budget Unit #	8804	
Budget Unit	General Projects		Functional Area	General Government			Priority Rank	7	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
1,000,000	250,000	250,000	500,000	0	0	0	750,000		

Section 2	Description
------------------	--------------------

This project would fund a joint Human Resources and Finance ERP system.

History, Status, or Impact if Delayed

A Finance/HR ERP system for the City of Concord has not been identified; however, HR has completed a number of software demonstrations and have identified 3 software vendors with outstanding products that will allow us to have one comprehensive software to meet our needs.

Justification or Link to City Goals

The current Finance system is out-of-date and does not meet the needs of the department and is particularly unhelpful for the needs of the Human Resources department.

Currently HR utilizes 5 different systems to administer the HR function. A true HRIS system would not only reduce contract cost, but also streamline HR processes. Implementing a HRIS system will reduce data duplication and human error. This will make HR operations simple, efficient, and more productive. More importantly, with the real-time information that an HRIS provides, the HR staff can gather and track accurate data to create reports.

Section 3 **Capital Costs**

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
ERP System - Finance & HR	250,000	500,000	0	0	0	0	750,000
Total Capital Cost	250,000	500,000	0	0	0	0	750,000

Section 4 **New or Additional Impact on Operating Budget**

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5 **Method(s) of Financing**

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves	250,000	0	0	0	0	0	250,000
Transfer from General Fund	0	500,000	0	0	0	0	500,000
Total	250,000	500,000	0	0	0	0	750,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

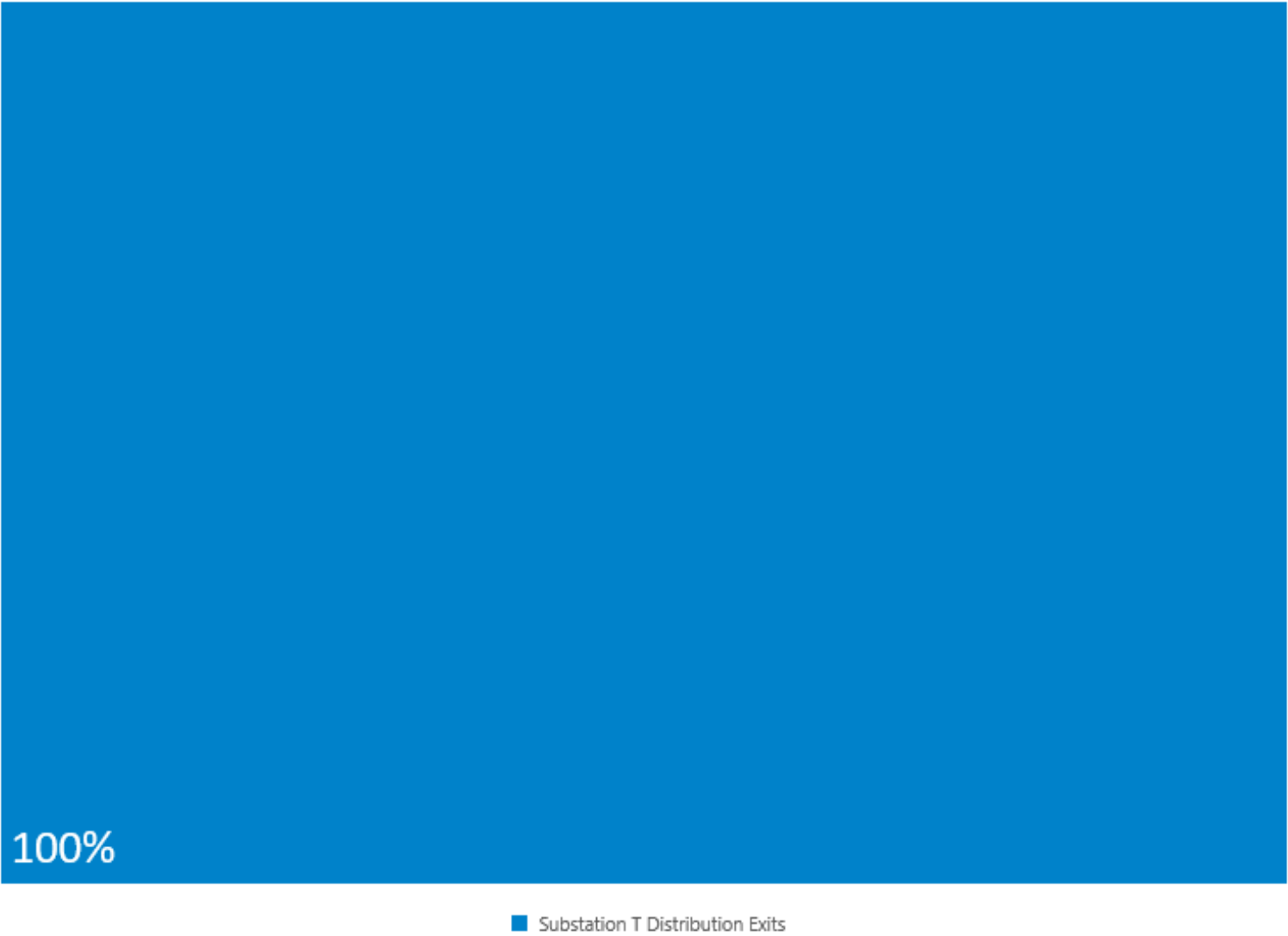
Fund 473: Electric Capital Projects

Electric projects are accounted for using this fund. It is comprised of the Electric Projects budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
AMI System	-	100,000	8,000,000	-	-
Substation T Distribution Exits	500,000	-	-	-	-
Delivery #1 Replacement	-	2,240,500	-	-	-
Construction of New Electric Substation N in Copperfield Blvd Location	-	-	5,000,000	-	-
100 kV Tie Line - Liles Blvd to Sub O	-	-	1,500,000	5,214,000	-
Construction of New Electric Substation R on Poplar Tent Road	-	-	-	-	6,750,000
Construction of New Electric Substation S on US Highway 601 South	-	-	6,500,000	-	-
100 kV Interconnect Between Delivery #4 and Sub E	-	4,901,600	-	-	-
Construction of New Electric Substation U near Cabarrus Arena	-	-	-	1,000,000	7,535,500
Total	\$ 500,000	\$ 7,242,100	\$ 21,000,000	\$ 6,214,000	\$ 14,285,500



FY 2024 Electric Capital Projects



Revenues by Funding Source	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Transfer from Electric	500,000	7,242,100	21,000,000	6,214,000	14,285,500
Total	\$ 500,000	\$ 7,242,100	\$ 21,000,000	\$ 6,214,000	\$ 14,285,500

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	100 kV Interconnect Between Delivery #4 and Sub E					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank	1			
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
5,401,600	500,000	0	4,901,600	0	0	0	4,901,600	

Section 2 Description

This project provides an interconnection between Delivery #4 and Substation E on Rock Hill Church Road. This tie line will provide an alternative route of electric power to substations E, J, and K. The total project distance is 2.5 miles.

History, Status, or Impact if Delayed

Substations J, K, and E are currently fed from a radial 100kV transmission line from Delivery #3. When Delivery #4 is complete, an interconnect line to Substation E will increase reliability by creating a loop feed for these substations and provide tying capability on the 100kV transmission system.

Justification or Link to City Goals

This project will utilize the new Delivery #4 to improve reliability and tying capacity on the 100kV transmission system.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	4,725,452	0	0	0	0	4,725,452
Engineering	0	146,148	0	0	0	0	146,148
Fiber	0	30,000	0	0	0	0	30,000
Total Capital Cost	0	4,901,600	0	0	0	0	4,901,600

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	4,901,600	0	0	0	0	4,901,600
Total	0	4,901,600	0	0	0	0	4,901,600

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Delivery #1 Replacement					Budget Unit #	6949	
Budget Unit	Electric Projects		Functional Area	Electric			Priority Rank	2	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
2,940,500	700,000	0	2,240,500	0	0	0	2,240,500		

Section 2	Description
------------------	--------------------

This will provide a replacement for Delivery station #1 at Florence Ave.

History, Status, or Impact if Delayed

This project is part of a ten year plan to update and improve the City's electric system infrastructure. This project will provide greater switching flexibility to keep the system functioning at an optimal level. Failure to implement this project will impact power delivery in the future years.

Justification or Link to City Goals

This project will replace an existing station that was built 45 years ago and has reached its end of expected life. This new station will provide greater reliability as well as additional loading capabilities.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	2,123,725	0	0	0	0	2,123,725
Engineering	0	111,775	0	0	0	0	111,775
Fiber	0	5,000	0	0	0	0	5,000
Total Capital Cost	0	2,240,500	0	0	0	0	2,240,500

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	2,240,500	0	0	0	0	2,240,500
Total	0	2,240,500	0	0	0	0	2,240,500

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	AMI System					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank	3			
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input checked="" type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required <input type="checkbox"/> Expansion <input type="checkbox"/> Renovation
8,100,000	0	0	100,000	8,000,000	0	0	8,100,000	

Section 2 Description

This project is for installation of a new Smartgrid metering infrastructure which will improve communication methods, increase the amount of data collected and improve billing efficiency.

History, Status, or Impact if Delayed

Many meters on the grid will be reaching the end of life expectancy soon. Aging meters must be replaced to prevent meter failures and potential loss of revenue.

Justification or Link to City Goals

The current Smartgrid system is nearing end of life and needs replacement. Replacement with meters that have better communication and provide the ability to record more data will deliver a more efficient AMI system. More granular meter data is needed for future rate updates including PEV rates.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	8,000,000	0	0	0	8,000,000
Engineering	0	100,000	0	0	0	0	100,000
Total Capital Cost	0	100,000	8,000,000	0	0	0	8,100,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	100,000	8,000,000	0	0	0	8,100,000
Total	0	100,000	8,000,000	0	0	0	8,100,000

Section 6 Maps / Charts / Tables / Pictures **Section 7** Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Construction of New Electric Substation S on US Highway 601 South					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank			4
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
							Type of CIP
							<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion
							<input type="checkbox"/> Replacement <input type="checkbox"/> Renovation
							<input type="checkbox"/> Land/ROW Acq. Required
7,735,000	1,235,000	0	0	6,500,000	0	0	6,500,000

Section 2 Description

This project will provide an additional 44kV/12.4kV distribution substation to handle growing capacity needs in the City's Southern service area and enhance the integrity of the current and future electric service to our customers.

History, Status, or Impact if Delayed

The Southern portion of the City's service area is now growing and has the potential to grow extremely quickly as there are large tracts of undeveloped land for sale in the area. A new substation is needed to meet the demand expected. Delaying this project will severely limit the City's ability to serve new customers in this area.

Project was funded in prior years, but funds were moved to build Substation T. This CIP replaces funds moved so that Substation S can be built.

Justification or Link to City Goals

This project is required to address the load growth in the Southern section of the City's electric service area. Development in the Southern service area is pushing the capacity of existing Substation D. The new substation will relieve the loading on Sub D and address the future load growth expected in the area. It will eliminate voltage issues in the area and will also provide additional reliability on the system as it will provide tying capability with three existing substations.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	6,265,000	0	0	0	6,265,000
Engineering	0	0	210,000	0	0	0	210,000
Fiber	0	0	25,000	0	0	0	25,000
Total Capital Cost	0	0	6,500,000	0	0	0	6,500,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	0	6,500,000	0	0	0	6,500,000
Total	0	0	6,500,000	0	0	0	6,500,000

Section 6 Maps / Charts / Tables / Pictures **Section 7 Comments for Other Depts.**



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	100 kV Tie Line - Liles Blvd to Sub O					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank	5			
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required
6,714,000	0	0	0	1,500,000	5,214,000	0	6,714,000	<input checked="" type="checkbox"/> Expansion <input type="checkbox"/> Renovation

Section 2 Description

This project will close a loop feed from Sub O to the 100kV line at the intersection of George Liles and Poplar Tent Road. Total project distance is 2.5 miles. The tie line will provide an alternate route of electric power to all substations on the western side of the City's service area.

History, Status, or Impact if Delayed

This is a component of a 10-year plan to improve the City's electric system infrastructure. Canceling or delaying this project could result in longer wait times for power restoration for our customers during major outages.

Justification or Link to City Goals

This tie line will provide an alternate route for the power supply to substations on the western side of the City's electric service area during major power outages and/or system maintenance. Without the tie line, substations on Weddington Rd., in the International Business Park, Ivy Cline Rd., and Rock Hill Church Rd. are served via one radial feed transmission circuit with no alternate power sources.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	5,057,580	0	0	5,057,580
Engineering	0	0	0	156,420	0	0	156,420
Fiber	0	0	0	0	0	0	0
Land/ROW	0	0	1,500,000	0	0	0	1,500,000
Total Capital Cost	0	0	1,500,000	5,214,000	0	0	6,714,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	0	1,500,000	5,214,000	0	0	6,714,000
Total	0	0	1,500,000	5,214,000	0	0	6,714,000

Section 6 Maps / Charts / Tables / Pictures **Section 7** Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Construction of New Electric Substation R on Poplar Tent Road					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank			6
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
7,750,000	1,000,000	0	0	0	0	0	6,750,000

Section 2	Description
-----------	-------------

This project will provide an additional 100kV/12.4kV distribution substation to handle growing capacity needs in the City's Western service area and enhance the integrity of current and future electric service for our customers.

History, Status, or Impact if Delayed

This project is required to address the load growth in the Western section of the City's electric service area. Development surrounding Concord-Padgett Regional Airport and in the I-85 corridor is pushing the capacity of existing Substation O. The new substation will relieve the loading on Sub O and address future growth expected in the area. It will also provide additional reliability on the system by tying capability with three existing substations and offering more switching capacity to backup Substation K in the industrial park on International Dr.

Justification or Link to City Goals

The Western portion of the City's service area is growing at an accelerated rate and a new substation is needed to meet the expected demand. Delaying this project will limit the City's ability to serve new customers in this area.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	6,542,650	0	6,542,650
Engineering	0	0	0	0	202,350	0	202,350
Fiber	0	0	0	0	5,000	0	5,000
Total Capital Cost	0	0	0	0	6,750,000	0	6,750,000

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total

Total

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	0	0	0	6,750,000	0	6,750,000
Total	0	0	0	0	6,750,000	0	6,750,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Construction of New Electric Substation U near Cabarrus Arena					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank			7
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28	
8,535,500	0	0	0	0	1,000,000	7,535,500	8,535,500

Section 2	Description
-----------	-------------

This project will provide an additional 44kV/12.4kV distribution substation to handle growing capacity needs in the City's Eastern service area and enhance the integrity of the current and future electric service to our customers.

History, Status, or Impact if Delayed

Development of the area surrounding Cabarrus Arena including the NC Hwy 49 corridor and the Cold Springs Road area will require more capacity than currently available from Substation G and Substation P. The new substation will address the future growth expected as the Arena becomes a focal point for commercial and residential growth. It will also provide additional reliability on the system as it will provide tying capability with Substation G and Substation P offering more switching capacity and alternate power sources on the distribution system.

Justification or Link to City Goals

The Eastern portion of the City's service area is expected to grow substantially in the next few years. A new substation is needed to meet the expected demand. Delaying this project will limit the City's ability to serve new customers in this area.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	7,309,435	0	7,309,435
Engineering	0	0	0	0	226,065	0	226,065
Fiber	0	0	0	0	0	0	0
Land/ROW	0	0	0	1,000,000	0	0	1,000,000
Total Capital Cost	0	0	0	1,000,000	7,535,500	0	8,535,500

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	0	0	1,000,000	7,535,500	0	8,535,500
Total	0	0	0	1,000,000	7,535,500	0	8,535,500

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Construction of New Electric Substation N in Copperfield Blvd Location					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank	8			
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
7,046,500	2,046,500	0	0	5,000,000	0	0	5,000,000	

Section 2 Description

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.

History, Status, or Impact if Delayed

Another substation is required to address growth in the Northeast section of the City's electric service area. Development in the Northeast service area is pushing the capacity of existing Substation F to its service limit. The new substation will relieve the loading on Sub F and address future growth expected in the area. It will also provide additional reliability within the system as it will have a unique feed from Duke allowing for more switching capabilities if Delivery One or Delivery Two is offline.

Justification or Link to City Goals

This is a component in a ten year plan to update and improve our electric infrastructure. The Northeastern portion of the City's service area is now growing at an accelerated pace and a new substation is needed to meet the demand expected. Delaying this project will limit the City's ability to serve new customers.

Section 3 Capital Costs

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	5,000,000	0	0	0	5,000,000
Total Capital Cost	0	0	5,000,000	0	0	0	5,000,000

Section 4 New or Additional Impact on Operating Budget

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Section 5 Method(s) of Financing

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	0	0	5,000,000	0	0	0	5,000,000
Total	0	0	5,000,000	0	0	0	5,000,000

Section 6 Maps / Charts / Tables / Pictures

Section 7 Comments for Other Depts.



City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Substation T Distribution Exits					Budget Unit #	6949
Budget Unit	Electric Projects	Functional Area	Electric	Priority Rank	9			
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
500,000	0	500,000	0	0	0	0	500,000	

Section 2	Description
-----------	-------------

This project will provide the 12kV circuit connections from the new substation T to existing circuits feeding load centers including Common Grounds, George Liles Blvd, and the Concord Parkway corridor. It will also provide switching capabilities which improve system reliability in the area.

History, Status, or Impact if Delayed

This project provides the necessary connections to feed new and existing load centers near Substation T making use of the additional capacity that the substation provides. Delaying this project will limit the City's ability to serve new customers in the service area.

Justification or Link to City Goals

This is a component in a ten-year plan to update and improve our electric infrastructure. The accelerated growth in the Concord Parkway corridor is raising the demand for electric capacity in the area.

Section 3	Capital Costs
-----------	---------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Projects Reserves	500,000	0	0	0	0	0	500,000
Total Capital Cost	500,000	0	0	0	0	0	500,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Electric	500,000	0	0	0	0	0	500,000
Total	500,000	0	0	0	0	0	500,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------



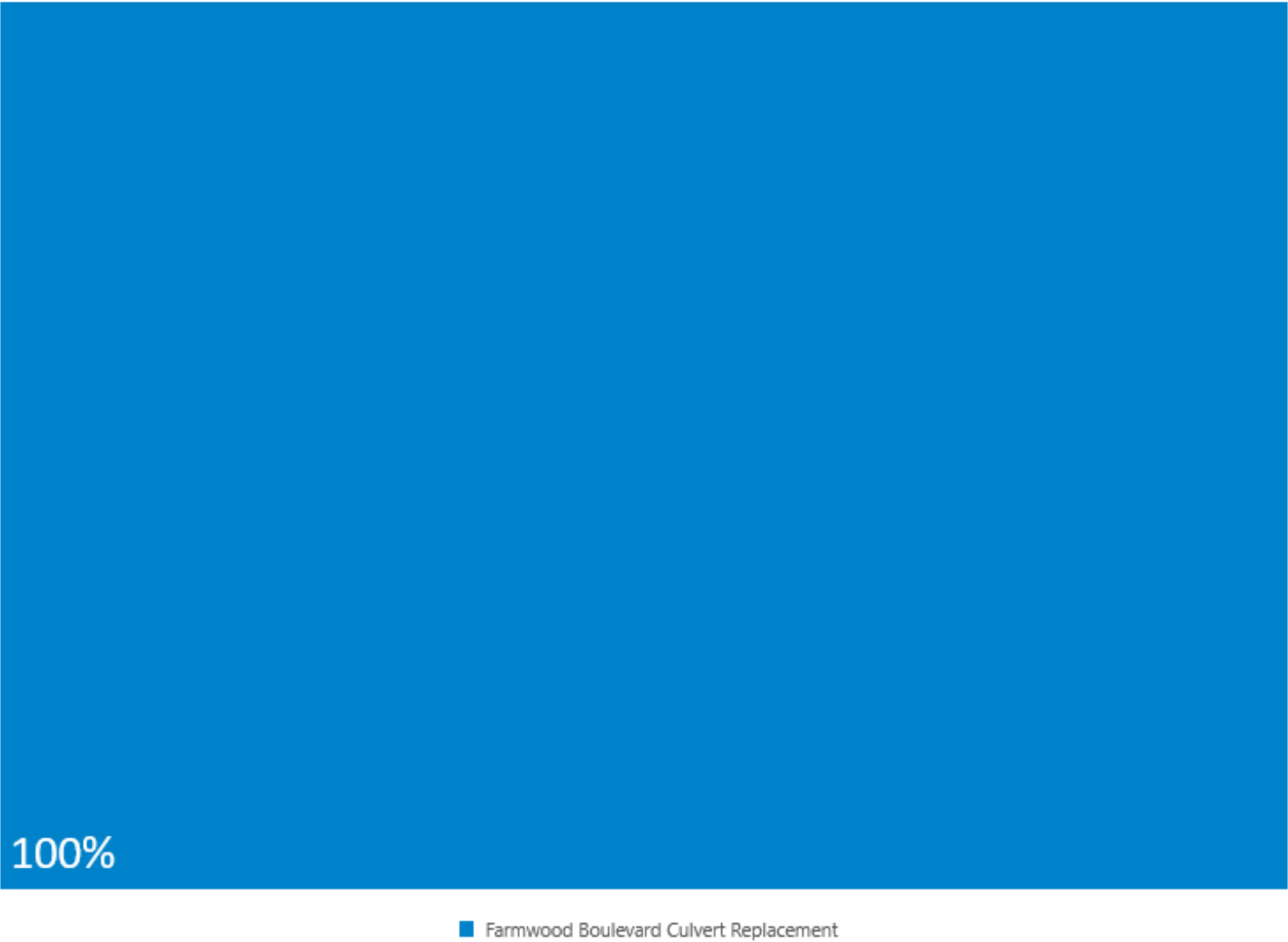
Fund 474: Stormwater Capital Projects

Stormwater projects are accounted for using this fund. It is comprised of Stormwater Master Plan, Stream Restoration Projects, and Stormwater Projects budget units.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Miramar Culvert Replacement - Miramar Drive	-	1,500,000	-	-	-
Farmwood Boulevard Culvert Replacement	193,000	-	1,120,000	-	-
Dylan Place Culvert Replacement - Upper	-	1,149,000	-	-	-
Total	\$ 193,000	\$ 2,649,000	\$ 1,120,000	\$ -	\$ -



FY 2024 Stormwater Capital Projects



	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Future Projects - Reserves	193,000	1,500,000	1,120,000	-	-
Transfer from Stormwater	-	1,149,000	-	-	-
Total	\$ 193,000	\$ 2,649,000	\$ 1,120,000	\$ -	\$ -

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Dylan Place Culvert Replacement - Upper					Budget Unit #	7103	
Budget Unit	Stormwater Projects		Functional Area	Stormwater			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
1,149,000	0	0	1,149,000	0	0	0	1,149,000		

Section 2	Description
------------------	--------------------

The Dylan Place culvert replacement and upsizing is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

This project is identified in the Irish Buffalo Creek Master Plan.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	1,149,000	0	0	0	0	1,149,000
Total Capital Cost	0	1,149,000	0	0	0	0	1,149,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Stormwater	0	1,149,000	0	0	0	0	1,149,000
Total	0	1,149,000	0	0	0	0	1,149,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Farmwood Boulevard Culvert Replacement					Budget Unit #	7103	
Budget Unit	Stormwater Projects		Functional Area	Stormwater			Priority Rank	2	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
1,484,000	171,000	193,000	0	1,120,000	0	0	1,313,000		

Section 2	Description
------------------	--------------------

This culvert replacement and upsizing under Farmwood Boulevard is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

This project is identified in the Coddle Creek Master Plan.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	1,120,000	0	0	0	1,120,000
Design & R/W Acquisition	193,000	0	0	0	0	0	193,000
Total Capital Cost	193,000	0	1,120,000	0	0	0	1,313,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves	193,000	0	1,120,000	0	0	0	1,313,000
Total	193,000	0	1,120,000	0	0	0	1,313,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Miramar Culvert Replacement - Miramar Drive					Budget Unit #	7103	
Budget Unit	Stormwater Projects		Functional Area	Stormwater			Priority Rank	9	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
1,500,000	0	0	1,500,000	0	0	0	1,500,000		

Section 2	Description
------------------	--------------------

This culvert replacement and upsizing under Miramar Drive is to reduce flooding risk to neighborhood homes and replace aging infrastructure.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

This project is identified in the Three Mile Branch Master Plan.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design, R/W and Construction	0	1,500,000	0	0	0	0	1,500,000
Total Capital Cost	0	1,500,000	0	0	0	0	1,500,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves	0	1,500,000	0	0	0	0	1,500,000
Total	0	1,500,000	0	0	0	0	1,500,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

Note - this project is tied to the McEachern Greenway - Hospital Phase CIP. Both projects must be in the same year.

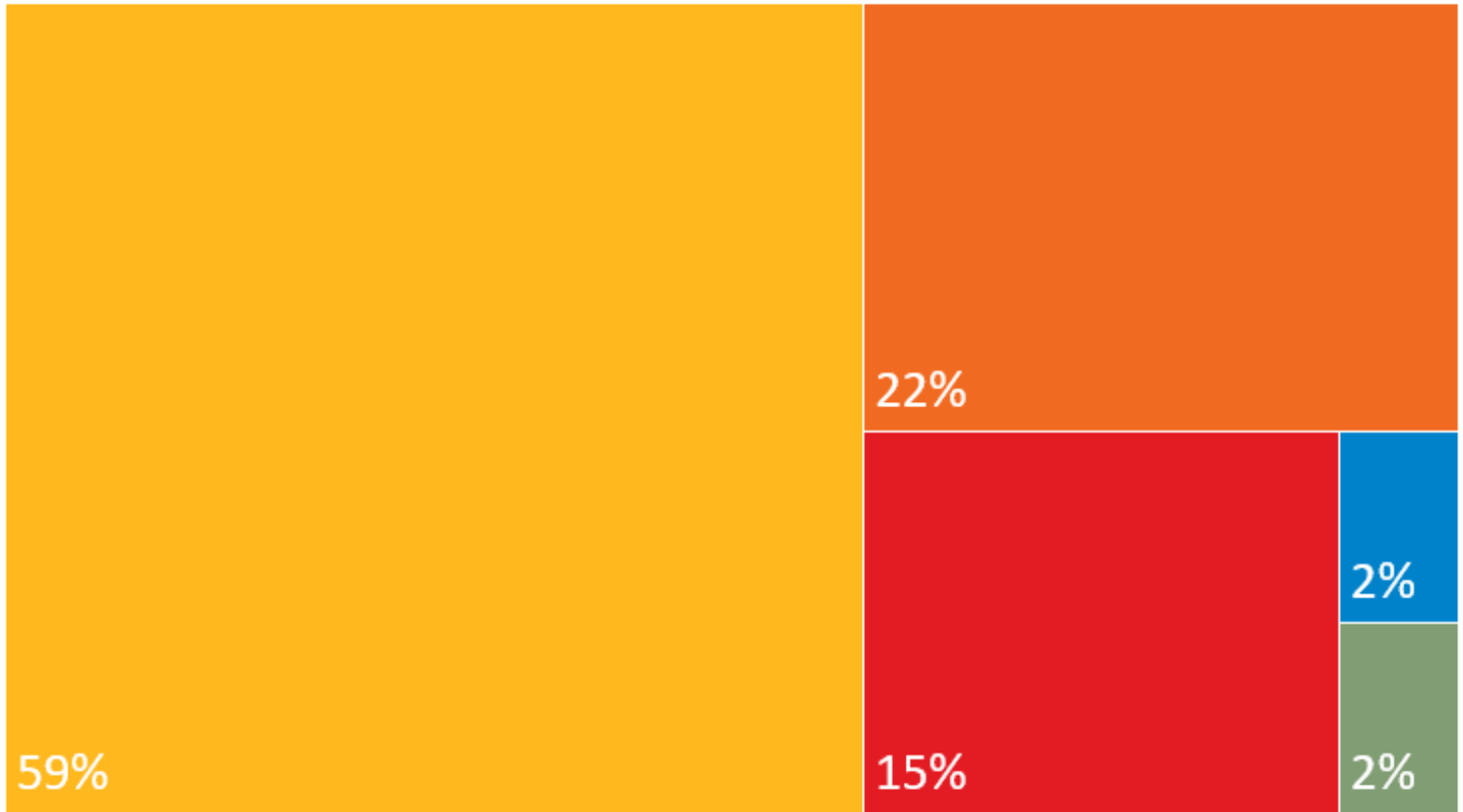
Fund 429: Water Capital Projects

Water projects are accounted for using this fund. It is comprised of the Water Projects budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road	200,000	-	2,795,000	-	-
Rocky River Road 16" Water Line (Hearth Lane to Archibald Road)	200,000	-	2,100,000	-	-
5 MGD Booster Pump Station - Poplar Tent Area	-	450,000	3,000,000	-	-
GAC Contactors at Hillgrove WTP	6,095,000	-	-	-	-
Hillgrove WTP Settling Basin Improvements	2,230,000	-	-	-	-
Union Cemetery Road Realignment	-	100,000	-	-	-
Zion Church Road 12" Parallel Water Line	1,597,000	-	-	-	-
Poplar Tent Road Widening - East of I-85 to George Liles Boulevard	-	-	1,001,500	1,001,500	-
Stough Road 24" Water Line Extension (Roberta Road to NC Highway 49)	-	7,000,000	-	-	-
Total	\$ 10,322,000	\$ 7,550,000	\$ 8,896,500	\$ 1,001,500	\$ -



FY 2024 Water Capital Projects



- Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road
- Rocky River Road 16" Water Line (Hearth Lane to Archibald Road)
- GAC Contactors at Hillgrove WTP
- Hillgrove WTP Settling Basin Improvements
- Zion Church Road 12" Parallel Water Line

	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Bond Proceeds	8,325,000	-	-	-	-
Transfer from Water	-	5,650,000	4,001,500	1,001,500	-
Future Projects - System Development Fees	1,997,000	1,900,000	4,895,000	-	-
Total	\$ 10,322,000	\$ 7,550,000	\$ 8,896,500	\$ 1,001,500	\$ -

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	5 MGD Booster Pump Station - Poplar Tent Area					Budget Unit #	8700	
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
3,450,000	0	0	450,000	3,000,000	0	0	3,450,000		

Section 2	Description
------------------	--------------------

This project includes the construction of a new 5 MGD Booster Pump Station facility near Poplar Tent Rd. It will include variable frequency drives for all newly installed pumps/motors and the installation of a new 12" water line (suction side) to be supplied by the Rock Hill Church Rd tank.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design	0	450,000	0	0	0	0	450,000
R/W & Construction	0	0	3,000,000	0	0	0	3,000,000
Total Capital Cost	0	450,000	3,000,000	0	0	0	3,450,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Water	0	450,000	3,000,000	0	0	0	3,450,000
Total	0	450,000	3,000,000	0	0	0	3,450,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Zion Church Road 12" Parallel Water Line					Budget Unit #	8700	
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	2	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								<div><div></div>Land/ROW Acq. Required</div>	
1,697,000	100,000	1,597,000	0	0	0	0	1,597,000		

Section 2	Description
------------------	--------------------

This project consists of providing a new parallel 12" water line and closed looping opportunity along Zion Church Road from NC Highway 49 to just north of Litaker Lane as part of a water system improvement.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

This new water line will further enhance system pressure and enable greater volumes of water to be distributed throughout our system more efficiently as outlined in the recently completed Water Master Plan.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	1,597,000	0	0	0	0	0	1,597,000
Total Capital Cost	1,597,000	0	0	0	0	0	1,597,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
----------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	--------------------	--------------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Projects Reserves (SDF)	1,597,000	0	0	0	0	0	1,597,000
Total	1,597,000	0	0	0	0	0	1,597,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	GAC Contactors at Hillgrove WTP					Budget Unit #	8700
Budget Unit	Water Projects	Functional Area	Water				Priority Rank	3
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="checked" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
15,070,000	8,975,000	6,095,000	0	0	0	0	6,095,000	

Section 2	Description
------------------	--------------------

This project consists of designing and constructing Granular Activated Carbon (GAC) contactors at the Hillgrove Water Treatment Plan (WTP).

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

This project is to design and install GAC contactors at the Hillgrove WTP, which reduce disinfection by-products resulting within the treatment process as required to be in compliance with Federal and State water quality regulations.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	6,095,000	0	0	0	0	0	6,095,000
Total Capital Cost	6,095,000	0	0	0	0	0	6,095,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Bond Proceeds	6,095,000	0	0	0	0	0	6,095,000
Total	6,095,000	0	0	0	0	0	6,095,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Hillgrove WTP Settling Basin Improvements					Budget Unit #	8700	
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	4	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								Land/ROW Acq. Required	
7,030,000	4,800,000	2,230,000	0	0	0	0	2,230,000		
Section 2	Description								
This project is to replace failing tube settlers at Hillgrove WTP.									
History, Status, or Impact if Delayed									
Without replacement, regulatory compliance and water quality will be negatively impacted.									
Justification or Link to City Goals									
This project will replace current failing tube settlers at Hillgrove WTP with plate settlers. The current tubes are at the end of their life expectancy and are falling apart during normal operations.									
Section 3	Capital Costs								
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Construction - Building/Utility	2,230,000	0	0	0	0	0	2,230,000		
Total Capital Cost	2,230,000	0	0	0	0	0	2,230,000		
Section 4	New or Additional Impact on Operating Budget								
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Total									
Section 5	Method(s) of Financing								
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Bond Proceeds	2,230,000	0	0	0	0	0	2,230,000		
Total	2,230,000	0	0	0	0	0	2,230,000		
Section 6	Maps / Charts / Tables / Pictures			Section 7	Comments for Other Depts.				

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Cross Country 16" Water Line Extension - NC Highway 49 to Rocky River Road					Budget Unit #	8700
Budget Unit	Water Projects	Functional Area	Water				Priority Rank	5
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="checked" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
2,995,000	0	200,000	0	2,795,000	0	0	2,995,000	

Section 2	Description
------------------	--------------------

This project consists of providing a new 16" cross country water line from NC Highway 49 to Rocky River Road as part of a water system improvement.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

To further enhance system pressure and enable greater volumes of water to be distributed throughout our system more efficiently as outlined in the completed Water Master Plan.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design	200,000	0	0	0	0	0	200,000
R/W & Construction	0	0	2,795,000	0	0	0	2,795,000
Total Capital Cost	200,000	0	2,795,000	0	0	0	2,995,000

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves (SDF)	200,000	0	2,795,000	0	0	0	2,995,000
Total	200,000	0	2,795,000	0	0	0	2,995,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Rocky River Road 16" Water Line (Hearth Lane to Archibald Road)					Budget Unit #	8700		
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	6		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div></div>	New	<div><div></div></div> Expansion
									Replacement	<div><div></div></div> Renovation
									Land/ROW Acq. Required	
2,300,000	0	200,000	0	2,100,000	0	0	2,300,000			

Section 2	Description
------------------	--------------------

This project consists of providing a new 16" water line along Rocky River Road from Hearth Lane to Archibald Road as part of a water system improvement.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

To further enhance system pressure and enable greater volumes of water to be distributed throughout our system more efficiently as outlined in the completed Water Master Plan.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design	200,000	0	0	0	0	0	200,000
R/W & Construction	0	0	2,100,000	0	0	0	2,100,000
Total Capital Cost	200,000	0	2,100,000	0	0	0	2,300,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves (SDF)	200,000	0	2,100,000	0	0	0	2,300,000
Total	200,000	0	2,100,000	0	0	0	2,300,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Stough Road 24" Water Line Extension (Roberta Road to NC Highway 49)					Budget Unit #	8700
Budget Unit	Water Projects	Functional Area	Water				Priority Rank	7
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="checked" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
7,000,000	0	0	7,000,000	0	0	0	7,000,000	

Section 2	Description
------------------	--------------------

This project consists of providing a new 24" water line along Stough Road from Roberta Road to NC Highway 49 as part of a water system improvement.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

To further enhance system pressure and enable greater volumes of water to be distributed throughout our system more efficiently as outlined in the completed Water Master Plan.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design, R/W, and Construction	0	7,000,000	0	0	0	0	7,000,000
Total Capital Cost	0	7,000,000	0	0	0	0	7,000,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves (SDF)	0	1,900,000	0	0	0	0	1,900,000
Transfer from Water	0	5,100,000	0	0	0	0	5,100,000
Total	0	7,000,000	0	0	0	0	7,000,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Union Cemetery Road Realignment					Budget Unit #	8700	
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	8	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
130,000	30,000	0	100,000	0	0	0	100,000		

Section 2	Description
------------------	--------------------

This project consists of providing water infrastructure replacements and/or relocations as necessary due to the realignment of Union Cemetery Road as described in the proposed NCDOT project (TIP No. U-5956).

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

These water infrastructure replacements and/or relocations within the project area described above will further enhance/improve the overall hydraulics of the water system and provide continued service to existing water customers.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	100,000	0	0	0	0	100,000
Total Capital Cost	0	100,000	0	0	0	0	100,000

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Water	0	100,000	0	0	0	0	100,000
Total	0	100,000	0	0	0	0	100,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Poplar Tent Road Widening - East of I-85 to George Liles Boulevard					Budget Unit #	8700	
Budget Unit	Water Projects		Functional Area	Water			Priority Rank	9	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
2,203,000	200,000	0	0	1,001,500	1,001,500	0	2,003,000		

Section 2 **Description**

This project consists of providing water infrastructure replacements and/or relocations as necessary due to the widening of Poplar Tent Road from East of I-85 to George Liles Boulevard as described in the proposed NCDOT project (TIP No. U-3415).

History, Status, or Impact if Delayed

Justification or Link to City Goals

These water infrastructure replacements and/or relocations within the project area will further enhance/improve the overall hydraulics of the water system and provide continued service to existing water customers.

Section 3 **Capital Costs**

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	1,001,500	1,001,500	0	0	2,003,000
Total Capital Cost	0	0	1,001,500	1,001,500	0	0	2,003,000

Section 4 **New or Additional Impact on Operating Budget**

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5 **Method(s) of Financing**

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Water	0	0	1,001,500	1,001,500	0	0	2,003,000
Total	0	0	1,001,500	1,001,500	0	0	2,003,000

Section 6 **Maps / Charts / Tables / Pictures** **Section 7** **Comments for Other Depts.**

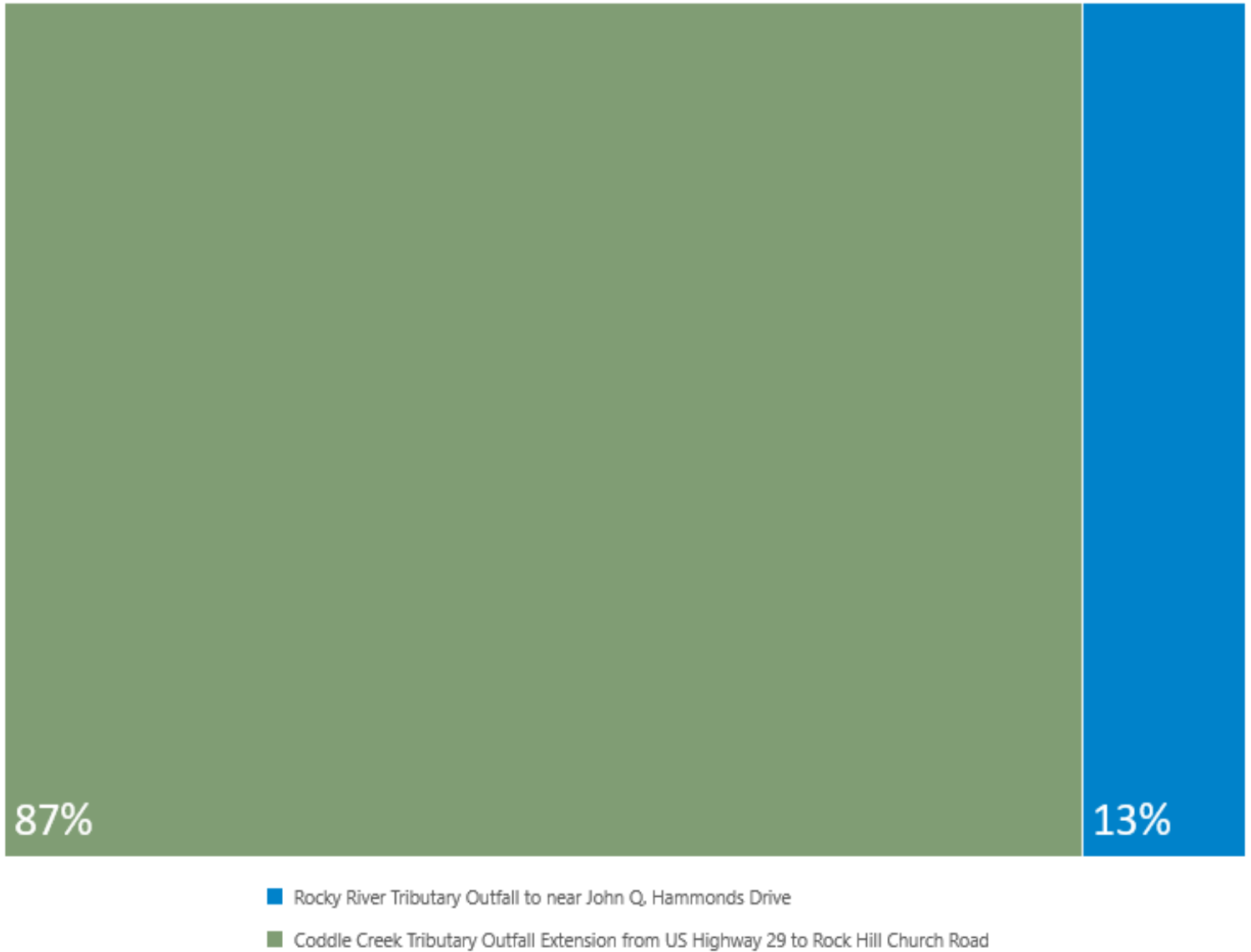
Fund 421: Wastewater Capital Projects

Wastewater Capital Projects Fund serves as the fund for Wastewater capital projects. This fund is comprised of Wastewater Projects, Quailhaven, and Irish Buffalo/GA Outfall budget units.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Rocky River Tributary Outfall to near John Q. Hammonds Drive	240,000	1,600,000	-	-	-
Coddle Creek Tributary Outfall Near Concord Parkway S.	-	-	500,000	-	-
Coddle Creek Tributary Outfall Extension from US Highway 29 to Rock Hill Church Road	1,587,000	-	-	-	-
Total	\$ 1,827,000	\$ 1,600,000	\$ 500,000	\$ -	\$ -



FY 2024 Wastewater Capital Projects



	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Revenues by Funding Source	Budget	Planning Yr.	Planning Yr.	Planning Yr.	Planning Yr.
Transfer from Sewer	-	1,600,000	500,000	-	-
Future Projects - Reserves	1,827,000	-	-	-	-
Total	\$ 1,827,000	\$ 1,600,000	\$ 500,000	\$ -	\$ -

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title		Coddle Creek Tributary Outfall Extension from US Highway 29 to Rock Hill Church Road				Budget Unit #	8402		
Budget Unit	Wastewater Projects		Functional Area	Wastewater			Priority Rank	1		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div>Y</div></div>	New	<input type="checkbox"/> Expansion
									Replacement	<input type="checkbox"/> Renovation
									Land/ROW Acq. Required	
2,005,000	418,000	1,587,000	0	0	0	0	1,587,000			

Section 2	Description
------------------	--------------------

This project will include the installation of approximately 2,900' of 12" diameter gravity sewer line that will be tributary to Coddle Creek and will be extended to Rock Hill Church Road in order to abandon the existing Crossbow Circle Pump Station.

History, Status, or Impact if Delayed

Justification or Link to City Goals

The proposed gravity sewer outfall line is called for in the recently completed Sewer Master Plan and will provide sewer service to future anticipated development within the drainage basin.

Section 3	Capital Costs							
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total	
Construction	1,587,000	0	0	0	0	0	1,587,000	
Total Capital Cost	1,587,000	0	0	0	0	0	1,587,000	

Section 4	New or Additional Impact on Operating Budget							
------------------	---	--	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total	
Total								

Section 5	Method(s) of Financing							
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total	
Future Project Reserves (SDF)	1,587,000	0	0	0	0	0	1,587,000	
Total	1,587,000	0	0	0	0	0	1,587,000	

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Rocky River Tributary Outfall to near John Q. Hammonds Drive					Budget Unit #	8402	
Budget Unit	Wastewater Projects		Functional Area	Wastewater			Priority Rank	3	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
1,840,000	0	240,000	1,600,000	0	0	0	1,840,000		

Section 2	Description
------------------	--------------------

This project will include the replacement of approximately 2,040' of 12" diameter gravity sewer line in the Rocky River Basin with a 15" diameter gravity sewer line.

History, Status, or Impact if Delayed

Justification or Link to City Goals

The proposed gravity sewer replacement outfall line is called for in the recently completed Sewer Master Plan and will provide sewer service to future anticipated development within the drainage basin. This project will replace existing infrastructure that does not appear to have sufficient capacity to accommodate future projected wastewater flows near the Charlotte Motor Speedway area.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design	240,000	0	0	0	0	0	240,000
R/W and Construction	0	1,600,000	0	0	0	0	1,600,000
Total Capital Cost	240,000	1,600,000	0	0	0	0	1,840,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Future Project Reserves	240,000	0	0	0	0	0	240,000
Transfer from Sewer	0	1,600,000	0	0	0	0	1,600,000
Total	240,000	1,600,000	0	0	0	0	1,840,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

Could be system development fees

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Coddle Creek Tributary Outfall Near Concord Parkway S.					Budget Unit #	8402	
Budget Unit	Wastewater Projects		Functional Area	Wastewater			Priority Rank	4	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
4,800,000	0	0	0	500,000	0	0	4,800,000		

Section 2	Description
------------------	--------------------

This project will include the replacement of approximately 5,190' of 12" diameter gravity sewer line in the Coddle Creek Basin with a 24" diameter gravity sewer line.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

The proposed gravity sewer replacement outfall line is called for in the recently completed Sewer Master Plan and will provide sewer service to future anticipated development within the drainage basin. This project will replace existing infrastructure that does not appear to have sufficient capacity to accommodate future projected wastewater flows near the George W. Liles Parkway area North of Concord Parkway South.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Design, R/W, Construction	0	0	500,000	0	0	4,300,000	4,800,000
Total Capital Cost	0	0	500,000	0	0	4,300,000	4,800,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Sewer	0	0	500,000	0	0	4,300,000	4,800,000
Total	0	0	500,000	0	0	4,300,000	4,800,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

Fund 451: Aviation Capital Projects

Aviation projects are accounted for using this fund. It is comprised of the Airport Projects budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Airport Ops/Security Center	-	300,000	250,000	-	-
SDA Commercial Passenger Terminal Building Phase 2	-	1,500,000	7,300,000	8,000,000	-
Runway 20 EMAS	-	-	-	938,676	3,754,700
Myint Lane Airport Access Road	-	-	-	70,000	700,000
Myint Lane Airport Apron Development	-	-	-	150,000	1,200,000
North Internal Service Road	-	-	-	325,000	1,824,300
Airport Helipads	-	-	-	41,000	310,000
FBO Terminal Building Rehabilitation	-	-	-	-	580,000
Commercial Passenger Terminal Parking Phase 2	-	600,000	6,000,000	-	-
Aviation Blvd./Zephyr Pl. Connecting Road	-	-	-	4,000,000	-
General Aviation (GA) Complex	-	-	-	2,000,000	8,000,000
Mistywood Land Acquisition	-	2,145,000	1,980,000	594,000	-
North Apron Access Road	-	2,000,000	2,000,000	1,620,000	-
Community Hangar	-	2,000,000	20,000,000	-	-
South Development Apron Expansion Phase 2	-	1,100,000	4,740,589	250,000	5,914,000
Airport Hangar Taxilane Rehabilitation & Taxilane Strengthening	-	2,700,000	-	-	-
Aviation Fiber	-	237,050	172,501	-	-
Runway Widening	-	9,000,000	9,000,000	-	-
Total	\$ -	\$ 21,582,050	\$ 51,443,090	\$ 17,988,676	\$ 22,283,000

Revenues by Funding Source	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Future Grants	-	17,520,000	41,551,531	14,495,692	12,505,950
Transfer from Capital Projects	-	-	-	-	580,000
Transfer from Aviation	-	2,007,050	8,001,559	2,925,984	9,197,050
Grant Proceeds	-	2,055,000	1,890,000	567,000	-
Total	\$ -	\$ 21,582,050	\$ 51,443,090	\$ 17,988,676	\$ 22,283,000

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Airport Hangar Taxilane Rehabilitation & Taxilane Strengthening					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								Land/ROW Acq. Required	
2,901,916	201,916	0	2,700,000	0	0	0	2,700,000		

Section 2	Description
------------------	--------------------

This project involves pavement rehabilitation in the nine areas between the hangar cul-de-sac areas at the airport that were originally constructed in 1993-1994. This project could be done in phases to minimize disruption to airport users.

History, Status, or Impact if Delayed

The main Airport Apron and Taxiway areas were recently overlaid in 2019-2020, but these cul-de-sac areas were not included in that part of the project. Several areas of pavement show significant wear, such as cracking and substantial pooling after weather events. Poor pavement presents a customer service and safety issue and eventually, could prevent the department from fully utilizing hangars at the airport due to not being able to move aircraft over the damaged areas of pavement. The Design was funded in FY 22 via a FAA Airport Improvement Grant.

Justification or Link to City Goals

This project is listed on the Airport Master Plan, State TIP plan, and Airport Layout Plan. This project meets the Council Goal to maintain aggressive efforts to obtain FAA funding for Airport capital improvements and safety projects, provided State and local matches are available.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$	Total
Airport Hangar Taxilane Rehabilitation	0	2,700,000	0	0	0	0	2,700,000
Total Capital Cost	0	2,700,000	0	0	0	0	2,700,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	2,430,000	0	0	0	0	2,430,000
State Grant	0	270,000	0	0	0	0	270,000
Transfer from Aviation	0	0	0	0	0	0	0
Total	0	2,700,000	0	0	0	0	2,700,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Mistywood Land Acquisition					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	2	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div>New</div></div>	<div><div></div><div>Expansion</div></div>
								<div><div></div><div>Replacement</div></div>	<div><div></div><div>Renovation</div></div>
								Land/ROW Acq. Required	
4,719,000	0	0	2,145,000	1,980,000	594,000	0	4,719,000		

Section 2	Description
------------------	--------------------

In the FAA approved Master Plan, along with the Airport Layout Plan, updated in 2019, 9 parcels were identified to acquire in support of the proposed new GA complex. Discussions with the FAA have shown that we can use the BIL grant funding to cover 90% of the land acquisition, which we plan to use across FY24-FY26.

History, Status, or Impact if Delayed
--

This project would provide the land for the projects already identified for the GA complex, Myint Lane Airport Access Road, and Myint Lane Airport Apron Development.

Justification or Link to City Goals
--

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Appraisal, Environmental & Re-location Assistance	0	165,000	0	0	0	0	165,000
Mistywood Land Acquisition	0	1,980,000	1,980,000	594,000	0	0	4,554,000
Total Capital Cost	0	2,145,000	1,980,000	594,000	0	0	4,719,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	1,965,000	1,800,000	540,000	0	0	4,305,000
State Grants	0	90,000	90,000	27,000	0	0	207,000
Transfer from Aviation	0	90,000	90,000	27,000	0	0	207,000
Total	0	2,145,000	1,980,000	594,000	0	0	4,719,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	North Apron Access Road					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	3	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
6,000,000	380,000	0	2,000,000	2,000,000	1,620,000	0	5,620,000		

Section 2	Description
------------------	--------------------

This would extend Aviation Blvd past the Hendrick Motorsports hangar to the North and provide access to a future hangar development site.

History, Status, or Impact if Delayed
--

Talbert, Bright & Ellington has already been contracted for Design & Bid services for this project. The City has already issued a work authorization for the Design & Bid services. In the spring of 2023, construction will begin on the North Apron expansion project, which extends the ramp past the Hendrick Motorsports hangar and would provide ramp access for the future hangar development site.

Justification or Link to City Goals
--

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
North Apron Access Road	0	2,000,000	2,000,000	1,620,000	0	0	5,620,000
Total Capital Cost	0	2,000,000	2,000,000	1,620,000	0	0	5,620,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
State Grant	0	2,000,000	2,000,000	1,620,000	0	0	5,620,000
Total	0	2,000,000	2,000,000	1,620,000	0	0	5,620,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Runway Widening					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	4	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
18,000,000	0	0	9,000,000	9,000,000	0	0	18,000,000		

Section 2	Description
------------------	--------------------

This project is to accommodate commercial traffic by expanding the existing runway from 100' to 150' wide.

History, Status, or Impact if Delayed
--

The design for this project has already been funded in FY22.

Justification or Link to City Goals
--

FAA guidance advises 150' wide runway for the type of aircraft operating out of Concord-Padgett Regional Airport.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	9,000,000	9,000,000	0	0	0	18,000,000
Total Capital Cost	0	9,000,000	9,000,000	0	0	0	18,000,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	8,100,000	8,100,000	0	0	0	16,200,000
Transfer from Aviation	0	900,000	900,000	0	0	0	1,800,000
Total	0	9,000,000	9,000,000	0	0	0	18,000,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Aviation Fiber					Budget Unit #	6300		
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	5		
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP		
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div>Y</div>	New	<input type="checkbox"/> Expansion
									Replacement	<input type="checkbox"/> Renovation
									Land/ROW Acq. Required	
409,551	0	0	237,050	172,501	0	0	409,551			

Section 2	Description
-----------	-------------

This project is for phased fiber implementation at Concord-Padgett Regional Airport. The airport has experienced fiber outages before and needs additional fiber capacity for redundancy and disaster recovery. Based on recommendations from consultants, this project would be conducted in three phases.

Phase I: Additional fiber to the current Fire Station #6 (future security building), Aviation's maintenance shed, and the virtual tower project. This provides for the immediate service needs for City personnel and upcoming projects.

Phase II: Corporate hangars would have a fiber connection. This works in connection with other mid-range Aviation CIPs meant to promote economic development at the airport.

Phase III: Far north portion of the airport. This works in conjunction with other long-range Aviation CIPs meant to promote economic development and revenue growth.

History, Status, or Impact if Delayed

Last year, a consultant put together a preliminary master fiber plan for the Aviation Department's fiber needs. This was based on looking at the current airport and future CIPs. The consultants emphasized the need for a second, alternate fiber path to the Airport for disaster recovery.

Justification or Link to City Goals

The Airport has experienced fiber outages before, and they cripple operations. Since current fiber connections are inadequate for current airport needs, any anticipated growth within the airport will continue to exacerbate these issues.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Fiber Phase I, II, and III	0	237,050	172,501	0	0	0	409,551
Total Capital Cost	0	237,050	172,501	0	0	0	409,551

Section 4	New or Additional Impact on Operating Budget						
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Aviation	0	237,050	172,501	0	0	0	409,551
Total	0	237,050	172,501	0	0	0	409,551

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Airport Ops/Security Center					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	6	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
550,000	0	0	300,000	250,000	0	0	550,000		

Section 2	Description
------------------	--------------------

This project renovates the current Fire Station #6 after the new station is built so that it can house an airport operations/security center with space for offices.

History, Status, or Impact if Delayed

The current space for the safety/security office and badging office has been expanded already, but the need for more space will continue as operations continue to increase at the airport. This project is contingent on Fire constructing the new Fire Station #6.

Justification or Link to City Goals

The current station is being relocated to an all-new building, which will leave the space empty. We would like to use this space to house an airport ops/security center. A centralized ops/security center would allow staff to better monitor airport activities and enhance security.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Architectural Review & Design	0	50,000	0	0	0	0	50,000
Renovation Costs for Airport Fire Station & Security Center	0	250,000	250,000	0	0	0	500,000
Total Capital Cost	0	300,000	250,000	0	0	0	550,000

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	225,000	225,000	0	0	0	450,000
State Grant	0	25,000	25,000	0	0	0	50,000
Transfer from Aviation	0	50,000	0	0	0	0	50,000
Total	0	300,000	250,000	0	0	0	550,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Community Hangar					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	7	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
22,000,000	0	0	2,000,000	20,000,000	0	0	22,000,000		

Section 2	Description
------------------	--------------------

This would be to build a new community hangar of about 35,000 sq ft.

History, Status, or Impact if Delayed
--

In the spring of 2023, construction will begin on the North Apron expansion project which will expand the ramp north past Hendrick Motorsports. There is also another project, the North Apron Access Road, that will provide streetside access to the hangar.

Justification or Link to City Goals
--

One of the City goals is to increase the number of based aircraft and this would allow more aircraft to come to the airport. More aircraft would also increase the tax base revenue. Additionally, there is a lengthy wait list for hangar space at the airport, in addition to a few different companies that are interested in more hangar and office space.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Community Hangar	0	0	20,000,000	0	0	0	20,000,000
Hangar Design	0	2,000,000	0	0	0	0	2,000,000
Total Capital Cost	0	2,000,000	20,000,000	0	0	0	22,000,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
State Grant	0	0	10,000,000	0	0	0	10,000,000
Transfer from Aviation	0	2,000,000	10,000,000	0	0	0	12,000,000
Total	0	2,000,000	20,000,000	0	0	0	22,000,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	SDA Commercial Passenger Terminal Building Phase 2					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	8	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div>New</div></div>	<div><div></div><div>Expansion</div></div>
								<div><div></div><div>Replacement</div></div>	<div><div></div><div>Renovation</div></div>
								Land/ROW Acq. Required	
16,800,000	0	0	1,500,000	7,300,000	8,000,000	0	16,800,000		

Section 2	Description
------------------	--------------------

This project involves constructing a passenger processing and baggage screening building in the airport's South Development Area (SDA). The facility will be large enough to handle passengers for two large aircrafts and is anticipated to be constructed in conjunction with other South Development Apron projects.

History, Status, or Impact if Delayed

This is proposed in conjunction with two other projects that will assist the Airport with numerous problems created by the increase in large aircraft operations (charter and scheduled service). The Passenger Terminal building provides a secure indoor area for required security screening and streamlines the boarding process.

Justification or Link to City Goals

This project has been added to the Airport Layout Plan and will meet Aviation's customer service, safety, and revenue generation goals. An environmental assessment (EA) has been completed as the first step in this phase in 2020.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction - Building/Utility	0	0	7,300,000	8,000,000	0	0	15,300,000
Preliminary Design	0	1,500,000	0	0	0	0	1,500,000
Total Capital Cost	0	1,500,000	7,300,000	8,000,000	0	0	16,800,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	1,350,000	6,570,000	6,500,000	0	0	14,420,000
State Grant	0	75,000	365,000	750,000	0	0	1,190,000
Transfer from Aviation	0	75,000	365,000	750,000	0	0	1,190,000
Total	0	1,500,000	7,300,000	8,000,000	0	0	16,800,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	South Development Apron Expansion Phase 2					Budget Unit #	6300
Budget Unit	Airport Projects	Functional Area	Aviation				Priority Rank	9
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required
12,763,289	758,700	0	1,100,000	4,740,589	250,000	5,914,000	12,004,589	<input checked="" type="checkbox"/> Expansion <input type="checkbox"/> Renovation

Section 2	Description
------------------	--------------------

This project would complete the South Development Area build out by filling in the remaining unused area and constructing an aircraft apron that would connect the South Development Area Phase I Apron to the existing south ramp of the main terminal ramp at Concord-Padgett Regional Airport.

History, Status, or Impact if Delayed

This capital project was included in the 5 year Transportation Improvement Program (TIP) submitted to the State of North Carolina DOT Aviation Division. The project would help with efficiency, allow growth, and keep space available for airline operations that are separate from general aviation operations, which is a DHS-TSA security requirement.

Justification or Link to City Goals

This project would help with the expansion of scheduled airline and large aircraft charter operations by expanding the designated ramp area available for these activities. An environmental assessment (EA) was completed as the first step in this phase in 2021.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	4,740,589	250,000	5,914,000	0	10,904,589
Preliminary Design	0	1,100,000	0	0	0	0	1,100,000
Total Capital Cost	0	1,100,000	4,740,589	250,000	5,914,000	0	12,004,589

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	990,000	3,792,472	237,500	5,618,300	0	10,638,272
State Grant	0	55,000	474,059	6,250	147,850	0	683,159
Transfer from Aviation	0	55,000	474,058	6,250	147,850	0	683,158
Total	0	1,100,000	4,740,589	250,000	5,914,000	0	12,004,589

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Commercial Passenger Terminal Parking Phase 2					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	10	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
6,600,000	0	0	600,000	6,000,000	0	0	6,600,000		

Section 2	Description
------------------	--------------------

This project adds additional parking for the increase in flights and demand for parking. This project would be in conjunction with Phase 2 of the Commercial Terminal.

History, Status, or Impact if Delayed

This is proposed in conjunction with two other projects that will assist the Airport with numerous problems created by the increase in large aircraft operations - both charter and scheduled service.

Justification or Link to City Goals

This project has been added to the Airport Layout Plan and will meet the Aviation Department's goal for customer service, safety, and revenue generation goals.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	6,000,000	0	0	0	6,000,000
Preliminary Design	0	600,000	0	0	0	0	600,000
Total Capital Cost	0	600,000	6,000,000	0	0	0	6,600,000

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Aviation	0	600,000	6,000,000	0	0	0	6,600,000
Total	0	600,000	6,000,000	0	0	0	6,600,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title Aviation Blvd./Zephyr Pl. Connecting Road					Budget Unit # 6300			
Budget Unit	Airport Projects		Functional Area Aviation		Priority Rank 11				
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
4,000,000	0	0	0	0	4,000,000	0	4,000,000		
Section 2	Description								
This project consists of constructing a connecting road between Aviation Blvd. and Zephyr Pl.									
History, Status, or Impact if Delayed									
This road will be near the current south gravel lot and will provide easier access to that lot in the event of overflow parking operations, which usually occur in the summer months and holiday travels.									
Justification or Link to City Goals									
Adding a direct connection from Aviation Blvd. to Zephyr Pl. will help traffic flow going to the commercial service terminal from clogging up on Roush Pl., where there are other businesses that receive delivery trucks several times during the day.									
Section 3	Capital Costs								
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Construction	0	0	0	3,400,000	0	0	3,400,000		
Preliminary Design	0	0	0	600,000	0	0	600,000		
Total Capital Cost	0	0	0	4,000,000	0	0	4,000,000		
Section 4	New or Additional Impact on Operating Budget								
Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Total									
Section 5	Method(s) of Financing								
Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total		
Federal Grant	0	0	0	3,600,000	0	0	3,600,000		
State Grant	0	0	0	400,000	0	0	400,000		
Total	0	0	0	4,000,000	0	0	4,000,000		
Section 6	Maps / Charts / Tables / Pictures			Section 7	Comments for Other Depts.				

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Runway 20 EMAS					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	12	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
4,693,376	0	0	0	0	938,676	3,754,700	4,693,376		

Section 2	Description
------------------	--------------------

Engineered Materials Arresting Systems or EMAS is recent technology of crushable material placed at the end of a runway that is designed to absorb the forward momentum of an aircraft that overshoots the runway. Runway 20 does not meet the current FAA standard for Runway Safety Area and the EMAS would meet the requirement. FAA has requested this situation be evaluated.

History, Status, or Impact if Delayed

With larger aircraft now using the airport, the FAA is mandating an increased runway safety area. FAA would fund the project at 90% funding level as a safety priority project.

Justification or Link to City Goals

Safety and economic development are the primary goals from FAA for this project. Runway 20 at the airport currently only has 600 feet of safety area beyond the runway pavement end. FAA requires 1,000 feet. An EMAS is an efficient way of providing 1,000 feet of overrun area without actually having the entire area available. Having the EMAS would give the airport additional runway length for takeoffs to the south.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction - Building/Utility	0	0	0	0	3,754,700	0	3,754,700
Engineering/Arch Design	0	0	0	938,676	0	0	938,676
Total Capital Cost	0	0	0	938,676	3,754,700	0	4,693,376

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	0	0	844,808	3,379,230	0	4,224,038
State Grant	0	0	0	46,934	187,735	0	234,669
Transfer from Aviation	0	0	0	46,934	187,735	0	234,669
Total	0	0	0	938,676	3,754,700	0	4,693,376

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Myint Lane Airport Access Road					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	13	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div><div>New</div></div>	<div><div></div><div>Expansion</div></div>
								<div><div></div><div>Replacement</div></div>	<div><div></div><div>Renovation</div></div>
								Land/ROW Acq. Required	
770,000	0	0	0	0	70,000	700,000	770,000		

Section 2	Description
------------------	--------------------

This project creates a second airport access point from the end of Myint Lane to the new North Myint Hangar Area Development. This project is a starting point for the airport perimeter service road that is in the Airport Master Plan.

History, Status, or Impact if Delayed
--

This project has been included in the CIP since Taxiway "G" was constructed. The access road would be next to the proposed Ganassi Hangar and provide access to a future fuel farm area that the City will use to service the North Myint Hangar Area and other developments along the new North Taxiway.

Justification or Link to City Goals
--

With the completion of the new North Taxiway, access to development along that area is needed. Property around the south and east sides of Myint Lane is currently owned by the City and constructing an access road would allow that area to be opened up for private and small aircraft hangar development.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	700,000	0	700,000
Preliminary Design	0	0	0	70,000	0	0	70,000
Total Capital Cost	0	0	0	70,000	700,000	0	770,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Aviation	0	0	0	70,000	700,000	0	770,000
Total	0	0	0	70,000	700,000	0	770,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Myint Lane Airport Apron Development					Budget Unit #	6300
Budget Unit	Airport Projects	Functional Area	Aviation				Priority Rank	14
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="checked" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
1,350,000	0	0	0	0	150,000	1,200,000	1,350,000	

Section 2	Description
-----------	-------------

This project is for the development of a public aircraft apron and hangar sites that connect to the new North Taxiway. The ramp areas may be eligible for FAA grant funding.

History, Status, or Impact if Delayed

With the North Taxiway now complete, this project would help meet the need for additional sites for small aircraft hangars at the airport and help utilize the new taxiway.

Justification or Link to City Goals

With the City's major investment in the North Taxiway project, development is needed that would access the taxiway and generate additional revenues for the airport. This project will provide sites for small hangars of about 5,000 SF or T-hangars for smaller General Aviation Aircraft. A self-service AVGAS fueling area may also be provided.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	1,200,000	0	1,200,000
Preliminary Design	0	0	0	150,000	0	0	150,000
Total Capital Cost	0	0	0	150,000	1,200,000	0	1,350,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	0	0	135,000	1,080,000	0	1,215,000
State Grant	0	0	0	7,500	60,000	0	67,500
Transfer from Aviation	0	0	0	7,500	60,000	0	67,500
Total	0	0	0	150,000	1,200,000	0	1,350,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	North Internal Service Road					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	15	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<div><div></div>New</div>	<div><div></div>Expansion</div>
								<div><div></div>Replacement</div>	<div><div></div>Renovation</div>
								Land/ROW Acq. Required	
2,149,300	0	0	0	0	325,000	1,824,300	2,149,300		

Section 2	Description
------------------	--------------------

This project consists of constructing an internal service road from the north apron to the North Myint Access Road.

History, Status, or Impact if Delayed

If unable to construct this roadway, airport fuel trucks and other vehicles would need to travel taxiways, which is a safety issue with the FAA. The road would also provide a secondary access to the airport improving safety and emergency response. This roadway may be eligible for federal funding assistance.

Justification or Link to City Goals

Safety and customer service are primary reasons why this road is needed. The road will allow internal access from the main airport area to the new Hangar development area adjacent to Taxiway "G". It would also allow vehicles to avoid going near an active runway or a taxiway, which can be dangerous and create potential conflicts with aircraft.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	1,824,300	0	1,824,300
Preliminary Design	0	0	0	325,000	0	0	325,000
Total Capital Cost	0	0	0	325,000	1,824,300	0	2,149,300

Section 4	New or Additional Impact on Operating Budget						
------------------	---	--	--	--	--	--	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing						
------------------	-------------------------------	--	--	--	--	--	--

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	0	0	292,500	1,641,870	0	1,934,370
State Grant	0	0	0	16,250	91,215	0	107,465
Transfer from Aviation	0	0	0	16,250	91,215	0	107,465
Total	0	0	0	325,000	1,824,300	0	2,149,300

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	General Aviation (GA) Complex					Budget Unit #	6300
Budget Unit	Airport Projects	Functional Area	Aviation				Priority Rank	16
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement <input type="checkbox"/> Renovation <input type="checkbox"/> Land/ROW Acq. Required
20,000,000	0	0	0	0	2,000,000	8,000,000	20,000,000	

Section 2	Description
-----------	-------------

This project consists of some land acquisition on the northwest side of the airport, planning, engineering and, ultimately, the construction of a GA complex. The GA T-hangars, flight schools, etc. would be relocated to this complex.

History, Status, or Impact if Delayed

This GA complex has been identified in the Airport Master Plan. This project is in connection with the Mistywood land acquisition project.

Justification or Link to City Goals

Relocating the T-hangar customers would make way for more room for corporate hangars in the T-hangar's current location. Relocating flight schools also frees up more space for corporate customers. Having one area for the smaller GA traffic allows the corporate side of the airport to continue to grow, while also giving the smaller GA traffic more room for growth.

Section 3	Capital Costs
-----------	---------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	8,000,000	10,000,000	18,000,000
Northwest Side Airport Land Acquisition	0	0	0	0	0	0	0
Planning & Engineering	0	0	0	2,000,000	0	0	2,000,000
Total Capital Cost	0	0	0	2,000,000	8,000,000	10,000,000	20,000,000

Section 4	New or Additional Impact on Operating Budget
-----------	--

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
-----------	------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Aviation	0	0	0	2,000,000	8,000,000	10,000,000	20,000,000
Total	0	0	0	2,000,000	8,000,000	10,000,000	20,000,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
-----------	-----------------------------------	-----------	---------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Airport Helipads					Budget Unit #	6300	
Budget Unit	Airport Projects		Functional Area	Aviation			Priority Rank	17	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input checked="" type="checkbox"/> Replacement	<input type="checkbox"/> Renovation
								Land/ROW Acq. Required	
451,000	0	0	0	0	41,000	410,000	451,000		

Section 2	Description
------------------	--------------------

This project would construct permanent concrete helipads at Concord-Padgett Regional Airport to replace helipads lost due to expansion projects at the airport. Helipad locations would be determined after a space analysis is completed and would be constructed when funding becomes available.

History, Status, or Impact if Delayed

Helipads are needed for current and future helicopter traffic growth. This project replaces helipads that were lost as a result of recent construction projects. The airport is currently using several mobile pads called dollies, but they do not work for larger helicopters.

Justification or Link to City Goals

Safety and economic development are the primary reasons for this project. With the recent completion of the North Apron Expansion and South Development area, the Airport lost an existing helipad and areas where helicopters would park at the airport. For safety reasons, it is critical to have a designated area for helicopter activity that is obstacle free and away from other aircraft. During race operations, the airport sees several hundred helicopter operations and does not have sufficient landing areas for these aircraft.

Section 3	Capital Costs						
Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	410,000	0	410,000
Preliminary Design	0	0	0	41,000	0	0	41,000
Total Capital Cost	0	0	0	41,000	410,000	0	451,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Federal Grant	0	0	0	36,900	289,500	0	326,400
State Grant	0	0	0	2,050	10,250	0	12,300
Transfer from Aviation	0	0	0	2,050	10,250	0	12,300
Total	0	0	0	41,000	310,000	0	351,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	FBO Terminal Building Rehabilitation					Budget Unit #	6300
Budget Unit	Airport Projects	Functional Area	Aviation				Priority Rank	18
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New <input type="checkbox"/> Replacement <input type="checkbox"/> Land/ROW Acq. Required <input checked="" type="checkbox"/> Expansion <input type="checkbox"/> Renovation
13,380,000	0	0	0	0	0	580,000	13,380,000	

Section 2	Description
------------------	--------------------

This project would renovate and expand the existing Fixed Base Operation (FBO) General Aviation Passenger Terminal Building to provide additional space needed in the airport. This project would add administrative offices, pilot areas, passenger areas, meeting space, offices for rent, rental car areas, security/passenger processing areas, and possible space for a restaurant partner.

History, Status, or Impact if Delayed

The terminal building is becoming outdated, and its capacity exceeds design when NASCAR teams depart for races each week. Our FBO is a gateway into the community for general aviation and businesses essential to economic development for our area. Other projects have been placed on a higher priority, but the need for expansion exists. A partner for expanding this facility may also be a possibility to reduce costs and risks for the City.

Justification or Link to City Goals

Outlined in the Airport Master Plan, this project is also a revenue generating economic development project. It will provide businesses the opportunity to have access to offices at the airport. The existing terminal building was never designed to accommodate the type and number of people that go through during a NASCAR race weekend. When many race team aircraft depart around the same time, their passengers overload the existing lobby. Even larger aircraft are now being used with additional security screening requirements that we cannot accommodate in the building.

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Construction	0	0	0	0	0	12,800,000	12,800,000
FBO Terminal Building Rehabilitation Design	0	0	0	0	580,000	0	580,000
Total Capital Cost	0	0	0	0	580,000	12,800,000	13,380,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Total							

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Capital Reserve	0	0	0	0	580,000	6,400,000	6,980,000
Public-Private Partnership	0	0	0	0	0	6,400,000	6,400,000
Total	0	0	0	0	580,000	12,800,000	13,380,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	-----------------------------------	------------------	---------------------------

Fund 475: Golf Capital Projects

Rocky River Golf Course projects are accounted for using this fund. It is comprised of the Golf Course budget unit.

Expenses By Project	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Bunker Restoration	-	215,000	-	-	-
Total	\$ -	\$ 215,000	\$ -	\$ -	\$ -



Revenues by Funding Source	2023-2024 Budget	2024-2025 Planning Yr.	2025-2026 Planning Yr.	2026-2027 Planning Yr.	2027-2028 Planning Yr.
Transfer from Golf	-	215,000	-	-	-
Total	\$ -	\$ 215,000	\$ -	\$ -	\$ -

City of Concord, North Carolina

Fiscal Year 2023-24 through 2027-28 Capital Improvement Plan

Section 1	CIP Title	Bunker Restoration					Budget Unit #	7550	
Budget Unit	Golf Projects		Functional Area	Golf Course			Priority Rank	1	
Total CIP Cost	Total Appropriations to date	Budget Year 1 FY2023-24	Unappropriated Subsequent Years				Total Requested Funds	Type of CIP	
			Year 2 FY2024-25	Year 3 FY2025-26	Year 4 FY2026-27	Year 5 FY2027-28		<input type="checkbox"/> New	<input type="checkbox"/> Expansion
								<input type="checkbox"/> Replacement	<input checked="" type="checkbox"/> Renovation
								<input type="checkbox"/> Land/ROW Acq. Required	
215,000	0	0	215,000	0	0	0	215,000		

Section 2	Description
------------------	--------------------

Reshape 2 bunkers into 1 at hole #12 and the renovation of bunkers across the course by installing Capillary Concrete liners.

History, Status, or Impact if Delayed
--

Justification or Link to City Goals
--

Section 3	Capital Costs
------------------	----------------------

Activity	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Clear/Grade/Site Prep	0	19,900	0	0	0	0	19,900
Construction	0	185,750	0	0	0	0	185,750
Engineering	0	9,350	0	0	0	0	9,350
Total Capital Cost	0	215,000	0	0	0	0	215,000

Section 4	New or Additional Impact on Operating Budget
------------------	---

Type of Expenditure	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
---------------------	------------	------------	------------	------------	------------	-------------	-------

Total

Section 5	Method(s) of Financing
------------------	-------------------------------

Funding Source(s)	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future \$\$	Total
Transfer from Golf Course Fund	0	215,000	0	0	0	0	215,000
Total	0	215,000	0	0	0	0	215,000

Section 6	Maps / Charts / Tables / Pictures	Section 7	Comments for Other Depts.
------------------	--	------------------	----------------------------------

Supplemental Information

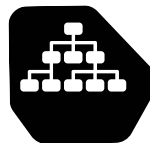


SECTION CONTENTS



Debt Management Policy

The City's policy for managing debt



Authorized Positions

A detailed listing of authorized City positions by budget unit and fund



Financial Policy - Reserve Funds

The City's policy for reserve funds



Glossary

An alphabetical list of terms or words found in this document with definitions

Debt Management Policy

Purpose

The City of Concord (City) maintains conservative financial policies to assure strong financial health. One of the keys to sound financial management is the development of a debt policy, which includes methods for determining debt affordability. This need is recognized by bond rating agencies, and development of a debt policy is a recommended practice by the Government Finance Officers Association.

The objectives of a debt policy are as follows:

- establish conditions for the use of debt vs. pay-as-you-go, by providing guidelines for consistency in decision making;
- create policies that minimize the City's debt service and issuance costs;
- retain a high credit rating and maintaining full and complete financial disclosure and reporting;
- demonstrates a commitment to long term financial planning;
- aids in development of capital budgets, taking into account financial and economic resources as well as infrastructure needs.

Capital Improvement Plan (CIP)

- A formal CIP is essential to intelligent planning of debt issuance and management and therefore, commits the City to developing and maintaining a long-term plan that identifies and prioritizes potential capital investments, their costs and benefits, and potential funding sources for each item. The City will prepare and update annually a five-year CIP for consideration and adoption by City Council as part of the City's budget process. First-year projects are incorporated in the City Manager's recommended annual budget that is presented to City Council for adoption. The CIP will include possible debt issuance to fund future projects. The Finance Department is responsible for coordinating and analyzing the debt requirements, including timing of debt, analysis of outstanding debt, debt limitations and compliance, forecast of future debt obligations, and current revenue requirements.
- The CIP is updated annually as part of the City's regular budget process. After departments submit their CIP requests to the Finance Department, the City's Capital Project Selection Committee reviews and evaluates the proposed projects based on Mayor and City Council service priorities, infrastructure needs, the financial capacity of the City, and the impact the projects could have on the City's operating budget.
- Debt financing will be considered in conjunction with the approval by the City Council of the CIP. Additionally, debt financing will be considered for large capital items that normally do not go through the CIP process but are included in departmental requests and not considered operating expenditures.

Legal and Regulatory Requirements

Management responsibility for the City's debt program is hereby delegated to the Finance Director, who will establish procedures for the operation of the debt program consistent with the Debt Policy and in full compliance with the North Carolina General Statutes, Local Government Finance Act. It will be the sole responsibility of the Finance Director to issue debt on behalf of the City. The Finance Director may assign another employee to assist in the duties of debt issuance, debt payments, and other debt-related activities. The City Manager will direct the Finance Director in all debt issuance, and the City Council will approve all debt agreements. Where applicable, debt issuances will be approved by the North Carolina Local Government Commission.

The City will provide on-going disclosure information to established national information repositories and maintain compliance with disclosure standards. When applicable, the City will receive an opinion acceptable to market from a law firm that any financing transactions complies with applicable law, and all agreements in connection with any financing are legal, valid, and binding obligations of the City.

Guidelines for Debt Issuance

- Evaluation of Market Conditions: High interest rates increase total debt issuance costs, so the City may consider debt issuance rather than pay-as-you-go when interest rates are lower. It is important that all market conditions are considered before issuance of debt; therefore, this policy allows for flexibility when recommendations are made to the City Manager. Low interest rates are not always the supporting factor for issuing debt.
- Debt should only be incurred for financing capital assets/projects that, because of their long-term nature or because of budgetary restraints, cannot be acquired from current budgeted resources.
- Limitations on Debt Issuance: The City will evaluate the financial ratios as explained in the section titled, *Debt Affordability - Limits on Debt Issued & Outstanding*. The legal debt margin will also be reviewed before any new debt is proposed.
- City Council Authority: Staff will follow all N.C. General Statutes regarding debt issuance. All debt issuance will be approved by City Council and all proceeds from debt issuance for the City of Concord shall be appropriated by City Council.
- Permissible Debt Instruments: The City will follow the N.C. General Statutes in regards to what type of debt a municipality is allowed to issue.
- Pay-As-You-Go Alternative: Staff will use an objective, analytical approach to determine if the City will benefit from pay-as-you-go vs. debt financing. This process involves comparisons of generally accepted standards of affordability to current City values.

- The City will follow all requirements set in the *Fiscal Policy - Reserve Funds Policy* when determining resources available for debt service and pay-as-you-go recommendations.
- When the North Carolina Local Government Commission (LGC) is required to approve the debt issuance, a complete application should be filed four weeks prior to the LGC meeting date (first Tuesday of every month). When applicable, a letter should be submitted to the LGC Joint Legislative Committee in advance to ensure the debt issuance will be supported by the committee.

Arbitrage Requirements and Bond Issuance

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 CIP. 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.
- 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 define 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 and 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 CIP will be funded from long-term debt.
- Variable rate debt may not exceed 20% of the City's total debt portfolio (includes all debt).
- The City will include a review of direct and overlapping debt in analyzing the financial condition of the City in regards to debt issuance. This analysis is included in the City's Annual Comprehensive Financial 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 Plan. The City will seek to obtain the highest credit ratings on its debt issues.
- The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-21.

NOTE: ALL NUMBERS FOR EVALUATION WILL BE OBTAINED FROM THE MOST CURRENT AUDITED FINANCIAL DOCUMENTS OF THE CITY.

Glossary

Advance Refunding. A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunding obligations are not considered a part of an issuer's debt.

Arbitrage. The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

Bond Anticipation Notes (BANs). Notes, which are paid from the proceeds of the issuance of long-term bonds. Typically issued for capital projects.

Call Provisions. The terms of the bond giving the issuer the right to redeem all or a portion of a bond prior to its stated date of maturity at a specific price, usually at or above par.

Capitalized Interest. A portion of the proceeds of a bond issue, which is set aside to pay interest on the same bond issue for a specific period of time. Interest is commonly capitalized for the construction period of the project.

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, 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, 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.

**Last revised 5/13/2022*

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 90 days 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. These funds 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. Capital Project Reserves 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.
- Allow continued capital improvements during an economic recession or periods of revenue declines.
- Allow for funding of preliminary activities associated with large projects, such as engineering/planning activities.
- Aid in long term capital planning.
- Fund economic development opportunities.

The City recommends the following capital project reserve levels:

- If a capital reserve fund is funded, the City will set a goal to maintain capital reserves of at least 5% of the operating revenue in each operating fund that is associated with the capital project reserve fund. This will be calculated by using the most recent audited financial report.
- The City will maintain a five year operating forecast/rate models to monitor projected reserve levels and to project future capital project funding needs.
- Reserve levels may fall below the recommended target with City Manager recommendation. This situation could arise if the City has an unexpected project that will benefit the community. The project would require City Council approval.

The City recommends the following uses of capital project reserves:

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

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

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

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

Capital Improvement Plan Policy

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

I. PREPARATION OF THE CAPITAL IMPROVEMENT PLAN (CIP):

- A. All proposals for capital investment shall go through the capital planning process.
- B. Definition of appropriate capital items for inclusion on the CIP:
 - 1. Definition of a CIP-eligible capital expenditure:
Expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year.
 - 2. Eligible capital expenditures include:
 - (a) The acquisition, renovation, and/or construction of a single fixed asset greater than \$100,000 – excluding vehicles or equipment, OR
 - (b) Any land purchases not associated with or included in another CIP project, OR
 - (c) Capital road maintenance or construction greater than \$100,000 – excluding recurring or routine maintenance projects.
- C. The capital project selection committee shall make the final determination as to which projects are included for consideration as part of the annual CIP.
- D. Difference between departmental capital outlay items and capital projects:
 - 1. Departmental capital items shall not be submitted as part of the CIP. Departmental capital items include:
 - (a) equipment/tools, furniture, office equipment such as computers, minor remodeling, or other construction projects that are more than \$5,000 and less than \$100,000. Such items should be included in the “Capital Outlay” section of the operating budget request.
 - (b) all vehicles/rolling stock/machinery.
- E. Inclusion of expenditures for maintenance, operations and/or staffing in the CIP:
 - 1. All operating, maintenance, and personnel budget expenditures associated with the Capital Project shall be included and noted in the annual operating and planning year budgets. For reporting and future expenditure forecasting purposes, the estimated additional expenditures on operating, maintenance, and personnel during the 5-Year CIP period shall be included on all requests.

II. IDENTIFICATION & RANKING OF PROJECTS:

- A. Departments are responsible for identifying, documenting, and justifying CIP requests. Departments shall obtain project cost estimates and work with Finance to identify appropriate revenue sources for the project.
- B. Requesting departments will evaluate and rank proposed CIPs based on City Council priority, merit, and/or need.
- C. Projects should be foreseen at least 2 years ahead of the time of need to allow for planning of long-term financing strategies or methods.

III. EVALUATION & RECOMMENDATION PROCESS:

- A. The City Manager, in conjunction with the Finance Director and Budget & Performance Manager, shall be responsible for coordinating the CIP process and submission of the CIP to the Mayor and City Council.
- B. A capital project selection committee will evaluate and recommend proposed projects to the City Manager. This committee is comprised of:
City Manager, Deputy/Assistant City Managers, Director of Planning & Neighborhood Development, Finance Director, Director of Engineering, Budget & Performance Manager, and Senior/Budget Analysts.
- D. Council review, recommendation, and adoption of CIP:
 - 1. The City Manager’s Recommended CIP shall be submitted to the Mayor and City Council for their review and recommendation during the beginning stages of the annual budget process.
 - 2. A Capital Projects Ordinance will be adopted by City Council with the annual budget establishing necessary project fund structures for CIP expenditures at the beginning of the fiscal year.

NOTE: Governing Body recommendation of the CIP does not authorize funding for any of the projects in the plan, but the recommendation by the Governing Body shall provide the City Manager direction to proceed with formulating the annual CIP Ordinance and inclusion of first-year CIP costs in the Recommended Budget.

Last Revised 5/2/2023

IV. FUNDING SOURCES:

- A. Debt will be considered for capital projects under the following circumstances:
 - 1. The capital item is a long-living (useful life greater than one (1) year) asset.
 - 2. The asset has a useful life expectancy that equals or exceeds the length of the debt financing period.
- B. The following types or combination of financing may be considered under the following circumstances:
 - 1. *Debt methods:*
 - (a) *General Obligation Bonds (G.O. Bonds)* – The capital item is used for a public facility or equipment that is a public good and that has no revenue-producing capability (e.g. streets, parks, or municipal buildings/structures). G.O. Bonds are only used for major General Fund projects.
 - (b) *2/3 General Obligation Bonds* – Without voter approval, G.O. Bonds may be issued annually on 2/3 of net G.O. debt reduction (principal retirement) in the prior year.
 - (c) *Revenue Bonds* – The capital item is used for a non-public good in which a revenue stream is associated with the capital item (e.g. airport, water, wastewater, and electric system capital items).
 - (d) *Special Obligation Bonds (S.O. Bonds)* – S.O. Bonds may be used for solid waste management projects, which can include equipment or facilities for construction of incinerators, land for recycling facilities, drainage collection and treatment systems for landfills, land and liners for landfills, monitoring wells, recycling equipment and facilities, and volume reduction equipment; can also be used for water/sewer projects.
 - (e) *Special Assessments* – The capital item benefits only immediately adjacent property. Adjacent property owners pay the special assessments after the improvement is completed and its cost is known. Therefore, special assessments are not a method of capital financing but rather, a method of eventually paying for the improvements for which they are levied. Other sources of funds are needed to finance the improvements for which the assessments are later levied.
 - (f) *Property Secured Debt* – The capital item can be secured as collateral itself. Includes lease or installment purchase transactions and certificates of participation (COPS) or limited obligation bonds (LOBS).
 - 2. *Non-debt methods (Also referred to as Pay-as-you-go, or Pay-Go)*
 - (a) *Current revenues* – The capital item can be acquired through existing revenues.
 - (b) *Capital reserves* – The capital item can be funded from City Council designated taxes or revenue streams that are set aside in a separate fund.
 - (c) *Capital recovery, facility, or impact fees* – Capital items may be financed from charges to benefiting property owners for major infrastructure or facilities that benefit that property. Charges can be levied and collected before infrastructure is built.
 - (d) *Fund Balance* – The capital item can be funded with unassigned operating or capital fund balances.
 - (e) *Future Projects Reserves* – The capital item can be funded from revenues that were set aside in a separate capital fund and result from previous capital projects of that type coming in under budgeted costs.
 - (f) *Future Grants* – Funding of the capital item will come from grant(s) anticipated to be awarded to the City.
 - (g) *Grants* – Funding of the capital item was secured upon receipt of a governmental grant.
 - (h) *Gifts* – The capital item may be purchased or acquired with restricted or non-restricted donations by citizens or corporations.
- C. *Debt Limits*
 - 1. The City shall not exceed N.C.G.S. 159-55(c) limiting the amount of net bonded debt outstanding to 8% of appraised value of property subject to taxation, and
 - 2. Annual G.O. Bond debt service payments (principal and interest) shall not exceed 15% of the City's General Fund operating budget.
- D. *Over or Underestimated Projects*
 - 1. In the case of a capital project that is under or overestimated, projects will be evaluated on a case-by-case basis.

Authorized Positions

Key for Reading	
	New FY 24 positions with details marked in bold
	New FY 24 changes or adjustments with details marked in bold
	Function Subtotal
	Fund Subtotal

		FY 2021-2022			FY 2022-2023			FY 2023-2024		
Position	Salary Grade	Budget			Budget			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	V	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		1		1.00	1		1.00	1		1.00
<i>City Manager's Office*</i>										
City Manager	S	1		1	1		1	1		1
Assistant City Manager	V	2		2	2		2	2		2
Public Affairs & Project Manager	112	1		1	1		1	1		1
Diversity, Equity, & Inclusion Strategist	110	1		1	1		1	1		1
City Clerk	109	1		1	1		1	1		1
Community Outreach Coordinator	109	1		1	1		1	1		1
Communications Specialist	210	1		1	1		1	1		1
Sustainability Coordinator	210	-		-	-		-	0.5		0.5
Senior Executive Assistant	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
<i>*Note, the Mayor, Mayor Pro-tem & 6 City Council Members are not considered Authorized FTE in this table</i>		9		9.00	9		9.00	9.5		9.50
<i>Human Resources</i>										
Human Resources Director	II	1		1	1		1	1		1
Deputy Human Resources Director	114	1		1	1		1	1		1
Safety, Health & Risk Manager	113	1		1	1		1	1		1
HR Benefits Manager	111	1		1	1		1	1		1
Human Resources Analyst	109	6		6	6		6	6		6
Safety, Health & Risk Coordinator	210	2		2	2		2	2		2
HR Technician	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		13		13.00	13		13.00	13		13.00
<i>Finance</i>										
Finance Director	IV	1		1	1		1	1		1
Deputy Finance Director	114	1		1	1		1	1		1
Budget & Performance Manager	113	1		1	1		1	1		1
Accounting Operations Manager	112	1		1	1		1	1		1
Senior Budget Analyst	110	2		2	2		2	2		2
Senior Accountant	210	1		1	1		1	1		1
Accountant	209	1		1	1		1	1		1
Senior Payroll Technician	209	1		1	1		1	1		1
Grants Accountant (2 positions paid 50% each by Transit & Airport)	209	2		1	2		1	2		1
Accounting Technician II	207	3		3	3		3	3		3
Accounts Payable Technician	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>
		16		15.00	16		15.00	16		15.00
<i>Tax</i>										
Revenue Manager (split with Collections, Billing)	112	1		0.5	1		0.5	1		0.5
Accounting Technician II (split with Collections)	207	<u>1</u>		<u>0.5</u>	<u>1</u>		<u>0.5</u>	<u>1</u>		<u>0.5</u>
		2		1	2		1	2		1
<i>Legal</i>										
City Attorney	S	1		1	1		1	1		1
Deputy City Attorney	114	1		1	1		1	1		1
Assistant City Attorney	112	1		1	1		1	1		1
Paralegal	210	2		2	2		2	2		2
Legal Assistant	210	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		6		6.00	6		6.00	6		6.00
Information Technology										
<i>Starting in FY 24, IT will no longer be a contracted service in the Internal Service Fund.</i>										
IT Director	IT15	-		-	-		-	1		1
Software Development & GIS Manager	IT10	-		-	-		-	1		1
Senior Software Developer	IT09	-		-	-		-	1		1
Infrastructure & Network Manager	IT07	-		-	-		-	1		1
IT Network & Cyber Security Engineer	IT07	-		-	-		-	1		1
Senior Network Engineer	IT06	-		-	-		-	1		1
Senior Network Engineer - Servers	IT06	-		-	-		-	1		1

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Business Systems Administrator - Applications	IT05	-	-	-	-	-	-	1	-	1
Business Systems Administrator - GIS	IT05	-	-	-	-	-	-	1	-	1
Client Services Manager	IT05	-	-	-	-	-	-	1	-	1
Senior Technical Specialist	IT04	-	-	-	-	-	-	1	-	1
Technical Specialist	IT03	-	-	-	-	-	-	4	-	4
Senior Support & Procurement Specialist	IT02	-	-	-	-	-	-	1	-	1
		0		0.00	0		0.00	16		16.00
General Government Sub-total		47.0	0.0	45.0	47.0	0.0	45.0	63.5	0.0	61.5
Public Safety										
<i>Police*</i>										
Police Chief	III	1		1	1		1	1		1
Deputy Police Chief	P7	1		1	1		1	1		1
Police Major	P6	3		3	3		3	3		3
Police Captain	P5	7		7	7		7	6		6
Police Lieutenant	P4	4		4	4		4	5		5
Police Sergeant	P3	29		29	29		29	30		30
Master Police Officer (Includes SRO positions)	P2	68		68	67		67	69		69
Police Officer (includes SRO positions)	P1	92		92	94		94	91		91
Police Administration Manager (non-sworn)	109	1		1	1		1	1		1
Senior Police Crime Analyst (non-sworn)	211	1		1	1		1	1		1
Police Crime Analyst (non-sworn)	209	1		1	1		1	1		1
Senior Executive Assistant (non-sworn)	209	-		-	-		-	-		-
Police Video Technician (non-sworn)	209	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
Senior Customer Service Representative (non-sworn)	207	2		2	2		2	2		2
Senior Administrative Assistant (non-sworn)	206	2		2	2		2	2		2
Administrative Assistant (non-sworn)	205	2		2	2		2	2		2
Customer Service Representative (non-sworn)	204	9		9	9		9	9		9
Parking Enforcement Technician (non-sworn)	203	1		1	1		1	1		1
		226		226.00	227		227.00	227		227.00
<i>Code Enforcement</i>										
Code Enforcement Manager	110	1		1	1		1	1		1
Code Enforcement Supervisor	210	1		1	1		1	1		1
Senior Code Enforcement Officer	209	3		3	2		2	2		2
Code Enforcement Officer	207	4		4	5		5	5		5
		9		9.00	9		9.00	9		9.00
<i>Emergency Communications</i>										
Communications Director (split with Radio Shop)	I	1		0.5	1		0.5	1		0.5
Communications Center Manager	112	1		1	1		1	1		1
911 Shift Supervisor	210	4		4	4		4	4		4
Senior Telecommunicator	207	4		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		1
Administrative Assistant (new position)	206	-		-	-		-	1		1
		25	4	25.50	25	4	25.50	26	4	26.50
<i>Fiber Network Management</i>										
Network Manager	112	1		1.00	1		1.00	1		1.00
		1		1.00	1		1.00	1		1.00
<i>Radio Shop</i>										
Communications Director (split with Communications)	I	-		0.5	-		0.5	-		0.5
Communications Shop Manager	111	1		1	1		1	1		1
Senior Communications Technician	209	2		2	2		2	2		2
Communications Technician	206	2		2	2		2	2		2
		5		5.50	5		5.50	5		5.50
<i>Fire</i>										
Fire Chief	III	1		1	1		1	1		1
Deputy Fire Chief	F9	2		2	2		2	2		2
Division Chief	F8	3		3	3		3	3		3
Battalion Chief	F7	9		9	9		9	9		9
Fire Captain (Addition of 3 FTE for Engine 6)	F6	47		47	48		48	54		54
Fire Lieutenant (Addition of 3 FTE for Engine 6)	F4	48		48	48		48	44		44
Logistics Officer II	F4	1		1	1		1	1		1
Senior Firefighter	F3	1		1	1		1	1		1
Logistics Officer I	F2	1		1	1		1	1		1
Fire Engineer (Addition of 3 FTE for Engine 6)	F2	42		42	48		48	56		56
Firefighter (Addition of 6 FTE for Engine 6)	F1	81		81	92		92	97		97

*Note: School Crossing Guards are not included in this count. Guards are classified as seasonal PT.

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
GIS Coordinator (split with Solid Waste & Cemeteries)	109	1		0.8	1		0.9	1		0.8
Fire Administration Manager	109	1		1	1		1	1		1
Administrative Assistant	205	2		2	2		2	2		2
		240		239.8	258		257.9	273		272.8
<i>Fire - Prevention</i>										
Division Chief	F8	1		1	1		1	1		1
Deputy Fire Marshal	F6	3		3	3		3	3		3
Assistant Fire Marshal (Addition of 2 FTE)	F5	5	3	6.2	5	3	6.2	7	3	8.2
		9	3	10.20	9	3	10.20	11	3	12.20
<i>Fire - Training</i>										
Division Chief	F8	1		1	1		1	1		1
Fire Captain	F6	4		4	5		5	5		5
		5		5.00	6		6.00	6		6.00
<i>Emergency Management - reports to City Manager's Office</i>										
Emergency Management Coordinator	113	1		1	1		1	1		1
		1.00		1.00	1.00		1.00	1.00		1.00
Public Safety Sub-total		521.0	7.0	523.0	541.0	7.0	543.1	559.0	7.0	561.0
Public Works										
<i>Streets & Traffic</i>										
Transportation Director	III	1		1	1		1	1		1
Deputy Transportation Director	115	1		1	1		1	1		1
Project Engineer	112	1		1	1		1	2		2
Streets Superintendent	110	1		1	1		1	1		1
Senior GIS Coordinator (reclass of GIS Coordinator position)	110	-		-	-		-	1		1
Assistant Streets Superintendent	109	1		1	1		1	1		1
Staff Engineer	109	1		1	1		1	-		-
GIS Coordinator	109	1		1	1		1	-		-
GIS Analyst (reclass of CAD Technician position)	211	-		-	-		-	1		1
Streets Crew Supervisor	210	5		5	5		5	5		5
Construction Inspector	208	1		1	1		1	1		1
CAD Technician	208	1		1	1		1	-		-
Executive Assistant	208	1		1	1		1	1		1
Senior Equipment Operator	209	8		8	8		8	8		8
Equipment Operator	205	6		6	6		6	6		6
Streets Maintenance Worker	204	7		7	7		7	7		7
		36		36.00	36		36.00	36		36.00
<i>Traffic Signals</i>										
Engineering Manager	113	1		1	1		1	1		1
Staff Engineer	109	1		1	1		1	1		1
Traffic Signal Supervisor	211	1		1	1		1	1		1
Traffic Management Center Operator	210	1		1	1		1	1		1
Signal Technician II	209	2		2	2		2	2		2
Utility Locator (new position)	207	-		-	-		-	1		1
Signal Technician I	205	2		2	2		2	2		2
		8		8.00	8		8.00	9		9.00
<i>Traffic Services</i>										
Transportation Coordinator	109	1		1	1		1	1		1
Sign Technician II	208	2		2	2		2	2		2
Sign Technician I	206	2		2	2		2	2		2
		5		5.00	5		5.00	5		5.00
<i>Solid Waste & Recycling</i>										
Solid Waste Services Director	II	1		1	1		1	1		1
Deputy Solid Waste Services Director	114	1		1	1		1	1		1
GIS Coordinator (split with Fire)	109	-		0.1	-		0.1	-		0.1
Solid Waste Superintendent	109	1		1	1		1	1		1
Solid Waste Administration Manager	109	1		1	1		1	1		1
Solid Waste Assistant Superintendent	109	-		-	1		1	1		1
Solid Waste Crew Supervisor	210	3		3	5		5	5		5
Environmental Education Specialist (moved to CMO)	209	1		0.5	1		0.5	-		-
Executive Assistant	208	1		1	1		1	1		1
Senior Customer Service Specialist	208	1		1	1		1	1		1
Senior Equipment Operator (Addition of 1 FTE)	209	10		10	17		17	18		18
Customer Service Specialist	205	-		-	1		1	1		1
Solid Waste Compliance Inspector	205	1		1	1		1	1		1
Equipment Operator	205	10		10	19		19	18		18
Solid Waste Worker (Addition of 1 FTE)	204	10		10	10		10	12		12

		FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
Position	Salary Grade	Full- time	Perm. Part- time	FTE	Full- time	Perm. Part- time	FTE	Full- time	Perm. Part- time	FTE
Cemeteries - Buildings & Grounds		41		40.60	61		60.60	62		62.10
Cemetery Maintenance Manager	109	1		1	1		1	1		1
GIS Coordinator (split with Fire & Solid Waste)	109	-		0.1	-		-	-		0.1
Cemetery Crew Supervisor	208	2		2	2		2	2		2
Cemetery Maintenance Worker	203	6		6	6		6	6		6
		9		9.10	9		9.00	9		9.10
Fleet Services										
Fleet Services Director	I	1		1	1		1	1		1
Fleet Services Manager	212	1		1	1		1	1		1
Fleet Services Training Coordinator	211	1		1	1		1	1		1
Fleet Services Supervisor	210	1		1	1		1	1		1
Master Mechanic	209	3		3	4		4	3		3
Automotive Parts Supervisor	208	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
Fleet Mechanic	207	5		5	4		4	5		5
Automotive Parts Clerk	204	1		1	1		1	1		1
		15		15.00	15		15.00	15		15.00
Public Works Sub-total		114.0	0.0	113.7	134.0	0.0	133.6	136.0	0.0	136.2
Economic Development										
Planning & Neighborhood Development										
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	1		1
GIS Administrator	110	1		1	1		1	1		1
Senior Planner	110	4		4	4		4	3		3
Clearwater Artist Studio Coordinator (moved to Parks & Recreation)	109	1		1	1		1	-		-
Planner	209	2		2	2		2	3		3
Urban Planner	209	1		1	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
		19		19.00	19		19.00	18		18.00
Economic Development										
Economic Development Manager	113	1		1	1		1	1		1
		1		1.00	1		1.00	1		1.00
Economic Development Sub-total		20.0	0.0	20.0	20.0	0.0	20.0	19.0	0.0	19.0
Parks & Recreation										
Parks & Recreation Director	II	1		1	1		1	1		1
Deputy Parks & Recreation Director	114	1		1	1		1	1		1
Facility Manager	111	1		1	1		1	1		1
Parks & Recreation Program Manager	111	-		-	-		-	1		1
Senior Planner	110	1		1	1		1	1		1
Clearwater Artist Studio Coordinator (moved from Planning)	109	-		-	-		-	1		1
Parks & Recreation Coordinator	109	3		3	3		3	2		2
Parks & Recreation Supervisor	209	6		6	6		6	7		7
Senior Executive Assistant	209	1		1	1		1	1		1
Parks & Recreation Assistant Supervisor	208	2		2	2		2	1		1
Parks & Recreation Specialist	207	3		3	3		3	3		3
Facility Specialist	207	-		-	1		1	1		1
Senior Administrative Assistant	206	2		2	2		2	2		2
Fitness Instructor/Event Assistant	206	-	1	0.5	-	1	0.5	-	1	0.5
Part-Time ClearWater Ceramic Center Programmer (new position)	206	-		-	-		-	-	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	202	-	26	13	-	26	13	-	26	13
		22	29	36.50	23	29	37.50	24	30	39.00
Parks & Recreation Sub-total		22.0	29.0	36.5	23.0	29.0	37.5	24.0	30.0	39.0
General Fund Sub-total		724.0	36.0	738.2	765.0	36.0	779.2	801.5	37.0	816.7

		FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
Position	Salary Grade	Full- time	Perm. Part- time	FTE	Full- time	Perm. Part- time	FTE	Full- time	Perm. Part- time	FTE
Community Development Block Grant										
Federal Program Coordinator	110	-		0.3	0		0.3	-		-
Construction Coordinator	109	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		1		1.30	1		1.30	1		1.00
CDBG Sub-total		1.0	0.0	1.3	1.0	0.0	1.3	1.0	0.0	1.0
Home Consortium										
Federal Program Coordinator	110	<u>1</u>		<u>0.7</u>	<u>1</u>		<u>0.7</u>	<u>1</u>		<u>1</u>
		1		0.70	1		0.70	1		1.00
Home Consortium Sub-total		1.0	0.0	0.7	1.0	0.0	0.7	1.0	0.0	1.0
Downtown Development										
Downtown Development Manager	112	1		1	1		1	1		1
Downtown Development Specialist	209	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		2		2.00	2		2.00	2		2.00
Downtown Development Sub-total		2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
Electric Systems <i>(Electric Administration)</i>										
Electric Systems Director	III	1		1	1		1	1		1
Deputy Electric Systems Director	114	1		1	1		1	1		1
Electric Operations Manager	113	1		1	1		1	1		1
Electric Systems Administration Manager	109	-		-	1		1	1		1
Executive Assistant	208	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		4		4	5		5	5		5
<i>Powerline Maintenance</i>										
Electric Systems Coordinator II	112	2		2	2		2	2		2
Electric Systems Special Project Manager	112	1		1	1		1	1		1
Electric Systems Coordinator I	111	3		3	3		3	3		3
Electric Systems Technician II	210	5		5	7		7	7		7
Electric Systems Analyst	210	1		1	1		1	1		1
Electric Systems Line Technician I	208	1		1	1		1	-		-
Electric Systems Technician I	208	<u>6</u>		<u>6</u>	<u>4</u>		<u>4</u>	<u>5</u>		<u>5</u>
		19		19.00	19		19.00	19		19.00
<i>Tree Trimming</i>										
Electric Tree Trimming Supervisor	212	1		1	1		1	1		1
Electric Tree Trimming Crew Leader	209	3		3	3		3	3		3
Electric Tree Trimmer II	208	3		3	2		2	2		2
Electric Tree Trimmer I	207	<u>3</u>		<u>3</u>	<u>4</u>		<u>4</u>	<u>4</u>		<u>4</u>
		10		10.00	10		10.00	10		10.00
<i>Electric Construction</i>										
Electric Systems Coordinator II	112	2		2	2		2	2		2
Electric Systems Coordinator I	111	2		2	2		2	2		2
Electric Construction Supervisor	212	7		7	7		7	7		7
Electric Safety Coordinator	211	1		1	1		1	1		1
Electric Systems Line Technician III	211	13		13	12		12	10		10
Electric Systems Line Technician II	210	5		5	6		6	8		8
Electric Systems Line Technician I	208	<u>7</u>		<u>7</u>	<u>7</u>		<u>7</u>	<u>7</u>		<u>7</u>
		37		37.00	37		37.00	37		37.00
<i>Electric Engineering</i>										
Electrical Engineer	113	1		1	1		1	1		1
Project Engineer	112	1		1	1		1	1		1
GIS Supervisor	110	1		1	1		1	1		1
GIS Analyst	211	2		2	2		2	2		2
Electric Engineering Technician	210	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>
		8		8.00	8		8.00	8		8.00
<i>Utility Locate Services</i>										
Electric Utility Locator Supervisor	211	1		1	1		1	1		1
Utility Locator	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>
		3		3.00	3		3.00	3		3.00
Electric System Sub-total		81.0	0.0	81.0	82.0	0.0	82.0	82.0	0.0	82.0
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

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Project Engineer (split with Water & Wastewater)	112	1		0.34	1		0.34	1		0.34
Senior GIS Coordinator (split with Water & Wastewater)	110	-		0.33	-		0.33	-		0.33
Water Resources Superintendent	110	1		1	1		1	1		1
Staff Engineer (split with Water & Wastewater)	109	1		0.34	1		0.34	1		0.34
Water Crew Supervisor	210	4		4	4		4	4		4
Sustainability Coordinator (split with City Manager's Office & Water)	210	-		0.25	-		0.25	-		0.25
Water Safety Coordinator	209	-		0.33	-		0.33	-		-
Technical Equipment Operator	208	3		3	3		3	3		3
Senior Equipment Operator	209	5		5	5		5	5		5
Equipment Operator	205	3		3	3		3	3		3
Utility Services Worker	204	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>
		22		21.59	22		21.59	22		21.26
Stormwater Sub-total		22.0	0.0	21.6	22.0	0.0	21.6	22.0	0.0	21.3
Water Resources										
<i>Hillgrove Water Treatment Plant</i>										
Laboratory Coordinator (position shared with Coddle Creek WTP)	110	1		0.5	1		0.5	1		0.5
Treatment Plant Supervisor	110	1		1	1		1	1		1
Water Systems Supervisor	211	1		1	1		1	1		1
Water/Wastewater Systems Technician	208	2		2	2		2	2		2
Water Treatment Plant Operator	208	8		8	8		8	8		8
Utility Systems Technician	207	2		2	2		2	2		2
Custodian	202	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		16		15.50	16		15.50	16		15.50
<i>Coddle Creek Water Treatment Plant</i>										
Laboratory Coordinator (position shared with Hillgrove WTP)	110	-		0.5	-		0.5	-		0.5
Treatment Plant Supervisor	110	1		1	1		1	1		1
Water Systems Supervisor	211	1		1	1		1	1		1
Water/Wastewater Systems Technician	208	2		2	2		2	2		2
Water Treatment Plant Operator	208	8		8	8		8	8		8
Utility Systems Technician	207	2		2	2		2	2		2
Custodian	202	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>	<u>1</u>		<u>1</u>
		15		15.50	15		15.50	15		15.50
<i>Waterlines Operations & Maintenance</i>										
Water Resources Director (split with Stormwater & Wastewater)	III	1		0.34	1		0.34	1		0.34
Deputy Water Resources Director (split with Stormwater & Wastewater)	114	-		0.33	-		0.33	-		0.33
Engineering Manager (split with Stormwater & Wastewater)	113	1		0.34	1		0.34	1		0.34
Water Operations Manager	112	1		1	1		1	1		1
Project Engineer (split with Stormwater & Wastewater)	112	-		0.33	-		0.33	-		0.33
Water Resources Superintendent	110	1		1	1		1	1		1
Senior GIS Coordinator (split with Stormwater & Wastewater)	110	1		0.34	1		0.34	1		0.34
System Protection Superintendent (split with Wastewater)	110	1		0.5	1		0.5	1		0.5
Water Resources Project Manager	109	1		1	1		1	1		1
Staff Engineer (split with Stormwater & Wastewater)	109	-		0.33	-		0.33	-		0.33
Water Systems Supervisor	211	1		1	1		1	1		1
Utility Locate Supervisor (new position, split with Wastewater)	211	-		-	-		-	1		0.5
Water Meter Services Supervisor	210	1		1	1		1	1		1
Water Crew Supervisor	210	5		5	5		5	5		5
Water Safety Coordinator	209	1		0.34	1		0.34	1		1
Sustainability Coordinator (split with City Manager's Office & Stormwater)	210	-		0.25	-		0.25	-		0.25
System Protection Inspector	208	1		1	1		1	1		1
Executive Assistant	208	1		1	1		1	1		1
Senior Customer Service Specialist	208	1		1	1		1	1		1
GIS Technician	207	1		1	1		1	1		1
Senior Equipment Operator	209	4		4	5		5	5		5
Utility Systems Technician	207	5		5	5		5	5		5
Utility Locator (split with Wastewater)	207	2		2	2		2	2		1
Administrative Assistant	205	1		1	1		1	1		1
Equipment Operator	205	4		4	4		4	4		4
Utility Service Worker	204	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>
		42		40.10	43		41.10	44		41.26
Water Resources Sub-total		73.0	0.0	71.1	74.0	0.0	72.1	75.0	0.0	72.3
Public Transit										
Transit Director	I	1		1	1		1	1		1
Deputy Transit Director (new position)	114	-		-	-		-	1		1
Transit Manager	113	1		1	1		1	1		1
Transit ADA Coordinator (incumbant reclassified to Transit Manager)	109	1		1	1		1	-		-

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Transit Planner & Technology Coordinator	109	1		1	1		1	1		1
Grants Accountant (split with Finance)	209	-		0.5	-		0.5	-		0.5
Senior Customer Service Representative	207	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>
		6		6.50	6		6.50	6		6.50
Transit Sub-total		6.0	0.0	6.5	6.0	0.0	6.5	6.0	0.0	6.5
Wastewater Resources										
<i>(Wastewaterlines Operation & Maintenance)</i>										
Water Resources Director (split with Water & Stormwater)	III	-		0.33	-		0.33	-		0.33
Deputy Water Resources Director (split with Water & Stormwater)	114	-		0.33	-		0.33	-		0.33
Engineering Manager (split with Water & Stormwater)	113	-		0.33	-		0.33	-		0.33
Project Engineer (split with Water & Stormwater)	112	-		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		1
Staff Engineer (split with Stormwater & Water)	109	-		0.33	-		0.33	-		0.33
W/WW Systems Supervisor	211	1		1	1		1	1		1
Water Systems Supervisor	211	1		1	1		1	1		1
Utility Locate Supervisor (new position, split with Water)	211	-		-	-		-	-		0.5
Water Crew Supervisor	210	6		6	6		6	6		6
Water Safety Coordinator	209	-		0.33	-		0.33	-		-
System Protection Inspector	208	1		1	1		1	1		1
W/WW Systems Technician	208	1		1	1		1	1		1
Technical Equipment Operator	208	8		8	8		8	8		8
GIS Technician	207	1		1	1		1	1		1
Utility Locator (split with Wastewater)	207	-		-	-		-	-		-
Senior Equipment Operator	209	3		3	3		3	3		3
Equipment Operator	205	4		4	4		4	4		4
Utility Service Worker	204	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>	<u>2</u>		<u>2</u>
		29		31.81	29		31.81	29		32.98
Wastewater Resources Sub-total		29.0	0.0	31.8	29.0	0.0	31.8	29.0	0.0	33.0
Aviation (Concord-Padgett Regional Airport)										
Aviation Director	II	1		1	1		1	1		1
Assistant Aviation Director	113	1		1	1		1	1		1
Aviation Operations Manager	112	1		1	1		1	1		1
FBO Manager (reclass of Customer Service Manager position)	112	-		-	-		-	1		1
Customer Service Manager	112	1		1	1		1	-		-
Aviation Project Manager	109	-		-	1		1	1		1
Building Maintenance Supervisor	212	1		1	1		1	1		1
Aviation Coordinator	210	2		2	3		3	3		3
Customer Service Supervisor	210	1		1	1		1	1		1
Grants Accountant (split with Finance)	209	-		0.5	-		0.5	-		0.5
Aviation Supervisor	208	4		4	4		4	4		4
Senior Executive Assistant	209	-		-	-		-	1		1
Executive Assistant	208	1		1	1		1	-		-
Airport Electrician	208	1		1	1		1	1		1
Airport Maintenance Mechanic	206	2		2	2		2	2		2
Aviation Service Worker	205	17		17	18		18	18		18
Administrative Assistant	205	3		3	3		3	3		3
Customer Service Representative	204	8		8	8		8	8		8
Grounds Maintenance Worker	203	1		1	1		1	1		1
Custodian	202	<u>2</u>		<u>2</u>	<u>3</u>		<u>3</u>	<u>3</u>		<u>3</u>
		47		47.50	51		51.50	51		51.50
Aviation Sub-total		47.0	0.0	47.5	51.0	0.0	51.5	51.0	0.0	51.5
Housing Department (HUD Funded)										
<i>Public Housing, Housing Choice Vouchers, & FSS Grant</i>										
Housing Director	I	1		1	1		1	1		1
Housing Manager	111	1		1	1		1	1		1
Housing Inspector/ Maintenance Supervisor	212	1		1	1		1	1		1
Senior Executive Assistant	209	1		1	1		1	1		1
Building Maintenance Mechanic II	208	1		1	1		1	1		1
Building Maintenance Mechanic I	206	2		2	2		2	2		2
Family Self-Sufficiency Specialist	205	1		1	1		1	1		1
Housing Specialist	205	3		3	3		3	3		3

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Section 8 Specialist (new position)	205	-	-	-	-	-	-	1	-	1
Resident Service Coordinator	204	1	-	1	1	-	1	1	-	1
Customer Service Representative	204	1	-	1	1	-	1	1	-	1
		13	-	13.00	13	-	13.00	14	-	14.00
Housing Department Sub-total		13.0	0.0	13.0	13.0	0.0	13.0	14.0	0.0	14.0
Internal Services										
<i>Utilities Collections</i>										
Revenue Manager (split with Tax & Billing)	113	-	-	0.25	-	-	0.25	-	-	0.25
Accounting Technician II (1 FTE split with Tax)	207	1	-	1.5	1	-	1.5	1	-	1.5
Accounting Technician I	206	2	-	2	2	-	2	2	-	2
		3	-	3.75	3	-	3.75	3	-	3.75
<i>Data Services</i>										
<i>Previously contracted positions moved to the General Fund IT department</i>										
		0	-	0.00	0	-	0.00	0	-	0.00
<i>Billing</i>										
Revenue Manager (split with Tax & Utilities Collections)	113	-	-	0.25	-	-	0.25	-	-	0.25
Utility Billing Manager	109	1	-	1	1	-	1	1	-	1
AMI Monitoring Lead	210	1	-	1	1	-	1	1	-	1
Senior Meter Technician	209	1	-	1	1	-	1	1	-	1
Meter Technician	206	8	-	8	8	-	8	8	-	8
Utility Billing Specialist	206	5	-	5	5	-	5	5	-	5
		16	-	16.25	16	-	16.25	16	-	16.25
<i>Customer Care</i>										
Customer Service Manager	112	1	-	1	1	-	1	1	-	1
Customer Service Supervisor	210	2	-	2	2	-	2	2	-	2
Senior Meter Technician	209	1	-	1	1	-	1	1	-	1
Senior Customer Service Specialist	208	3	-	3	3	-	3	3	-	3
Customer Service Specialist II	207	2	-	2	2	-	2	5	-	5
Customer Service Specialist	205	16	-	16	15	-	15	12	-	12
		25	-	25.00	24	-	24.00	24	-	24.00
<i>Engineering</i>										
Engineering Director	III	1	-	1	1	-	1	1	-	1
Deputy City Engineer	114	1	-	1	1	-	1	1	-	1
Engineering Manager	113	1	-	1	1	-	1	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	2	-	2	2	-	2	2	-	2
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	1	-	1	1	-	1	1	-	1
		26	-	26.00	26	-	26.00	26	-	26.00
<i>Purchasing</i>										
Purchasing Manager	113	1	-	1	1	-	1	1	-	1
Warehouse Supervisor	210	1	-	1	1	-	1	1	-	1
Purchasing Technician	207	2	-	2	2	-	2	2	-	2
Logistics Specialist & Safety Representative	205	1	-	1	1	-	1	1	-	1
Logistics Specialist	203	2	-	2	2	-	2	2	-	2
		7	-	7.00	7	-	7.00	7	-	7.00
<i>Buildings & Grounds Maintenance</i>										
Buildings & Grounds Director	I	1	-	1	1	-	1	1	-	1
Deputy Buildings & Grounds Director	114	1	-	1	1	-	1	1	-	1
Building Systems & Services Manager	111	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
Custodial Services Manager	109	-	-	-	1	-	1	1	-	1
Building Maintenance Supervisor	212	3	-	3	3	-	3	3	-	3
Custodian Supervisor	209	1	-	1	1	-	1	1	-	1
Grounds Crew Supervisor	208	7	-	7	7	-	7	7	-	7

Position	Salary Grade	FY 2021-2022 Budget			FY 2022-2023 Budget			FY 2023-2024 Budget		
		Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE	Full-time	Perm. Part-time	FTE
Executive Assistant	208	-		-	1		1	1		1
Maintenance Mechanic II	208	4		4	4		4	4		4
Maintenance Mechanic I	206	1		1	1		1	1		1
Grounds Maintenance Worker	203	21		21	21		21	21		21
Custodian	202	<u>13</u>	<u>5</u>	<u>15.5</u>	<u>13</u>	<u>5</u>	<u>15.5</u>	<u>13</u>	<u>5</u>	<u>15.5</u>
		55	5	57.50	57	5	59.50	57	5	59.50
Internal Services Sub-total		132.0	5.0	135.5	133.0	5.0	136.5	133.0	5.0	136.5
TOTAL FULL-TIME EMPLOYEES		<u>1,131</u>			<u>1,179</u>			<u>1,218</u>		
TOTAL PERM. PART-TIME EMPLOYEES			<u>41</u>			<u>41</u>			<u>42</u>	
TOTAL FTE				<u>1,150.2</u>			<u>1,198.2</u>			<u>1,237.7</u>

Authorized Salary Grades

Compensation grade assignments as of June 23, 2023.

Grade	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
Non-Exempt									
202	35,115.87	46,352.96	57,941.19	1,350.61	1,782.81	2,228.51	16.88	22.29	27.86
203	36,169.35	47,743.55	59,679.43	1,391.13	1,836.29	2,295.36	17.39	22.95	28.69
204	37,254.43	49,175.86	61,469.81	1,432.86	1,891.38	2,364.22	17.91	23.64	29.55
205	38,372.06	50,651.14	63,313.90	1,475.85	1,948.12	2,435.15	18.45	24.35	30.44
206	39,523.22	52,170.67	65,213.32	1,520.12	2,006.56	2,508.20	19.00	25.08	31.35
207	40,940.55	54,246.27	67,551.95	1,574.64	2,086.40	2,598.15	19.68	26.08	32.48
208	44,625.22	59,128.41	73,631.63	1,716.35	2,274.17	2,831.99	21.45	28.43	35.40
209	48,641.50	64,449.98	80,258.48	1,870.83	2,478.85	3,086.86	23.39	30.99	38.59
210	53,019.22	70,250.47	87,481.74	2,039.20	2,701.94	3,364.68	25.49	33.77	42.06
211	57,790.97	76,573.01	95,280.80	2,222.73	2,945.12	3,664.65	27.78	36.81	45.81
212	62,992.14	83,464.60	103,937.04	2,422.77	3,210.18	3,997.58	30.28	40.13	49.97
Exempt									
109	57,176.45	75,758.79	94,341.16	2,199.09	2,913.80	3,628.51	27.49	36.42	45.36
110	62,322.31	82,577.08	102,831.85	2,397.01	3,176.04	3,955.07	29.96	39.70	49.44
111	67,931.33	90,009.02	112,086.72	2,612.74	3,461.89	4,311.03	32.66	43.27	53.89
112	74,724.48	99,009.91	123,295.37	2,874.02	3,808.07	4,742.13	35.93	47.60	59.28
113	82,196.91	108,910.93	135,624.91	3,161.42	4,188.88	5,216.34	39.52	52.36	65.20
114	90,416.60	119,802.02	149,187.40	3,477.56	4,607.77	5,737.98	43.47	57.60	71.72
115	98,836.67	130,958.59	163,080.50	3,801.41	5,036.87	6,272.33	47.52	62.96	78.40
Executive									
I	100,813.39	133,577.74	166,342.10	3,877.44	5,137.61	6,397.77	48.47	64.22	79.97
II	107,870.33	142,928.20	177,986.05	4,148.86	5,497.24	6,845.62	51.86	68.72	85.57
III	115,421.25	152,933.16	190,445.07	4,439.28	5,882.04	7,324.81	55.49	73.53	91.56
IV	123,500.75	163,638.49	203,776.24	4,750.03	6,293.79	7,837.55	59.38	78.67	97.97
V	132,145.80	175,093.18	218,040.57	5,082.53	6,734.35	8,386.18	63.53	84.18	104.83
VI	141,396.00	187,349.70	233,303.40	5,438.31	7,205.76	8,973.21	67.98	90.07	112.17
Information Technology									
IT01	43,732.86	57,727.38	72,159.23	1,682.03	2,220.28	2,775.36	21.03	27.75	34.69
IT02	47,668.82	62,922.84	78,653.55	1,833.42	2,420.11	3,025.14	22.92	30.25	37.81
IT03	58,672.55	77,447.76	96,809.70	2,256.64	2,978.76	3,723.45	28.21	37.23	46.54
IT04	63,953.62	84,418.78	105,523.48	2,459.75	3,246.88	4,058.60	30.75	40.59	50.73
IT05	68,695.30	90,677.80	113,347.25	2,642.13	3,487.61	4,359.51	33.03	43.60	54.49
IT06	74,877.88	98,838.80	123,548.50	2,879.92	3,801.49	4,751.87	36.00	47.52	59.40
IT07	80,596.72	106,387.67	132,984.59	3,099.87	4,091.83	5,114.79	38.75	51.15	63.93
IT08	82,655.57	109,105.35	136,381.69	3,179.06	4,196.36	5,245.45	39.74	52.45	65.57
IT09	87,470.45	118,924.83	144,326.25	3,364.25	4,574.03	5,551.01	42.05	57.18	69.39
IT10	90,995.04	120,113.45	150,141.81	3,499.81	4,619.75	5,774.69	43.75	57.75	72.18
IT15	115,421.25	152,933.16	190,445.07	4,439.28	5,882.04	7,324.81	55.49	73.53	91.56

	Pay Structure - Annual			Pay Structure - Bi-Weekly			Pay Structure - Hourly		
Grade	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max
Fire									
F1	39,830.21	51,779.28	63,728.35	1,531.93	1,991.51	2,451.09	13.64	17.73	21.82
F2	45,953.07	58,590.16	71,383.40	1,767.43	2,253.47	2,745.52	15.73	20.06	24.44
F4	49,541.87	63,800.17	78,058.48	1,905.46	2,453.85	3,002.25	16.96	21.84	26.72
F5	54,590.95	70,911.58	87,232.19	2,099.65	2,727.37	3,355.08	26.25	34.09	41.94
F6	61,174.40	81,170.71	101,167.00	2,352.86	3,121.95	3,891.04	29.41	39.02	48.64
F7	70,828.43	92,076.96	116,866.91	2,724.17	3,541.42	4,494.88	34.05	44.27	56.19
F8	78,548.73	103,684.32	129,605.40	3,021.11	3,987.86	4,984.82	37.76	49.85	62.31
F9	82,476.17	108,868.54	136,085.68	3,172.16	4,187.25	5,234.06	39.65	52.34	65.43
Police									
P1	43,887.76	58,809.11	73,730.45	1,687.99	2,261.89	2,835.79	19.68	26.37	33.07
P2	50,027.02	63,871.36	77,715.70	1,924.12	2,456.59	2,989.07	22.44	28.64	34.85
P3	58,995.12	80,081.07	101,167.00	2,269.04	3,080.04	3,891.04	26.46	35.91	45.37
P4	62,322.31	85,069.97	107,194.38	2,397.01	3,271.92	4,122.86	29.96	40.90	51.54
P5	64,024.44	88,284.17	112,543.91	2,462.48	3,395.55	4,328.61	30.78	42.44	54.11
P6	78,520.72	101,221.14	123,921.56	3,020.03	3,893.12	4,766.21	37.75	48.66	59.58
P7	82,157.05	112,650.45	143,143.89	3,159.89	4,332.71	5,505.53	39.50	54.16	68.82
Seasonal - Parks & Recreation									
S1	-	-	-	-	-	-	11.29	-	13.81
S2	-	-	-	-	-	-	12.54	-	15.06
S3	-	-	-	-	-	-	15.06	-	16.30
S4	-	-	-	-	-	-	16.30	-	18.82
Seasonal - Police									
S5	-	-	-	-	-	-	12.30	-	14.74

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.

Audit: An annual systematic review of an organization's financial accounts by an independent body.

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 over \$100,000, and a significant and continuing financial commitment in the form of operating costs.

Capital Project Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources for capital.

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 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. Except for 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. 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's 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.

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 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.

Reappraisal: The process of revaluing a jurisdiction's real property 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.

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.

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 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 product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

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

BOC = Alfred M. Brown Operations Center

CDBG = Community Development Block Grant

CDO = Concord Development Ordinance

CHDO = Community Housing Development Organization

COD = Code of Ordinances

CIP = Capital Improvement Plan

COPS = Certificates of Participation

FAA = Federal Aviation Administration

FTE = Full-time Equivalent

FY = Fiscal Year

GAAP = Generally Accepted Accounting Principles

GASB = Governmental Accounting Standards Board

GFOA = Government Finance Officers Association

GO Bonds = General Obligation Bonds

HCV = Housing Choice Vouchers

LMI = Low and Moderate Income as defined by HUD.

MPO = Metropolitan Planning Organization

NCGS = North Carolina General Statute

OSCA = Open Space Connectivity Analysis

PIP = Pedestrian Improvement Plan

PM = Performance Measurement

ROW = Right-of-Way

UDO = Unified Development Ordinance

WSACC = Water & Sewer Authority of Cabarrus County

WTP = Water Treatment Plant